



RBS
RAJAGIRI BUSINESS
SCHOOL



Faculty Handbook

RAJAGIRI BUSINESS SCHOOL PGDM PROGRAMME



Foreword

This Faculty Handbook sets forth policies, procedures and information that govern the members of faculty of Rajagiri Business School as a whole. In preparing this handbook, we have incorporated agreements between the administration and the faculty. In addition, we have drawn upon widely accepted academic policy and practice as reflected in the recommendations by various academic bodies.

Please note that information in the Faculty Handbook concerning, but not limited to, such matters as the conditions of faculty employment, pay, and institution policies is subject to change from time to time. Notice of such changes will be communicated to all members of the faculty through faculty council meetings or electronic mail from the Office of the Director and other offices, as appropriate. More complete treatments of many of the issues covered by this document are found in individual policy statements published by the institution from time to time.

The guidelines mentioned in this booklet are to provide general information to the faculty about the institution and is not a Regulation book of the college. Hence, no claim can be made based on the information given in the book.

Best regards,



Sunil Puliyakot (Fellow, XLRI)
Director

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1. RBS - An introduction

Rajagiri Business School (RBS) started functioning in the year 2008 is an AICTE approved institution for Business Management. A standalone management institute with no affiliation to any University, Rajagiri Business School (RBS) offers two year Post Graduate Diploma in Management (PGDM) with courses in Marketing, Finance, Human Resources, Operations and Business intelligence. With a curriculum of international standards and highly experienced faculty, RBS is on the way to join the ranks of high-profile management colleges in India. Rajagiri Business School commenced with the approved batch strength of 60. The School was functioning in a temporary building having an area of 1609.8sq.m during the first two years, after which it moved to a new building which was inaugurated on October 2010, with state-of-the-art infrastructure, having an area of 6623.11sq.m. In June 2017, AICTE sanctioned the increase in intake for the PGDM programme, taking the total strength to 180. The minority status was granted to Rajagiri Business School by the National Commission for Minority Educational Institutions, Government of India on October 2011. The Post Graduate Diploma in Management (PGDM) is a two-year full-time course spread over six trimesters. The PGDM course is approved by the All-India Council for Technical Education (AICTE) and recognized as equivalent to MBA Degree of an India University by Association of Indian Universities (AIU). AICTE authorizes the institution to grant degrees and operate as an institution of higher education. PGDM programme of RBS is accredited by National Board of Accreditation (NBA) of AICTE. Further it is accredited by Accreditation Council for Business Schools and Programs (ACBSP) in the year 2016. Today Rajagiri remain atop of its contemporary institutions in its reach towards excellence.

VISION

Our Vision is to become a leading B-school for developing globally competent and socially sensitive leaders.

Mission

Rajagiri Business School develops socially responsible and holistic leadership in a supportive learning environment

Core values

The core values of the institution are

- Excellence
- Learning
- Service
- Integrity
- Mutual respect

2. Governance Structure

a. Governing Body

RBS is governed by Provincial Council of Rajagiri College of Social Sciences, a society registered under the Travancore Cochin Literary, Scientific & Charitable Societies Registration Act, 1955. The Governing body is the topmost authority of the Institution vested with absolute powers in all matters concerning the management and administration of the institute.

b. Board of Advisors

With a view to assist the institution in its academic planning and growth, a Board of Advisors has been constituted, which consists of Director, Rajagiri group of institutions, Director, Rajagiri Business School, two faculty members and six eminent business leaders/ executives who are in top management level and three academicians from Premier Business Schools. This board is expected to advise the School regarding the directions that Rajagiri Business School should take, in terms of courses and programmes they should concentrate on, or newly start, for updating and redesigning the present programme to make them more relevant and acceptable to the industry. They have the powers to appoint the members of the Board of Studies and the Board of Evaluation.

c. Director, Rajagiri Group of Institutions

The Director, Rajagiri Group of Institutions is appointed by the Provincial Council of Sacred Heart Province, (CMI Congregation) Kochi. He acts as the representative of the Governing Body in the management of Rajagiri Business School. He is the Chairman of the Advisory Board of Rajagiri Business School. He is the signing authority for the appointment letters of the members of the Advisory Board, Board of Studies and Board of Evaluation.

d. Director, Rajagiri Business School

The Director takes decisions regarding the general, financial and academic administration of the School. The Director provides leadership and sets high standards of overall education and is the face of the institute. She/ He provides strategic direction for the business school in alignment with its mission and values is also responsible for formulating and implementing a strategy that will enhance the value and reputation of the institution.

e. Associate Dean (Academics)

Associate Dean (Academics) is responsible for monitoring the academic process through evaluation of the academic system, finding the gap and introducing new mechanisms for enhancing the present academic system. Associate Dean (Academics) is also responsible for taking measure to enhance the teaching learning process through different innovative methods. Course allotment to the faculty in an academic year is coordinated by the Office of Associate Dean (Academics).

3. Academics and internal administration

a. Programme Chair

Programme chair is responsible for assessing the effectiveness of the programme as a whole through assessing the performance of students, pedagogy and instructional design. Programme chair is also responsible for overseeing Assurance of Learning process and making continuous improvement in the process of course structure and delivery.

b. IQAC (Internal Quality Assurance Cell)

IQAC is the primary academic body responsible for initiating all or any proposal concerning academic matters of the institution including but not limited to, course structure, development and review of curriculum, syllabus, question paper pattern, question paper standards, introduction of new courses etc.

4. Faculty Recruitment and Promotion

a. Recruitment Process

The faculty members are recruited as per the rules and regulations of UGC, Government and AICTE. In other cases the teaching staff members are recruited based on their prior field/industry experiences. Every year, before the beginning of the academic session, the Director, Rajagiri Business School in consultation with the Associate Dean (Academics) and the Area Chairs assess the requirements of the Institute concerning the faculty, and determine the positions to be filled. The Director, with the approval of the faculty council proceeds to fill the same using the following procedure.

- The vacant positions are advertised in one or two leading newspapers.
- The Office of Associate Dean (Academics) compiles a list of eligible candidates to be placed before the selection/ interview panel. The list is then shared with the Director and the Associate Dean (Research) for recommendation.
- The selection procedure is based on Qualification, Presentation, Personal interview, Industry Experience, Research Capability, Communication skill and Value System.
- Based on the recommendation received from the Director and the Associate Dean (Research), the applicant is called for an interview at the Area level. The Area Chair constitutes a 2 or 3-member panel and conducts the interview. Based on the recommendation received from the Area Panel, the faculty candidate is invited to make a 15-minutes long presentation before the Faculty Council.
- The applicant makes a 15 minutes presentation to Faculty council regarding a research area of his/her choice. Faculty are given a feedback form to rate the quality of presentation. This result is compiled and the average score is calculated. The applicant proceeds to the final stage (selection interview) only on getting a satisfactory score on the presentation.
- The selection (interview) panel includes Director (RBS), Assistant Director (RBS), Associate Dean (Academics). The panel recommends the candidate for appointment.

The selected candidates are appointed by the Director, Rajagiri Group of Institutions in consultation with the Director Rajagiri Business School. The appointment letter states the date of appointment, the position to which the appointment is made, duration of appointment, salary, roles and responsibilities and the consent of appointed faculty.

b. Qualifications - Faculty Recruitment

The qualification of the teaching post is as per the UGC/AICTE norms. A summary of the qualifications for the different categories of posts is as follows:

- Assistant Professor: First class Master's degree in Business Management/ Administration/ other relevant Management related disciplines/ PGDM/PGDBM programmes (minimum 2 years duration) recognized by AICTE/MHRD/UGC and declared equivalent to MBA by AICTE/AIU with 2 years' experience in teaching/ industry /research/ profession.

- **Associate Professor:** Ph.D., with first class or equivalent (in terms of grades, etc) at the preceding degree, with a good academic record throughout and a minimum of twelve years in teaching/ research/ industrial experience of which at least three years should be at the level of Assistant Professor.
- **Professor:** Ph.D., with first class or equivalent (in terms of grades, etc) at the preceding degree, with a good academic record throughout and a minimum of ten years in teaching/ research/ industrial experience of which at least five years should be at the level of Associate Professor.

For details please refer UGC (Minimum Qualifications for Appointment of Faculty and other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education) Regulations, 2010 (No. F. 3-1/2009(PS) dated 30.06.2010 and its amendments.

c. Appointment

Every person recruited is appointed on probation for a period of one year. The Director in consultation with the IQAC may decide to extend the period of probation, if they think it necessary; in any case it can be extended to maximum period of another one year. At the end of the period of probation including the extended period of probation, if his/ her performance is not satisfactory or his /her continuance in the service would not be in the interest of the institution, they may terminate the person under probation.

At the end of the year of probation, or at the end of the extended period of probation if any, if the Director in consultation with the IQAC is satisfied that the probationer (concerned faculty member) has satisfied the reasonable expectations of the Institute, consummate with his/ her grade, then the Director recommends that the candidate is confirmed in the position, an order of confirmation is issued by the Director, Rajagiri Business School.

d. Faculty Induction Program

The newly recruited faculty members are provided training for four days regarding course curriculum development, virtual learning platform, ERP system, library and other facilities. Further special sessions are scheduled on Vision and mission, classroom management, case teaching, examination policy and Assurance of Learning Process.

e. Pay Scale

The pay scale and subsequent increments are as per UGC/AICTE norms.

f. Faculty Promotion Policies

The terms and conditions with regard to the promotion policies are as prescribed in the UGC Regulations. Additionally, the Rajagiri Career Advancement Scheme is based on the recommendations of the 7th Central Pay Commission and a matrix developed by the institution itself, that consists of four parameters:

- Research and Publications
- Teaching/ Learning Facilitation
- Administration
- Experience

Each parameter is assigned with a minimum API point, which the faculty members need to attain during the tenure of the present post so as to be considered for promotion to the succeeding position. The RCAS Scheme is currently applicable only for faculty members in the Academic Track only.

As per the latest recommendations, there are six levels of faculty members:



Director invites members of the faculty, when they feel that they fulfill all criteria required for promotion, to fill up the application form for promotion. RBS Promotion Committee sends the required formats to be filled by the faculty and proofs to be submitted. Faculty have the responsibility to submit all necessary materials in a timely fashion, including annual summaries of scholarly research, service, and teaching activities and accomplishments, and more comprehensive dossiers or portfolios that document all achievements and contributions by the faculty member whenever he or she is under consideration for promotion. RBS Promotion Committee reviews the Academic Performance Indicator (API of UGC) of the faculty under review and submits its findings for consideration of promotion to the Director.

In addition to the UGC guidelines for promotion, the faculty member has to fulfil the following extra conditions.

- Promotion to Assistant Professor (Stage 2) – 1 ABDC B or above/ OR 1 SCOPUS Q2 or above/ OR 1 Ivey case publication
- Promotion to Assistant Professor (Stage 3) – 2 ABDC B or above/ OR 2 SCOPUS Q2 or above/ OR 2 Ivey case publication/ OR 1 ABDC B or above or 1 SCOPUS Q2 or above AND 1 Ivey case publication
- Promotion to Associate Professor – 1 ABDC A OR 1 SCOPUS Q1 OR 1 Harvard case publication
- Promotion to Professor – 2 ABDC A OR 2 SCOPUS Q1 OR 2 Harvard case publication OR A combination of any two of the aforementioned
- Promotion to Senior Professor – 2 ABDC A* OR 1 FT 50

g. Job Description and Faculty Policies

i. Job description of Faculty

- Effectively utilise the teaching hours for the benefit of the students duly adapting to the teaching methodology as may be described by the Programme Chair for the particular course, including holistic education classes.
- Ensure that any teaching hour lost due to leave or other exigency is compensated by filling in the leave hours of any of other faculty members of the same class.
- Carry out all that is proposed in the course plan for the courses being taught.
- Prepare questions for the course (s) handled for midterm and end term examinations as per the

- guidelines provided by the Office of the Controller of Examination.
- Evaluate the answer sheets of midterm and end term examinations as per the guidelines of the Examination Office.
- Update oneself of the current developments in the subject handled by regular reference to publications and Internet.
- As part of mentoring program, each faculty member will be assigned with specific number of students from both senior and junior batches. Faculty members are required to follow the guidelines provided from time to time for the smooth conduct of the mentoring program.
- Participate in academic discussions initiated by the administrators directly or through other faculty members.
- Suggest areas of modification, improvement or changes required in the curriculum.
- Suggest relevant study materials/magazines/books on the subject for student reading and/or procurement by the college library.
- Any other responsibility assigned to them by the administrators

h. Instructional and Student related Policies

PGDM of RBS follows a credit system in which credit assigned to a course determines the teaching hours per week. Most of the courses are 3 credit and there are some courses with 2 credits. Faculty should be aware of the credit hours and the number of teaching hours.

- Course Plan for the succeeding trimester must be prepared as soon as current trimester classes are over, so that no classes are taken in the succeeding trimester without a course plan. Course Plan must be developed (in the prescribed format) collectively by all the faculty of the same course, endorsed by the Associate Dean (Academics). Due consideration must be given to the course learning objectives, while preparing the course plan to ensure proper documentation of such course plans.
- Teaching must strictly follow the order in the course plan. The course plan should be used as teaching schedule for the faculty. At the end of every class, the topic to be dealt with in the next class must be announced and students must be asked to read the topic before they come for the next class. The faculty must ask simple questions on the topic before commencing the explanation.
- Assignments for internal assessment must be such that reference to library materials and Internet would be necessary for its completion. Mere copying from reference material must be wholly discouraged while evaluating internal assessments.
- No class must be let free for reasons of faculty non-availability.
- Engagement of guest faculty shall be with the consent of the Director-RBS
- Some of the faculty members may be given additional assignments within the college and also assigned for short duration visit to foreign countries due to which there can be a shortfall of faculty available. The required adjustments must be made to ensure a seamless flow of classes and timely course completion.
- Last minute cancellation/re-arrangement of classes is not permitted. A mutual exchange of classes with other faculty members should be done by the concerned faculty member ensuring that PGP office is informed of the change. However this facility must be used only in an emergency.
- For the junior batches 08.30 to 09.00 a.m. attendance is mandatory and hence it must be taken as part of the first hour regular attendance. The attendance sheet will be available from the reception desk. Faculty taking the first hour from 9am should grant attendance accordingly.

- **Assignments to students:** The faculty-in-charge of a course has the freedom to give any number of assignments as he/she may deem fit for the course. However, there should be a minimum of at least one individual assignment for each course, which can be submitted through Moodle or as hardcopy. Assignments have to be submitted on time. Only the assignment/s that are being evaluated for the marks to be submitted in the consolidated marklist (hardcopy) are to be submitted at the Internal Quality Assurance Cell (IQAC) and should be handed over to the staff of the PGP office and stamped. Assignments should not be left on the IQAC office desks without the staff being there to receive it. Late submission of assignments disqualifies the student and he/she may fail to secure the marks of the assignment, part or whole as the case may be. Re-submission of assignment is not possible. There should be a general understanding that assignment submission time ends by 5.00 p.m. on the assigned day. Corrected assignments will be received from the PGP office after faculty has evaluated it and assigned the marks.
- └ **Evaluation of student work:** The faculty-in-charge has considerable freedom to decide the components of evaluation based on course plan circulated to the students at the start of the trimester. The faculty member can choose different tools like individual assignment, presentation, projects, term papers, quiz and class participation to evaluate the students' performance. The evaluation components should be included in the courses plan and should be communicated to the students during the first session of the class itself. It is the responsibility of the faculty member to conduct a fair valuation of students' performance. Faculty has to ensure that they evaluate student work and provide them timely and constructive feedback. Marks or the grades of the evaluation should be communicated to the students within a reasonable period of their submissions. Faculty member has to submit all assessment marks based on all evaluation criteria used in course plan before the timeline to exam department through Fedena ERP.
- └ **Assurance of Learning:** Faculty has to ensure that assessment of Programme Learning Objectives (PLOs) is done objectively. PLO mapped to the course have to be assessed and the summary of the results have to be communicated to the concerned officials within timeframe mentioned in the assessment plan.

i. Examination Duty

- Attending to examination duty by faculty/staff members as per work allotment assigned by the Controller of Examinations is mandatory.
- The invigilators should report 15 minutes before the scheduled start of the examination. Request for any adjustments in the allotted schedule should be done well in time.
- As a matter of policy, no leave shall be approved during examination days except in the cases of or for extremely unavoidable exigencies.
- Any leave approval during the examination period, must be cleared by the Controller of Examinations.
- If any student is caught with malpractices during the examination, the procedure described in the examination manual in such cases must be followed.

j. Workload Policies

The following guidelines are intended to facilitate the setting of faculty loads so as to maximize equity and efficiency. These guidelines apply only to the basic teaching load. They do not apply to overtime teaching, where this is permitted. Requests for load reductions and special schedules must be made early in the preceding trimester, to allow time for evaluation and distribution of teaching loads.

k. Course Preferences

Each Trimester, after course offerings and workloads for the coming Trimester have been established, a list should be circulated among the faculty with a place for faculty members to indicate

their teaching preferences in those courses where a choice of instructors is possible. These preferences should be considered by the Associate Dean (Academics) when assignments are made. No instructor should receive an assignment requiring more than three different preparations. Two preparations would be preferable, whenever feasible.

l. Teaching Load

Each faculty shall have an annual teaching workload of six EPU's (Equivalent Paper Units). All additional administrative responsibilities of faculty members will be equated with EPU to arrive at a total workload of 6 EPU's annually. However, all faculty members are encouraged to earn at least 3 EPU's from teaching in a year. A tabular representation of the hourly workload of a faculty member per week is provided below.

Sl. No	Activity	Hours per week
1	Teaching	15
2	Tutorials	05
3	Preparation for Teaching	10
4	Research/Research Assignments	10
	Total	40

m. Load Reductions

Associate Dean (Academics) considers the requests of faculty members for load reductions before assignments are made for a forthcoming trimester. Such reductions may be made to conduct research, and meet other needs in consonance with the objectives of the institution. The institution as a whole should play a role in establishing general priorities for load reduction so as to reduce the possibility of conflicting demands upon available released time.

n. Load reduction for Research

In June 2019, RBS introduced a new option to reduce teaching load for those who are working on publications. On the recommendation of the research coordinator, two courses can be reduced from the stipulated number of six courses that constitutes a full teaching load. The new policy on teaching load reduction is to support the efforts of faculty to publish now and in the future and to ensure that the teaching standards are not compromised because of the extra commitments regarding publications. The status of the research output will be reviewed at the end of each year to ensure that the teaching load reduction has been utilized purposefully.

o. Leave Policy

i. Leave/Holiday Policy for Teaching staff

- All Staff members are required to punch-in before 9:00 a.m. and punch-out after 5:00 p.m. from Mondays to Saturdays, unless otherwise specified.
- With respect to those joining the college during the calendar year, leave availability for that calendar year will be calculated on a proportionate basis from the date of joining.
- Except for block leave, all other leave taken by faculty must be on the basis of submission of leave application. The standard leave application form available at the reception of the school must be duly filled and signed by the applicant. The leave applications are scrutinized by a designated administrative staff and any discrepancies are brought to the immediate notice of the Director who issues a warning to the concerned faculty. Every month the administrative staff informs the director on the data regarding faculty availing of leave.
- Leave shall be availed by faculty only after applying for it except in unavoidable circumstances

like sickness, unforeseen need or emergencies.

- Where prior application is not given due to unforeseen circumstances, leave application must be submitted at the earliest on resuming duty.
- Faculty members who need to go out of the campus for a short while for official or personal reasons during the official working hours must sign in a movement register maintained at the reception giving all required details.
- If a faculty member is away from campus during working hours for personal reasons for more than one hour, it will be counted as half day leave. More than three hours will be counted as full day leave.
- Before proceeding on leave, faculty members are required to arrange their work schedule for the period of leave in consultation with the Associate Dean (Academics)/ Director-RBS.
- Absence on days of strikes, or special holidays declared by government from time to time, shall be treated as leave, and a leave application should be submitted by concerned staff.
- Any un-availed eligible leave during a calendar year cannot be carried over to the subsequent year.
- Salary for the days of absence without written approval and / or days of approved leave in excess of permitted and available leave will be deducted from the salary.
- Any absence not supported with an approved leave application form and / or note from the Associate Dean (Academics) will be treated as unauthorized leave and salary deduction will be effected for such days.

ii. Casual Leave (CL)

- Total casual leave granted to a faculty shall not exceed fifteen days in a calendar year.
- To avail casual leave, the staff member has to arrange his/her days work in consultation with the Dean/Director.
- Casual leave as far as possible must be pre-informed and needs prior approval. In case of exigencies post-facto approval may be obtained immediately on reporting, on the same day or latest by the next working day.
- Casual leave cannot be combined with any other kind of leave.

iii. Block Leave

- Teaching staff who have completed one year of continuous service at RBS as on April 30 of the concerned year are eligible for 15 days' Block Leave
- For faculty members joining during a calendar year, block leave will be calculated proportionately for that year
- Block leave has to be availed during the months of April / May as decided / directed by the Director -RBS / Director- Rajagiri Group of Institutions.
- Block leave which is not availed during the months of April/May of that year shall lapse, unless specifically approved by the Director for availing later in that year.
- Block Leave cannot be combined with other leave except in the case of faculty availing leave for pursuing Ph.D.
- Faculty members can avail block leave in two instalments during April and May without affecting their official assignments and commitments. During the period of block leave, if any faculty member is required for any official duty, the period of block leave will be extended by the same number days.

iv. Duty Leave (DL)

Duty leave of maximum of 15 days, with full pay in a calendar year is granted for the faculty for the

following:

- Attending Conferences/Seminars/workshops.
- Delivering invited talks.
- To interact with Industry.
- To perform any other duty for RBS as approved by the Director, RBS.

v. Research Leave

A leave of 12 days is available to faculty for pursuing research for the purpose of data collection/ conference presentation/ conference attendance. The application has to be made on the prescribed format to the research review committee for approval by the Management Committee.

vi. Maternity Benefit

All regular female teaching staff are eligible for maternity benefit subject to the following conditions:

- She should have satisfactorily completed one year probationary period and also completed one year's regular service as a confirmed employee before commencement of leave for maternity. Long periods of leave, if any taken during this period will be excluded while calculating and arriving at the completed years of probationary service and regular service.
- Maternity benefit is applicable to female employees only for their first and second delivery.
- Maternity benefit shall be limited to a maximum of 90 (ninety) days salary with full pay for each delivery (confinement).
- Leave for Maternity shall not commence earlier than 15 days prior to delivery (childbirth) / miscarriage.
- Maternity benefit (equal to 90 days salary) shall be paid one month after the employee rejoins duty after her delivery / miscarriage.
- Application for maternity benefit must be submitted sufficiently in advance and intimation of delivery must be made to authorities.
- Leave taken for maternity purpose cannot be combined with study leave/duty leave/ block leave etc.
- Leave granted for maternity purpose beyond three months shall be on loss of pay.

vii. Loss of Pay Leave (LOP)

- Requests for Loss of Pay leave may be considered by the Director based on the genuine and unavoidable needs of faculty and may be sanctioned at the discretion of the Director after considering all aspects of the institution's requirements with respect to its academic activities.
- LOP without written approval will be considered as unauthorised leave and disciplinary action will be taken accordingly.
- Loss of pay leave beyond six months at a time, will not be counted towards service of the concerned faculty for yearly annual increments.

viii. Other Leave / Holidays

- All public holidays, Second Saturdays of every month and Sundays are holidays for all faculty members.
- Holidays declared by the Government (with the clause 'for all educational institutions including professional colleges') will be holidays for both the students and the faculty. However, skeleton services would be provided by the non-teaching staff in the institution office except on second Saturdays and Sundays.

- Hartals, restricted holidays, district holidays etc. will be working days for the faculty members.
- Conduct of classes on hartals, restricted holidays etc. will be decided by the management on a case-by-case basis based on attendance.
- Absence on days of hartal or special holidays declared by the government from time to time, shall be treated as leave, and an online leave application shall be submitted by concerned faculty member. .
- In special circumstances, the Management reserves the right to convert a holiday into a working day.

ix. Late Attendance

If the total duration of late punch-in (after 8.30 a.m.), or early punch-out (before 4.30 p.m.) exceeds 30 minutes (half an hour) in a month, it will be treated as half-day casual leave and if it exceeds 3 ½ hours it will be treated as full days' leave. However, the number of late punch-in and early punch-out will be limited to a total of 5 per month for this calculation. Beyond five instances in a month each late punch-in or early punch-out will be treated as half-day/one-day leave as the case may be. If CL is not available, it will be treated as LOP.

Forgot to Punch

In cases of 'Forgot to punch', the staff member is required to submit the hard copy of the request, giving reasons, if any, with the recommendation from the Programme chair, to the Director -RBS on the very next working day and his decision shall be final. Such instances must not be repeated unless it was due to official duty or other duty related circumstances that caused it. This can be availed only once in an academic year. All other cases will be considered as leave.

Compensatory Off

- Compensatory Off can be availed by staff members against duty performed on a holiday.
- Compensatory Off will not be granted for any external duty for which extra remuneration is paid.
- No Compensatory Off shall be granted for normal extra work done in RBS as it is part of one's duty.
- In cases of special classes on a holiday, half day Compensatory Off can be availed of against a minimum of 3 hours duty, and 1 day off against a minimum of 5 hours duty.
- Compensatory Off shall normally be taken in the same month of extra duty.
- **Business News Paper reading** session is from 8.30 am to 9.00 am every morning. Faculty who are appointed for this half hour have 2 options.
 - Work from 8.30 am to 4.50 pm and take 2 full days compensatory off per month.
 - Work from 8.30 am to 4.30 pm without the facility of compensatory off.
 - All conditions pertaining to compensatory off will apply in this case also.

x. Leave for Non Keralite Faculty

The management has given due consideration to the need for non Keralite faculty members to visit their family members at their home state during vacation. Accordingly the management has decided that as a special case such non Keralite faculty members shall be permitted to extend their period of vacation/ block leave and avail special vacation leave as follows with effect from January 2016.

- The faculty member will be allowed to use their available casual leave and compensatory off along with the Onam/ Christmas vacation up to a maximum of 5 days.
- The faculty member will be granted an additional 10 days special vacation leave which may be added on to the block leave of 15 days which is to be availed in the month of May.

- This facility can be availed between January 1st and December 31st of each year. This leave cannot be accumulated or carried forward to future years.

xi. Leave and service rules for international faculty

- The international faculty are entitled to have 15 days casual leave and 15 days block leave per year in proportion to the working days spent at the institute and subject to rules and regulations of the Institution. International Staff are given an additional 10 days special vacation leave to be combined with block leave to visit their home-town.
- The holidays specified in the Institution calendar shall be applicable for the international faculty and hartal, bandh or strike would be considered as working days unless otherwise declared by the management.
- The applicable Indian taxes and contributions to statutory funds will be deducted from the salary as per Government rules applicable from time to time.
- All other leave and service rules applicable to the faculty are applicable to the international faculty.
- **Policy for International Faculty Leave Travel Allowance:** The conditions for the travel allowance are as follows
 - The allowance will not exceed Rs 60,000/- in a year
 - In case the actual amount spent on the to and fro ticket is less than 60,000, the ticket charge alone will be reimbursed
 - Faculty are required to spend some part of the vacation on college duty i.e., preparing the pipeline for new international tie-ups or taking existing tie-ups further.
 - All travel expenses availed for college duty can be claimed on actuals.

5. Maintenance of Faculty Qualification Status – SA/PA/SP/IP

The school has developed Faculty Qualification (FQ) policy in February 2019 in adherence to AACSB accreditation process. This policy outlines the process by which Rajagiri Business School faculty members- both participating and supporting- will be classified as qualified, as Scholarly Academics (SA), Practice Academics (PA), Scholarly Practitioners (SP), Instructional Practitioners (IP), or Other. It is the responsibility of every faculty member each year to cite his or her accomplishments within each of the groups and to provide complete documentation for each citation, including evidence of impact, where applicable. Various opportunities to be academically and professionally engaged for the purpose of sustaining qualified status are given in the faculty qualification policy. Please refer the policy for details.

6. Faculty Evaluation Process

In addition to teaching and research, all Faculty members are expected to make substantial contributions to their institution as a whole, as well as to their professional disciplines. Relevant service to the community is also valued. The principal grounds for assessment include membership in institution committees; achievements relating to establishing and running academic programs, including program administration and recruiting; contributions to RBS student activities, such as career mentoring, athletics, and serving as advisor of a student society; participation in RBS pre-management programs; professional service to one's discipline(s) (especially in a leadership capacity); including involvement with professional societies, service to scholarly journals, providing evaluations of manuscripts or applications for grant agencies or publishers; professional consulting that contributes to the reputation of a Faculty member and RBS; and public or community service, such as contributions to public agencies; and letters from Faculty, administrators, and/or former students, solicited by the programme chair, which testify to a Faculty member's accomplishments in service.

7. Policies for Appraisal of faculty

Faculty Performance Assessment is designed for faculty performance appraisal and merit distribution within system. It is used to improve the quality of teaching and learning process at Rajagiri through dual feedback system of both individual faculty members and students. Full-time faculty in the institution is evaluated through a combination of the following four components group to evaluate for purposes of promotion, and annual merit-based salary adjustments.

- A. Faculty Self Evaluation**
- B. Student evaluations of instructors**
- C. Administrative Evaluation**

A. Faculty Self Evaluation

Evaluation of the course instructor is conducted at two levels at the end of the academic year.

- i. Faculty Self-assessment
- ii. Faculty course evaluation

i. Faculty Self-Assessment

- Each faculty evaluates his/her performance through a self-evaluation form that includes parameters like course teaching, research work, publications, training and consultancy. The final outcome in research/consultancy/training/administrative roles are recorded by the faculty member. This is verified by the Quality Assurance and Information Management Centre for documentary evidence.
- The plan of action for the next year is also recorded

ii. Faculty Course evaluation

- Each faculty member evaluates their own classroom lecture performance through a teaching evaluation form based on ten parameters on a scale of 1 to 6 once every academic year. The ten parameters are the same as those in the students' evaluation report.
- A comparative report is generated for each faculty based on this dual feedback mechanism that includes Faculty's self-grading for classroom lecture delivery and the average scores calculated from the students' feedback for the entire year. Any major deviations in the two assessments is noted by the Director in his appraisal.

B. Student evaluations of instructors

Students evaluate instructors through two processes:

• Faculty evaluation

Every faculty member is evaluated by the students who attend his/ her course at the middle and end of the course through a formal evaluation process based on ten parameters, where faculty members are rated on a scale of 1 to 6 by students. There is space provided for qualitative comments from the students. The Internal Quality Assurance Cell (IQAC) collates the data and this is made available to faculty through institution wide Information Systems. If a faculty gets negative feedback consecutively for two terms, he is sent for training / faculty development programs. If he is not able to make improvements in teaching even after this, his services are liable to be terminated. Students' evaluation comments are taken into consideration while evaluating faculty members for promotion and tenure. Student evaluations remain anonymous; student identity and other details are not included.

• Course Review

A dyadic process for Course review is followed where faculty and students are given a set of criteria that checks on the compliance of faculty to the course plan and assessment procedures set within the course plan. This class review is carried out for each course twice in a trimester and the data is collated by IQAC and reviewed by Associate Dean (Academics).

C. Administrative Evaluation

- **Evaluation by the Dean**

All faculty members are subject to an evaluation by the Associate Dean (Academics) twice (mid/end trimester) for course content completion. The purpose of this evaluation is to help the faculty member identify areas of teaching that need improvement or attention. The Associate Dean (Academics) evaluates the faculty member under review based on the class review compliance to course plan (mid/end) trimester. Any deviation from the course plan is discussed with the faculty.

- **Evaluation by the Director, Rajagiri Business School**

A final performance appraisal report goes from the Director to every faculty member at the end of the academic year. This takes into account the performance based on student, Dean & self- evaluation of the faculty members. Evaluation data is analyzed and weak areas are identified. Faculty members in the lower bracket of evaluation are given training in teaching methods. RBS carefully monitors its teaching-learning process to ensure highest standards so that it remains aligned to the mission's directive of providing a supportive learning environment of the best quality to students.

8. Exit Policy

Faculty members are subject to the exit policy under two conditions:

- The faculty member would like to resign/ take a long leave from his/ her present position in the institution.
- The Management of the College terminates the service of a faculty member for assigned reasons.
- Resignation / long leave of Faculty member from the institution

The following steps are to be followed for resignation / long leave of faculty member

- Apprising the Associate Dean (Academics) of the request along with reasons.
- Submission of formal resignation letter with an advance notice of one month/ 3 months (as is mentioned in the official appointment letter of individual faculty). In case of exceptional situations, where the notice for the required period is not given, one month salary may be withheld by the college in lieu of the notice period.
- Staff members should desist from resigning the job while the trimester is in progress. The Management reserves the right not to accept the resignation while the trimester is in progress, if it affects the academic activity of students.
- The faculty member will be relieved from their duties only after the clearance from the departments – Library, Computer Lab, Examination Office, Accounts/ Finance department, Credit Union etc.
- The final cheque will be issued from the accounts department only after a month from the date that the faculty is relieved of duty on completion of the 'Full and Final Settlement Form'. This form should be signed personally by the concerned faculty member on receipt of the final cheque.

Termination of employment of the faculty member

- The management reserves the right to terminate the appointment of the faculty members under the self-financing scheme, without prior notice, in case of unsatisfactory performance or any other offense.
- In routine cases a one-month termination notice will be issued by the management to the concerned faculty member.
- All pending payments to be given/ received from the faculty member will be completed before the last day of service.

9. Ethical Code of Conduct for Faculty

a. Introduction

The vision and mission of RBS reflect the institution's commitment to Ethics, Responsibility and Socially Sustainable Practices. RBS is committed to carrying out its teaching, research, consultancy and other non-academic activities within a comprehensive ethical framework based on its core values and incorporates social responsibility and sustainability values in all its activities. The Rajagiri Code of Ethical Conduct sets out the principles applicable to all teaching, research, consultancy and other non-academic activities conducted at, by or in the name of Rajagiri Business School. Ethical behaviour by all the participants - administrators, faculty, and students, is at the heart of our academic endeavour. This policy provides students, staff, faculty and administrator with a clear understanding of the desirable behaviour and values in the implementation of all activities at RBS and it helps support a culture of academic freedom and excellence.

Clearly, it is not possible to give a complete list of what is acceptable and what is not. Further this is not an exhaustive list of ethical code of conduct for all the members of the institution. This document, therefore, deals only with such items as we believe members of the institution should be well informed about. A detailed version of the code of conduct and responsible behaviour is available in faculty handbook, student handbook and the guidelines issued by the institution from time to time. This Code of Ethical conduct is not intended to replace any existing policies. This code of ethical conduct shall be amended and supplemented from time to time by the concerned authority.

b. Scope

Faculty members play an important role in the functioning of the institution. As employees of a reputed CMI Institute of the country, faculty are expected to uphold the values propagated by our founders. The behaviour of faculty is closely watched and followed by the students and other stakeholders. It is most important to maintain a high degree of decorum and integrity in dealing with the different stakeholders especially the students. This code of ethical conduct applies to all employees of the institution, i.e. administrators, faculty and staff.

c. Applicability

Code of ethical conduct is intended to guide the faculty and staff in identifying and resolving issues of ethical conduct that may arise in the course of their various transactions and relationships with each other and other stakeholders. It is not the purpose of this code to address every situation, but merely to make the faculty and staff aware of the general scope and application of ethics in an institute of higher education. This code of ethics summarises the standard of conduct and integrity expected from the members of the faculty consistent with the mission and vision of this institution.

d. Ethical Standards

i. Matters of general conduct:

- No employee may accept outside employment that will impair his or her independence of judgment with regard to his/her stated duties at RBS or would encourage the disclosure of confidential information gained during the employment in RBS. Additionally, although an employee may use his/her expertise, he/she may not use his/her designation in RBS to obtain outside employment.
- An employee is not allowed to use his/her business address, telephone number, title or status in any way to promote, advertise or solicit personal business.
- Criticism of the Institute through any mass media (print or electronic) is not permitted. Frustrations or criticisms, if any, can be expressed during the discussion time in faculty

council meetings or to the concerned authorities orally or as a written document.

- Dealing with the Press/ social media: Talking to the press/ social media (this includes all forms of interaction with print and electronic media) on any issue or matter should generally be avoided. If faculty or staff would like to express their views on an issue, they need to take prior permission of the Director.
- Joining a political party or canvassing in an election is banned. (Faculty/staff can contest an election in a professional body.)

ii. Compliance with the Law

RBS is subject to numerous laws and regulations that govern the various activities of the institute as an employer and an institution of higher education. All faculty members and other staff of the institution are expected to familiarize themselves with the central, state and local laws and regulations that apply to their activities and conduct themselves in compliance with such laws and regulations. Noncompliance, even when inadvertent, can have severe consequences to the members involved and the institution, including loss of funding, reputational harm and, in extreme cases, criminal prosecution or sanctions. All employees are expected to adhere to all laws and regulations applicable to the institute.

iii. Use of Resources and assets of the institution

The resources and assets of the institution are meant and reserved for institution purposes. It is expected that all members of the institute use the resources for the benefit of the institution and will refrain from abuse or misuse of resources.

iv. Conflict of interest

RBS faculty/staff should avoid any situation, activity or practice that creates or appears to create any conflicts between personal interests and RBS institution interests. All actions and decisions made by RBS staff/faculty while ~~discharging~~ their professional responsibility should be ~~made~~ solely on the basis of the interests of the institution.

v. Harassment and discrimination

As an employee, one is expected to be honest, impartial in dealing with others, and sincere in one's work. All students and other members of the institution must be treated with fairness and respect without any favouritism.

vi. Consulting ethics

The institution has provided a conducive environment for the members of faculty to take up consultancy projects. The core values of our consulting are integrity, insight and impact. This should reflect in the consultancy assignments that are undertaken. Private consultancy is a serious breach of the code of conduct. Similarly, no assignments should be taken up outside the Institute, whether paid or unpaid, without explicit permission from the Director of RBS. Faculty taking up consultancy assignments should inform the Director and the Office of the Corporate Relations. All assignments undertaken should also adhere to the revenue sharing model agreed upon by the management and the faculty.

vii. Intellectual activity/research ethics

The institution has a well framed Research and Publication Policy which encourages as well as incentivizes members of the faculty to undertake research in their area of interest and publish the same in reputed journals. It is the responsibility of the faculty to ensure that research work carried out by them should be ethical and adheres to sustainable as well as responsible management practices.

viii. Plagiarism

Plagiarism includes, but is not limited to, the practice of taking someone else's work or ideas and passing them off as one's own. In research-based publications, all joint authors are responsible equally for any offence of plagiarism. Punishment can be severe, including termination of service.

ix. Confidential information

Many faculty and staff of the institution may have access to confidential information proprietary or private information of many types, including student records, staff records, institution agreements/contracts record and other information subject to contractual or legal obligations of confidentiality. Information may be deemed confidential pursuant to various policies of the institution. Unauthorised release of confidential information is prohibited. If a staff is unsure whether certain information is deemed confidential, he/she should seek advice from his/her supervisor, prior to releasing such information.

x. Reporting known or suspected violation of ethical behaviour

To passively observe dishonest behaviour is to condone it and to encourage it. To avoid condoning or encouraging such behaviour, faculty have the responsibility to take action that will prevent dishonest acts from occurring now or in the future. Appropriate actions include trying to prevent the party from unethical behaviour and reporting the observed behaviour to the officials. Staff are encouraged to report any known or suspected act of violation to the immediate reporting officer or the higher officials of the institute.

xi. Sexual Harassment of women at the workplace

This section is primarily meant for male faculty. All interactions with the opposite sex, whether students, non-teaching staff or faculty members must be professional and above board. The Supreme Court of India defines sexual harassment as unwelcome sexual behaviour, whether directly or by implication, such as through:

- Physical contact and advances.
- Demand or request for sexual favours.
- Sexually coloured remarks (this includes coloured jokes in a mixed company, or a class room, or even within hearing distance of a female member of the community).
- Showing pornography.
- Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Except where such an act amounts to a specified offence under the Indian Penal Code (which then has to be dealt with by the Police under applicable law), a victim of sexual harassment (or one who perceives sexual harassment to oneself) may lodge a complaint to the Dean or the Director.

xii. Consequences of Violations

Violations of this Code or any other applicable law or regulation, contractual or other obligation of the institution policy or procedure may carry disciplinary or other consequences, including dismissal.

10. Employee Grievance Redressal Procedure

This procedure is intended for grievances related to salaries, any conditions of employment, teaching loads, any kind of discrimination and the general grievances. The procedure followed can be:

a. Oral Reporting of the Grievance

Faculty member who has a grievance of general nature can first orally present the grievance to the Director and or the dean or the immediate supervisor, if any, in an informal conversation. The authority concerned should investigate the facts about the grievance or complaint and report the findings to the faculty member within one week of the reporting of grievance by the faculty member. If the faculty member feels that the action taken by the reporting authority/Director is satisfactory, then the grievance is considered to be closed by this first step itself. There should be an sincere effort from

the part of the members of faculty to find solutions for problems.

b. Written Complaint

If the aggrieved party or the complainant is not satisfied with the redressal mechanism of the previous step, he may lodge a formal written complaint to the immediate supervisor or the Director. All matters requiring the intervention of higher authorities should be presented in person and in writing. The facts of the grievance reported will be investigated by the Grievance Committee.

The Grievance Committee shall be formed as and when required. The composition of the grievance committee will be decided by the Director- Rajagiri Group of Institutions/ Director according to the nature of the grievances being considered. However the Grievance Committee is to consist of three full-time faculty members who have not been involved in the grievance. The committee objectively and with due respect to the institutional and academic goals, looks into the grievances and takes appropriate action to remedy the situation.

c. Grievance redressal committee

The Grievance Committee, in the process of investigation, shall adopt procedures which it deems appropriate considering the nature of the grievance registered. Grievance committee meetings should be conducted in a private place unless all concerned parties to the grievance agree that it can be in a public place. The grievance committee, based on the investigation, shall determine whether the allegations or grievance reported by the aggrieved party is true, whether a settlement is possible and if settlement is not possible, the committee should submit a detailed report on recommendations to solve the grievance.

11. Resources for faculty

Resources for faculty other than this handbook are:

a. Rajagiri Docs (rdocs.rajagiri.edu)

Rajagiri Docs is a web repository for all documents of the School. Each Faculty is allotted a username and password by which faculty can access the web portal. It gives the flexibility of accessing the concerned documents from anywhere in the world for the authorised personnel.

b. Resources for faculty in Moodle

There is a folder in Moodle – the open source learning platform- "Resources for Faculty" whereby faculty can access

- Academic calendar
- Student Handbook
- Faculty Handbook
- PGDM Curriculum and Syllabus
- Course plan (outline) formats
- Curriculum map
- AOL Plan
- Faculty Qualification Policy (AACSB)

c. School website (<https://rajagiribusinessschool.com/>)

Faculty can visit Rajagiri business school website also for additional information about the school, its history, philosophy, etc.

d. Internal Quality Assurance Cell (IQAC)

Faculty can access curricular and co-curricular information from the documentation cell of the IQAC.

12. Summary of revisions in Faculty Handbook

- June 2010: Faculty related policies were part of RBS Bye law
- June 2012: Formulated Rajagiri Business School Staff policy based on RBS Bye law
- June 2015: Revised Rajagiri Business School Staff policy
- June 2016: Faculty Handbook based on Staff policy
- June 2018: Revised Faculty Handbook
- March 2019: Revised faculty handbook
- March 2022: Revised Rajagiri Career Advancement Scheme

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1. RBS - An introduction

Rajagiri Business School (RBS) started functioning in the year 2008 is an AICTE approved institution for Business Management. A standalone management institute with no affiliation to any University, Rajagiri Business School (RBS) offers two year Post Graduate Diploma in Management (PGDM) with courses in Marketing, Finance, Human Resources, Operations and Business intelligence. With a curriculum of international standards and highly experienced faculty, RBS is on the way to join the ranks of high-profile management colleges in India. Rajagiri Business School commenced with the approved batch strength of 60. The School was functioning in a temporary building having an area of 1609.8sq.m during the first two years, after which it moved to a new building which was inaugurated on October 2010, with state-of-the-art infrastructure, having an area of 6623.11sq.m. In June 2017, AICTE sanctioned the increase in intake for the PGDM programme, taking the total strength to 180. The minority status was granted to Rajagiri Business School by the National Commission for Minority Educational Institutions, Government of India on October 2011. The Post Graduate Diploma in Management (PGDM) is a two-year full-time course spread over six trimesters. The PGDM course is approved by the All-India Council for Technical Education (AICTE) and recognized as equivalent to MBA Degree of an India University by Association of Indian Universities (AIU). AICTE authorizes the institution to grant degrees and operate as an institution of higher education. PGDM programme of RBS is accredited by National Board of Accreditation (NBA) of AICTE. Further it is accredited by Accreditation Council for Business Schools and Programs (ACBSP) in the year 2016. Today Rajagiri remain atop of its contemporary institutions in its reach towards excellence.

VISION

Our Vision is to become a leading B-school for developing globally competent and socially sensitive leaders.

Mission

Rajagiri Business School develops socially responsible and holistic leadership in a supportive learning environment

Core values

The core values of the institution are

- Excellence
- Learning
- Service
- Integrity
- Mutual respect

2. Governance Structure

a. Governing Body

RBS is governed by Provincial Council of Rajagiri College of Social Sciences, a society registered under the Travancore Cochin Literary, Scientific & Charitable Societies Registration Act, 1955. The Governing body is the topmost authority of the Institution vested with absolute powers in all matters concerning the management and administration of the institute.

b. Board of Advisors

With a view to assist the institution in its academic planning and growth, a Board of Advisors has been constituted, which consists of Director, Rajagiri group of institutions, Director, Rajagiri Business School, two faculty members and six eminent business leaders/ executives who are in top management level and three academicians from Premier Business Schools. This board is expected to advise the School regarding the directions that Rajagiri Business School should take, in terms of courses and programmes they should concentrate on, or newly start, for updating and redesigning the present programme to make them more relevant and acceptable to the industry. They have the powers to appoint the members of the Board of Studies and the Board of Evaluation.

c. Director, Rajagiri Group of Institutions

The Director, Rajagiri Group of Institutions is appointed by the Provincial Council of Sacred Heart Province, (CMI Congregation) Kochi. He acts as the representative of the Governing Body in the management of Rajagiri Business School. He is the Chairman of the Advisory Board of Rajagiri Business School. He is the signing authority for the appointment letters of the members of the Advisory Board, Board of Studies and Board of Evaluation.

d. Director, Rajagiri Business School

The Director takes decisions regarding the general, financial and academic administration of the School. The Director provides leadership and sets high standards of overall education and is the face of the institute. She/ He provides strategic direction for the business school in alignment with its mission and values is also responsible for formulating and implementing a strategy that will enhance the value and reputation of the institution.

e. Associate Dean (Academics)

Associate Dean (Academics) is responsible for monitoring the academic process through evaluation of the academic system, finding the gap and introducing new mechanisms for enhancing the present academic system. Associate Dean (Academics) is also responsible for taking measure to enhance the teaching learning process through different innovative methods. Course allotment to the faculty in an academic year is coordinated by the Office of Associate Dean (Academics).

3. Academics and internal administration

a. Programme Chair

Programme chair is responsible for assessing the effectiveness of the programme as a whole through assessing the performance of students, pedagogy and instructional design. Programme chair is also responsible for overseeing Assurance of Learning process and making continuous improvement in the process of course structure and delivery.

b. IQAC (Internal Quality Assurance Cell)

IQAC is the primary academic body responsible for initiating all or any proposal concerning academic matters of the institution including but not limited to, course structure, development and review of curriculum, syllabus, question paper pattern, question paper standards, introduction of new courses etc.

4. Faculty Recruitment and Promotion

a. Recruitment Process

The faculty members are recruited as per the rules and regulations of UGC, Government and AICTE. In other cases the teaching staff members are recruited based on their prior field/industry experiences. Every year, before the beginning of the academic session, the Director, Rajagiri Business School in consultation with the Associate Dean (Academics) and the Area Chairs assess the requirements of the Institute concerning the faculty, and determine the positions to be filled. The Director, with the approval of the faculty council proceeds to fill the same using the following procedure.

- The vacant positions are advertised in one or two leading newspapers.
- The Office of Associate Dean (Academics) compiles a list of eligible candidates to be placed before the selection/ interview panel. The list is then shared with the Director and the Associate Dean (Research) for recommendation.
- The selection procedure is based on Qualification, Presentation, Personal interview, Industry Experience, Research Capability, Communication skill and Value System.
- Based on the recommendation received from the Director and the Associate Dean (Research), the applicant is called for an interview at the Area level. The Area Chair constitutes a 2 or 3-member panel and conducts the interview. Based on the recommendation received from the Area Panel, the faculty candidate is invited to make a 15-minutes long presentation before the Faculty Council.
- The applicant makes a 15 minutes presentation to Faculty council regarding a research area of his/her choice. Faculty are given a feedback form to rate the quality of presentation. This result is compiled and the average score is calculated. The applicant proceeds to the final stage (selection interview) only on getting a satisfactory score on the presentation.
- The selection (interview) panel includes Director (RBS), Assistant Director (RBS), Associate Dean (Academics). The panel recommends the candidate for appointment.

The selected candidates are appointed by the Director, Rajagiri Group of Institutions in consultation with the Director Rajagiri Business School. The appointment letter states the date of appointment, the position to which the appointment is made, duration of appointment, salary, roles and responsibilities and the consent of appointed faculty.

b. Qualifications - Faculty Recruitment

The qualification of the teaching post is as per the UGC/AICTE norms. A summary of the qualifications for the different categories of posts is as follows:

- Assistant Professor: First class Master's degree in Business Management/ Administration/ other relevant Management related disciplines/ PGDM/PGDBM programmes (minimum 2 years duration) recognized by AICTE/MHRD/UGC and declared equivalent to MBA by AICTE/AIU with 2 years' experience in teaching/ industry /research/ profession.

- **Associate Professor:** Ph.D., with first class or equivalent (in terms of grades, etc) at the preceding degree, with a good academic record throughout and a minimum of twelve years in teaching/ research/ industrial experience of which at least three years should be at the level of Assistant Professor.
- **Professor:** Ph.D., with first class or equivalent (in terms of grades, etc) at the preceding degree, with a good academic record throughout and a minimum of ten years in teaching/ research/ industrial experience of which at least five years should be at the level of Associate Professor.

For details please refer UGC (Minimum Qualifications for Appointment of Faculty and other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education) Regulations, 2010 (No. F. 3-1/2009(PS) dated 30.06.2010 and its amendments.

c. Appointment

Every person recruited is appointed on probation for a period of one year. The Director in consultation with the IQAC may decide to extend the period of probation, if they think it necessary; in any case it can be extended to maximum period of another one year. At the end of the period of probation including the extended period of probation, if his/ her performance is not satisfactory or his /her continuance in the service would not be in the interest of the institution, they may terminate the person under probation.

At the end of the year of probation, or at the end of the extended period of probation if any, if the Director in consultation with the IQAC is satisfied that the probationer (concerned faculty member) has satisfied the reasonable expectations of the Institute, consummate with his/ her grade, then the Director recommends that the candidate is confirmed in the position, an order of confirmation is issued by the Director, Rajagiri Business School.

d. Faculty Induction Program

The newly recruited faculty members are provided training for four days regarding course curriculum development, virtual learning platform, ERP system, library and other facilities. Further special sessions are scheduled on Vision and mission, classroom management, case teaching, examination policy and Assurance of Learning Process.

e. Pay Scale

The pay scale and subsequent increments are as per UGC/AICTE norms.

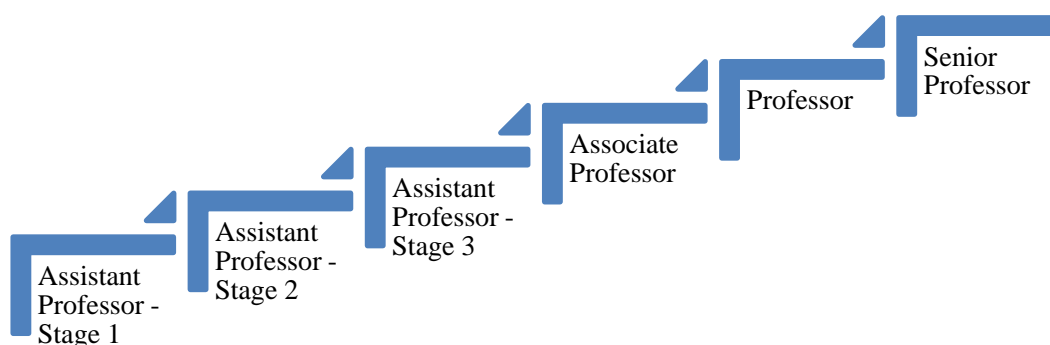
f. Faculty Promotion Policies

The terms and conditions with regard to the promotion policies are as prescribed in the UGC Regulations. Additionally, the Rajagiri Career Advancement Scheme is based on the recommendations of the 7th Central Pay Commission and a matrix developed by the institution itself, that consists of four parameters:

- Research and Publications
- Teaching/ Learning Facilitation
- Administration
- Experience

Each parameter is assigned with a minimum API point, which the faculty members need to attain during the tenure of the present post so as to be considered for promotion to the succeeding position. The RCAS Scheme is currently applicable only for faculty members in the Academic Track only.

As per the latest recommendations, there are six levels of faculty members:



Director invites members of the faculty, when they feel that they fulfill all criteria required for promotion, to fill up the application form for promotion. RBS Promotion Committee sends the required formats to be filled by the faculty and proofs to be submitted. Faculty have the responsibility to submit all necessary materials in a timely fashion, including annual summaries of scholarly research, service, and teaching activities and accomplishments, and more comprehensive dossiers or portfolios that document all achievements and contributions by the faculty member whenever he or she is under consideration for promotion. RBS Promotion Committee reviews the Academic Performance Indicator (API of UGC) of the faculty under review and submits its findings for consideration of promotion to the Director.

In addition to the UGC guidelines for promotion, the faculty member has to fulfil the following extra conditions.

- Promotion to Assistant Professor (Stage 2) – 1 ABDC B or above/ OR 1 SCOPUS Q2 or above/ OR 1 Ivey case publication
- Promotion to Assistant Professor (Stage 3) – 2 ABDC B or above/ OR 2 SCOPUS Q2 or above/ OR 2 Ivey case publication/ OR 1 ABDC B or above or 1 SCOPUS Q2 or above AND 1 Ivey case publication
- Promotion to Associate Professor – 1 ABDC A OR 1 SCOPUS Q1 OR 1 Harvard case publication
- Promotion to Professor – 2 ABDC A OR 2 SCOPUS Q1 OR 2 Harvard case publication OR A combination of any two of the aforementioned
- Promotion to Senior Professor – 2 ABDC A* OR 1 FT 50

g. Job Description and Faculty Policies

i. Job description of Faculty

- Effectively utilise the teaching hours for the benefit of the students duly adapting to the teaching methodology as may be described by the Programme Chair for the particular course, including holistic education classes.
- Ensure that any teaching hour lost due to leave or other exigency is compensated by filling in the leave hours of any of other faculty members of the same class.
- Carry out all that is proposed in the course plan for the courses being taught.
- Prepare questions for the course (s) handled for midterm and end term examinations as per the

- guidelines provided by the Office of the Controller of Examination.
- Evaluate the answer sheets of midterm and end term examinations as per the guidelines of the Examination Office.
- Update oneself of the current developments in the subject handled by regular reference to publications and Internet.
- As part of mentoring program, each faculty member will be assigned with specific number of students from both senior and junior batches. Faculty members are required to follow the guidelines provided from time to time for the smooth conduct of the mentoring program.
- Participate in academic discussions initiated by the administrators directly or through other faculty members.
- Suggest areas of modification, improvement or changes required in the curriculum.
- Suggest relevant study materials/magazines/books on the subject for student reading and/or procurement by the college library.
- Any other responsibility assigned to them by the administrators

h. Instructional and Student related Policies

PGDM of RBS follows a credit system in which credit assigned to a course determines the teaching hours per week. Most of the courses are 3 credit and there are some courses with 2 credits. Faculty should be aware of the credit hours and the number of teaching hours.

- Course Plan for the succeeding trimester must be prepared as soon as current trimester classes are over, so that no classes are taken in the succeeding trimester without a course plan. Course Plan must be developed (in the prescribed format) collectively by all the faculty of the same course, endorsed by the Associate Dean (Academics). Due consideration must be given to the course learning objectives, while preparing the course plan to ensure proper documentation of such course plans.
- Teaching must strictly follow the order in the course plan. The course plan should be used as teaching schedule for the faculty. At the end of every class, the topic to be dealt with in the next class must be announced and students must be asked to read the topic before they come for the next class. The faculty must ask simple questions on the topic before commencing the explanation.
- Assignments for internal assessment must be such that reference to library materials and Internet would be necessary for its completion. Mere copying from reference material must be wholly discouraged while evaluating internal assessments.
- No class must be let free for reasons of faculty non-availability.
- Engagement of guest faculty shall be with the consent of the Director-RBS
- Some of the faculty members may be given additional assignments within the college and also assigned for short duration visit to foreign countries due to which there can be a shortfall of faculty available. The required adjustments must be made to ensure a seamless flow of classes and timely course completion.
- Last minute cancellation/re-arrangement of classes is not permitted. A mutual exchange of classes with other faculty members should be done by the concerned faculty member ensuring that PGP office is informed of the change. However this facility must be used only in an emergency.
- For the junior batches 08.30 to 09.00 a.m. attendance is mandatory and hence it must be taken as part of the first hour regular attendance. The attendance sheet will be available from the reception desk. Faculty taking the first hour from 9am should grant attendance accordingly.

- **Assignments to students:** The faculty-in-charge of a course has the freedom to give any number of assignments as he/she may deem fit for the course. However, there should be a minimum of at least one individual assignment for each course, which can be submitted through Moodle or as hardcopy. Assignments have to be submitted on time. Only the assignment/s that are being evaluated for the marks to be submitted in the consolidated marklist (hardcopy) are to be submitted at the Internal Quality Assurance Cell (IQAC) and should be handed over to the staff of the PGP office and stamped. Assignments should not be left on the IQAC office desks without the staff being there to receive it. Late submission of assignments disqualifies the student and he/she may fail to secure the marks of the assignment, part or whole as the case may be. Re-submission of assignment is not possible. There should be a general understanding that assignment submission time ends by 5.00 p.m. on the assigned day. Corrected assignments will be received from the PGP office after faculty has evaluated it and assigned the marks.
- **Evaluation of student work:** The faculty-in-charge has considerable freedom to decide the components of evaluation based on course plan circulated to the students at the start of the trimester. The faculty member can choose different tools like individual assignment, presentation, projects, term papers, quiz and class participation to evaluate the students' performance. The evaluation components should be included in the courses plan and should be communicated to the students during the first session of the class itself. It is the responsibility of the faculty member to conduct a fair valuation of students' performance. Faculty has to ensure that they evaluate student work and provide them timely and constructive feedback. Marks or the grades of the evaluation should be communicated to the students within a reasonable period of their submissions. Faculty member has to submit all assessment marks based on all evaluation criteria used in course plan before the timeline to exam department through Fedena ERP.
- **Assurance of Learning:** Faculty has to ensure that assessment of Programme Learning Objectives (PLOs) is done objectively. PLO mapped to the course have to be assessed and the summary of the results have to be communicated to the concerned officials within timeframe mentioned in the assessment plan.

i. Examination Duty

- Attending to examination duty by faculty/staff members as per work allotment assigned by the Controller of Examinations is mandatory.
- The invigilators should report 15 minutes before the scheduled start of the examination. Request for any adjustments in the allotted schedule should be done well in time.
- As a matter of policy, no leave shall be approved during examination days except in the cases of or for extremely unavoidable exigencies.
- Any leave approval during the examination period, must be cleared by the Controller of Examinations.
- If any student is caught with malpractices during the examination, the procedure described in the examination manual in such cases must be followed.

j. Workload Policies

The following guidelines are intended to facilitate the setting of faculty loads so as to maximize equity and efficiency. These guidelines apply only to the basic teaching load. They do not apply to overtime teaching, where this is permitted. Requests for load reductions and special schedules must be made early in the preceding trimester, to allow time for evaluation and distribution of teaching loads.

k. Course Preferences

Each Trimester, after course offerings and workloads for the coming Trimester have been established, a list should be circulated among the faculty with a place for faculty members to indicate

their teaching preferences in those courses where a choice of instructors is possible. These preferences should be considered by the Associate Dean (Academics) when assignments are made. No instructor should receive an assignment requiring more than three different preparations. Two preparations would be preferable, whenever feasible.

l. Teaching Load

Each faculty shall have an annual teaching workload of six EPU's (Equivalent Paper Units). All additional administrative responsibilities of faculty members will be equated with EPU to arrive at a total workload of 6 EPU's annually. However, all faculty members are encouraged to earn at least 3 EPU's from teaching in a year. A tabular representation of the hourly workload of a faculty member per week is provided below.

Sl. No	Activity	Hours per week
1	Teaching	15
2	Tutorials	05
3	Preparation for Teaching	10
4	Research/Research Assignments	10
	Total	40

m. Load Reductions

Associate Dean (Academics) considers the requests of faculty members for load reductions before assignments are made for a forthcoming trimester. Such reductions may be made to conduct research, and meet other needs in consonance with the objectives of the institution. The institution as a whole should play a role in establishing general priorities for load reduction so as to reduce the possibility of conflicting demands upon available released time.

n. Load reduction for Research

In June 2019, RBS introduced a new option to reduce teaching load for those who are working on publications. On the recommendation of the research coordinator, two courses can be reduced from the stipulated number of six courses that constitutes a full teaching load. The new policy on teaching load reduction is to support the efforts of faculty to publish now and in the future and to ensure that the teaching standards are not compromised because of the extra commitments regarding publications. The status of the research output will be reviewed at the end of each year to ensure that the teaching load reduction has been utilized purposefully.

o. Leave Policy

i. Leave/Holiday Policy for Teaching staff

- All Staff members are required to punch-in before 9:00 a.m. and punch-out after 5:00 p.m. from Mondays to Saturdays, unless otherwise specified.
- With respect to those joining the college during the calendar year, leave availability for that calendar year will be calculated on a proportionate basis from the date of joining.
- Except for block leave, all other leave taken by faculty must be on the basis of submission of leave application. The standard leave application form available at the reception of the school must be duly filled and signed by the applicant. The leave applications are scrutinized by a designated administrative staff and any discrepancies are brought to the immediate notice of the Director who issues a warning to the concerned faculty. Every month the administrative staff informs the director on the data regarding faculty availing of leave.
- Leave shall be availed by faculty only after applying for it except in unavoidable circumstances

like sickness, unforeseen need or emergencies.

- Where prior application is not given due to unforeseen circumstances, leave application must be submitted at the earliest on resuming duty.
- Faculty members who need to go out of the campus for a short while for official or personal reasons during the official working hours must sign in a movement register maintained at the reception giving all required details.
- If a faculty member is away from campus during working hours for personal reasons for more than one hour, it will be counted as half day leave. More than three hours will be counted as full day leave.
- Before proceeding on leave, faculty members are required to arrange their work schedule for the period of leave in consultation with the Associate Dean (Academics)/ Director-RBS.
- Absence on days of strikes, or special holidays declared by government from time to time, shall be treated as leave, and a leave application should be submitted by concerned staff.
- Any un-availed eligible leave during a calendar year cannot be carried over to the subsequent year.
- Salary for the days of absence without written approval and / or days of approved leave in excess of permitted and available leave will be deducted from the salary.
- Any absence not supported with an approved leave application form and / or note from the Associate Dean (Academics) will be treated as unauthorized leave and salary deduction will be effected for such days.

ii. Casual Leave (CL)

- Total casual leave granted to a faculty shall not exceed fifteen days in a calendar year.
- To avail casual leave, the staff member has to arrange his/her days work in consultation with the Dean/Director.
- Casual leave as far as possible must be pre-informed and needs prior approval. In case of exigencies post-facto approval may be obtained immediately on reporting, on the same day or latest by the next working day.
- Casual leave cannot be combined with any other kind of leave.

iii. Block Leave

- Teaching staff who have completed one year of continuous service at RBS as on April 30 of the concerned year are eligible for 15 days' Block Leave
- For faculty members joining during a calendar year, block leave will be calculated proportionately for that year
- Block leave has to be availed during the months of April / May as decided / directed by the Director -RBS / Director- Rajagiri Group of Institutions.
- Block leave which is not availed during the months of April/May of that year shall lapse, unless specifically approved by the Director for availing later in that year.
- Block Leave cannot be combined with other leave except in the case of faculty availing leave for pursuing Ph.D.
- Faculty members can avail block leave in two instalments during April and May without affecting their official assignments and commitments. During the period of block leave, if any faculty member is required for any official duty, the period of block leave will be extended by the same number days.

iv. Duty Leave (DL)

Duty leave of maximum of 15 days, with full pay in a calendar year is granted for the faculty for the

following:

- Attending Conferences/Seminars/workshops.
- Delivering invited talks.
- To interact with Industry.
- To perform any other duty for RBS as approved by the Director, RBS.

v. Research Leave

A leave of 12 days is available to faculty for pursuing research for the purpose of data collection/ conference presentation/ conference attendance. The application has to be made on the prescribed format to the research review committee for approval by the Management Committee.

vi. Maternity Benefit

All regular female teaching staff are eligible for maternity benefit subject to the following conditions:

- She should have satisfactorily completed one year probationary period and also completed one year's regular service as a confirmed employee before commencement of leave for maternity. Long periods of leave, if any taken during this period will be excluded while calculating and arriving at the completed years of probationary service and regular service.
- Maternity benefit is applicable to female employees only for their first and second delivery.
- Maternity benefit shall be limited to a maximum of 90 (ninety) days salary with full pay for each delivery (confinement).
- Leave for Maternity shall not commence earlier than 15 days prior to delivery (childbirth) / miscarriage.
- Maternity benefit (equal to 90 days salary) shall be paid one month after the employee rejoins duty after her delivery / miscarriage.
- Application for maternity benefit must be submitted sufficiently in advance and intimation of delivery must be made to authorities.
- Leave taken for maternity purpose cannot be combined with study leave/duty leave/ block leave etc.
- Leave granted for maternity purpose beyond three months shall be on loss of pay.

vii. Loss of Pay Leave (LOP)

- Requests for Loss of Pay leave may be considered by the Director based on the genuine and unavoidable needs of faculty and may be sanctioned at the discretion of the Director after considering all aspects of the institution's requirements with respect to its academic activities.
- LOP without written approval will be considered as unauthorised leave and disciplinary action will be taken accordingly.
- Loss of pay leave beyond six months at a time, will not be counted towards service of the concerned faculty for yearly annual increments.

viii. Other Leave / Holidays

- All public holidays, Second Saturdays of every month and Sundays are holidays for all faculty members.
- Holidays declared by the Government (with the clause 'for all educational institutions including professional colleges') will be holidays for both the students and the faculty. However, skeleton services would be provided by the non-teaching staff in the institution office except on second Saturdays and Sundays.

- Hartals, restricted holidays, district holidays etc. will be working days for the faculty members.
- Conduct of classes on hartals, restricted holidays etc. will be decided by the management on a case-by-case basis based on attendance.
- Absence on days of hartal or special holidays declared by the government from time to time, shall be treated as leave, and an online leave application shall be submitted by concerned faculty member. .
- In special circumstances, the Management reserves the right to convert a holiday into a working day.

ix. Late Attendance

If the total duration of late punch-in (after 8.30 a.m.), or early punch-out (before 4.30 p.m.) exceeds 30 minutes (half an hour) in a month, it will be treated as half-day casual leave and if it exceeds 3 ½ hours it will be treated as full days' leave. However, the number of late punch-in and early punch-out will be limited to a total of 5 per month for this calculation. Beyond five instances in a month each late punch-in or early punch-out will be treated as half-day/one-day leave as the case may be. If CL is not available, it will be treated as LOP.

Forgot to Punch

In cases of 'Forgot to punch', the staff member is required to submit the hard copy of the request, giving reasons, if any, with the recommendation from the Programme chair, to the Director -RBS on the very next working day and his decision shall be final. Such instances must not be repeated unless it was due to official duty or other duty related circumstances that caused it. This can be availed only once in an academic year. All other cases will be considered as leave.

Compensatory Off

- Compensatory Off can be availed by staff members against duty performed on a holiday.
- Compensatory Off will not be granted for any external duty for which extra remuneration is paid.
- No Compensatory Off shall be granted for normal extra work done in RBS as it is part of one's duty.
- In cases of special classes on a holiday, half day Compensatory Off can be availed of against a minimum of 3 hours duty, and 1 day off against a minimum of 5 hours duty.
- Compensatory Off shall normally be taken in the same month of extra duty.
- **Business News Paper reading** session is from 8.30 am to 9.00 am every morning. Faculty who are appointed for this half hour have 2 options.
 - Work from 8.30 am to 4.50 pm and take 2 full days compensatory off per month.
 - Work from 8.30 am to 4.30 pm without the facility of compensatory off.
 - All conditions pertaining to compensatory off will apply in this case also.

x. Leave for Non Keralite Faculty

The management has given due consideration to the need for non Keralite faculty members to visit their family members at their home state during vacation. Accordingly the management has decided that as a special case such non Keralite faculty members shall be permitted to extend their period of vacation/ block leave and avail special vacation leave as follows with effect from January 2016.

- The faculty member will be allowed to use their available casual leave and compensatory off along with the Onam/ Christmas vacation up to a maximum of 5 days.
- The faculty member will be granted an additional 10 days special vacation leave which may be added on to the block leave of 15 days which is to be availed in the month of May.

- This facility can be availed between January 1st and December 31st of each year. This leave cannot be accumulated or carried forward to future years.

xi. Leave and service rules for international faculty

- The international faculty are entitled to have 15 days casual leave and 15 days block leave per year in proportion to the working days spent at the institute and subject to rules and regulations of the Institution. International Staff are given an additional 10 days special vacation leave to be combined with block leave to visit their home-town.
- The holidays specified in the Institution calendar shall be applicable for the international faculty and hartal, bandh or strike would be considered as working days unless otherwise declared by the management.
- The applicable Indian taxes and contributions to statutory funds will be deducted from the salary as per Government rules applicable from time to time.
- All other leave and service rules applicable to the faculty are applicable to the international faculty.
- **Policy for International Faculty Leave Travel Allowance:** The conditions for the travel allowance are as follows
 - The allowance will not exceed Rs 60,000/- in a year
 - In case the actual amount spent on the to and fro ticket is less than 60,000, the ticket charge alone will be reimbursed
 - Faculty are required to spend some part of the vacation on college duty i.e., preparing the pipeline for new international tie-ups or taking existing tie-ups further.
 - All travel expenses availed for college duty can be claimed on actuals.

5. Maintenance of Faculty Qualification Status – SA/PA/SP/IP

The school has developed Faculty Qualification (FQ) policy in February 2019 in adherence to AACSB accreditation process. This policy outlines the process by which Rajagiri Business School faculty members- both participating and supporting- will be classified as qualified, as Scholarly Academics (SA), Practice Academics (PA), Scholarly Practitioners (SP), Instructional Practitioners (IP), or Other. It is the responsibility of every faculty member each year to cite his or her accomplishments within each of the groups and to provide complete documentation for each citation, including evidence of impact, where applicable. Various opportunities to be academically and professionally engaged for the purpose of sustaining qualified status are given in the faculty qualification policy. Please refer the policy for details.

6. Faculty Evaluation Process

In addition to teaching and research, all Faculty members are expected to make substantial contributions to their institution as a whole, as well as to their professional disciplines. Relevant service to the community is also valued. The principal grounds for assessment include membership in institution committees; achievements relating to establishing and running academic programs, including program administration and recruiting; contributions to RBS student activities, such as career mentoring, athletics, and serving as advisor of a student society; participation in RBS pre-management programs; professional service to one's discipline(s) (especially in a leadership capacity); including involvement with professional societies, service to scholarly journals, providing evaluations of manuscripts or applications for grant agencies or publishers; professional consulting that contributes to the reputation of a Faculty member and RBS; and public or community service, such as contributions to public agencies; and letters from Faculty, administrators, and/or former students, solicited by the programme chair, which testify to a Faculty member's accomplishments in service.

7. Policies for Appraisal of faculty

Faculty Performance Assessment is designed for faculty performance appraisal and merit distribution within system. It is used to improve the quality of teaching and learning process at Rajagiri through dual feedback system of both individual faculty members and students. Full-time faculty in the institution is evaluated through a combination of the following four components group to evaluate for purposes of promotion, and annual merit-based salary adjustments.

- A. Faculty Self Evaluation**
- B. Student evaluations of instructors**
- C. Administrative Evaluation**

A. Faculty Self Evaluation

Evaluation of the course instructor is conducted at two levels at the end of the academic year.

- i. Faculty Self-assessment
- ii. Faculty course evaluation

i. Faculty Self-Assessment

- Each faculty evaluates his/her performance through a self-evaluation form that includes parameters like course teaching, research work, publications, training and consultancy. The final outcome in research/consultancy/training/administrative roles are recorded by the faculty member. This is verified by the Quality Assurance and Information Management Centre for documentary evidence.
- The plan of action for the next year is also recorded

ii. Faculty Course evaluation

- Each faculty member evaluates their own classroom lecture performance through a teaching evaluation form based on ten parameters on a scale of 1 to 6 once every academic year. The ten parameters are the same as those in the students' evaluation report.
- A comparative report is generated for each faculty based on this dual feedback mechanism that includes Faculty's self-grading for classroom lecture delivery and the average scores calculated from the students' feedback for the entire year. Any major deviations in the two assessments is noted by the Director in his appraisal.

B. Student evaluations of instructors

Students evaluate instructors through two processes:

- **Faculty evaluation**

Every faculty member is evaluated by the students who attend his/ her course at the middle and end of the course through a formal evaluation process based on ten parameters, where faculty members are rated on a scale of 1 to 6 by students. There is space provided for qualitative comments from the students. The Internal Quality Assurance Cell (IQAC) collates the data and this is made available to faculty through institution wide Information Systems. If a faculty gets negative feedback consecutively for two terms, he is sent for training / faculty development programs. If he is not able to make improvements in teaching even after this, his services are liable to be terminated. Students' evaluation comments are taken into consideration while evaluating faculty members for promotion and tenure. Student evaluations remain anonymous; student identity and other details are not included.

- **Course Review**

A dyadic process for Course review is followed where faculty and students are given a set of criteria that checks on the compliance of faculty to the course plan and assessment procedures set within the course plan. This class review is carried out for each course twice in a trimester and the data is collated by IQAC and reviewed by Associate Dean (Academics).

C. Administrative Evaluation

● Evaluation by the Dean

All faculty members are subject to an evaluation by the Associate Dean (Academics) twice (mid/end trimester) for course content completion. The purpose of this evaluation is to help the faculty member identify areas of teaching that need improvement or attention. The Associate Dean (Academics) evaluates the faculty member under review based on the class review compliance to course plan (mid/end) trimester. Any deviation from the course plan is discussed with the faculty.

● Evaluation by the Director, Rajagiri Business School

A final performance appraisal report goes from the Director to every faculty member at the end of the academic year. This takes into account the performance based on student, Dean & self- evaluation of the faculty members. Evaluation data is analyzed and weak areas are identified. Faculty members in the lower bracket of evaluation are given training in teaching methods. RBS carefully monitors its teaching-learning process to ensure highest standards so that it remains aligned to the mission's directive of providing a supportive learning environment of the best quality to students.

8. Exit Policy

Faculty members are subject to the exit policy under two conditions:

- The faculty member would like to resign/ take a long leave from his/ her present position in the institution.
- The Management of the College terminates the service of a faculty member for assigned reasons.
- Resignation / long leave of Faculty member from the institution

The following steps are to be followed for resignation / long leave of faculty member

- Apprising the Associate Dean (Academics) of the request along with reasons.
- Submission of formal resignation letter with an advance notice of one month/ 3 months (as is mentioned in the official appointment letter of individual faculty). In case of exceptional situations, where the notice for the required period is not given, one month salary may be withheld by the college in lieu of the notice period.
- Staff members should desist from resigning the job while the trimester is in progress. The Management reserves the right not to accept the resignation while the trimester is in progress, if it affects the academic activity of students.
- The faculty member will be relieved from their duties only after the clearance from the departments – Library, Computer Lab, Examination Office, Accounts/ Finance department, Credit Union etc.
- The final cheque will be issued from the accounts department only after a month from the date that the faculty is relieved of duty on completion of the 'Full and Final Settlement Form'. This form should be signed personally by the concerned faculty member on receipt of the final cheque.

Termination of employment of the faculty member

- The management reserves the right to terminate the appointment of the faculty members under the self-financing scheme, without prior notice, in case of unsatisfactory performance or any other offense.
- In routine cases a one-month termination notice will be issued by the management to the concerned faculty member.
- All pending payments to be given/ received from the faculty member will be completed before the last day of service.

9. Ethical Code of Conduct for Faculty

a. Introduction

The vision and mission of RBS reflect the institution's commitment to Ethics, Responsibility and Socially Sustainable Practices. RBS is committed to carrying out its teaching, research, consultancy and other non-academic activities within a comprehensive ethical framework based on its core values and incorporates social responsibility and sustainability values in all its activities. The Rajagiri Code of Ethical Conduct sets out the principles applicable to all teaching, research, consultancy and other non-academic activities conducted at, by or in the name of Rajagiri Business School. Ethical behaviour by all the participants - administrators, faculty, and students, is at the heart of our academic endeavour. This policy provides students, staff, faculty and administrator with a clear understanding of the desirable behaviour and values in the implementation of all activities at RBS and it helps support a culture of academic freedom and excellence.

Clearly, it is not possible to give a complete list of what is acceptable and what is not. Further this is not an exhaustive list of ethical code of conduct for all the members of the institution. This document, therefore, deals only with such items as we believe members of the institution should be well informed about. A detailed version of the code of conduct and responsible behaviour is available in faculty handbook, student handbook and the guidelines issued by the institution from time to time. This Code of Ethical conduct is not intended to replace any existing policies. This code of ethical conduct shall be amended and supplemented from time to time by the concerned authority.

b. Scope

Faculty members play an important role in the functioning of the institution. As employees of a reputed CMI Institute of the country, faculty are expected to uphold the values propagated by our founders. The behaviour of faculty is closely watched and followed by the students and other stakeholders. It is most important to maintain a high degree of decorum and integrity in dealing with the different stakeholders especially the students. This code of ethical conduct applies to all employees of the institution, i.e. administrators, faculty and staff.

c. Applicability

Code of ethical conduct is intended to guide the faculty and staff in identifying and resolving issues of ethical conduct that may arise in the course of their various transactions and relationships with each other and other stakeholders. It is not the purpose of this code to address every situation, but merely to make the faculty and staff aware of the general scope and application of ethics in an institute of higher education. This code of ethics summarises the standard of conduct and integrity expected from the members of the faculty consistent with the mission and vision of this institution.

d. Ethical Standards

i. Matters of general conduct:

- No employee may accept outside employment that will impair his or her independence of judgment with regard to his/her stated duties at RBS or would encourage the disclosure of confidential information gained during the employment in RBS. Additionally, although an employee may use his/her expertise, he/she may not use his/her designation in RBS to obtain outside employment.
- An employee is not allowed to use his/her business address, telephone number, title or status in any way to promote, advertise or solicit personal business.
- Criticism of the Institute through any mass media (print or electronic) is not permitted. Frustrations or criticisms, if any, can be expressed during the discussion time in faculty

council meetings or to the concerned authorities orally or as a written document.

- Dealing with the Press/ social media: Talking to the press/ social media (this includes all forms of interaction with print and electronic media) on any issue or matter should generally be avoided. If faculty or staff would like to express their views on an issue, they need to take prior permission of the Director.
- Joining a political party or canvassing in an election is banned. (Faculty/staff can contest an election in a professional body.)

ii. Compliance with the Law

RBS is subject to numerous laws and regulations that govern the various activities of the institute as an employer and an institution of higher education. All faculty members and other staff of the institution are expected to familiarize themselves with the central, state and local laws and regulations that apply to their activities and conduct themselves in compliance with such laws and regulations. Noncompliance, even when inadvertent, can have severe consequences to the members involved and the institution, including loss of funding, reputational harm and, in extreme cases, criminal prosecution or sanctions. All employees are expected to adhere to all laws and regulations applicable to the institute.

iii. Use of Resources and assets of the institution

The resources and assets of the institution are meant and reserved for institution purposes. It is expected that all members of the institute use the resources for the benefit of the institution and will refrain from abuse or misuse of resources.

iv. Conflict of interest

RBS faculty/staff should avoid any situation, activity or practice that creates or appears to create any conflicts between personal interests and RBS institution interests. All actions and decisions made by RBS staff/faculty while ~~discharging~~ their professional responsibility should be ~~made~~ solely on the basis of the interests of the institution.

v. Harassment and discrimination

As an employee, one is expected to be honest, impartial in dealing with others, and sincere in one's work. All students and other members of the institution must be treated with fairness and respect without any favouritism.

vi. Consulting ethics

The institution has provided a conducive environment for the members of faculty to take up consultancy projects. The core values of our consulting are integrity, insight and impact. This should reflect in the consultancy assignments that are undertaken. Private consultancy is a serious breach of the code of conduct. Similarly, no assignments should be taken up outside the Institute, whether paid or unpaid, without explicit permission from the Director of RBS. Faculty taking up consultancy assignments should inform the Director and the Office of the Corporate Relations. All assignments undertaken should also adhere to the revenue sharing model agreed upon by the management and the faculty.

vii. Intellectual activity/research ethics

The institution has a well framed Research and Publication Policy which encourages as well as incentivizes members of the faculty to undertake research in their area of interest and publish the same in reputed journals. It is the responsibility of the faculty to ensure that research work carried out by them should be ethical and adheres to sustainable as well as responsible management practices.

viii. Plagiarism

Plagiarism includes, but is not limited to, the practice of taking someone else's work or ideas and passing them off as one's own. In research-based publications, all joint authors are responsible equally for any offence of plagiarism. Punishment can be severe, including termination of service.

ix. Confidential information

Many faculty and staff of the institution may have access to confidential information proprietary or private information of many types, including student records, staff records, institution agreements/contracts record and other information subject to contractual or legal obligations of confidentiality. Information may be deemed confidential pursuant to various policies of the institution. Unauthorised release of confidential information is prohibited. If a staff is unsure whether certain information is deemed confidential, he/she should seek advice from his/her supervisor, prior to releasing such information.

x. Reporting known or suspected violation of ethical behaviour

To passively observe dishonest behaviour is to condone it and to encourage it. To avoid condoning or encouraging such behaviour, faculty have the responsibility to take action that will prevent dishonest acts from occurring now or in the future. Appropriate actions include trying to prevent the party from unethical behaviour and reporting the observed behaviour to the officials. Staff are encouraged to report any known or suspected act of violation to the immediate reporting officer or the higher officials of the institute.

xi. Sexual Harassment of women at the workplace

This section is primarily meant for male faculty. All interactions with the opposite sex, whether students, non-teaching staff or faculty members must be professional and above board. The Supreme Court of India defines sexual harassment as unwelcome sexual behaviour, whether directly or by implication, such as through:

- Physical contact and advances.
- Demand or request for sexual favours.
- Sexually coloured remarks (this includes coloured jokes in a mixed company, or a class room, or even within hearing distance of a female member of the community).
- Showing pornography.
- Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Except where such an act amounts to a specified offence under the Indian Penal Code (which then has to be dealt with by the Police under applicable law), a victim of sexual harassment (or one who perceives sexual harassment to oneself) may lodge a complaint to the Dean or the Director.

xii. Consequences of Violations

Violations of this Code or any other applicable law or regulation, contractual or other obligation of the institution policy or procedure may carry disciplinary or other consequences, including dismissal.

10. Employee Grievance Redressal Procedure

This procedure is intended for grievances related to salaries, any conditions of employment, teaching loads, any kind of discrimination and the general grievances. The procedure followed can be:

a. Oral Reporting of the Grievance

Faculty member who has a grievance of general nature can first orally present the grievance to the Director and or the dean or the immediate supervisor, if any, in an informal conversation. The authority concerned should investigate the facts about the grievance or complaint and report the findings to the faculty member within one week of the reporting of grievance by the faculty member. If the faculty member feels that the action taken by the reporting authority/Director is satisfactory, then the grievance is considered to be closed by this first step itself. There should be an sincere effort from

the part of the members of faculty to find solutions for problems.

b. Written Complaint

If the aggrieved party or the complainant is not satisfied with the redressal mechanism of the previous step, he may lodge a formal written complaint to the immediate supervisor or the Director. All matters requiring the intervention of higher authorities should be presented in person and in writing. The facts of the grievance reported will be investigated by the Grievance Committee. The Grievance Committee shall be formed as and when required. The composition of the grievance committee will be decided by the Director- Rajagiri Group of Institutions/ Director according to the nature of the grievances being considered. However the Grievance Committee is to consist of three full-time faculty members who have not been involved in the grievance. The committee objectively and with due respect to the institutional and academic goals, looks into the grievances and takes appropriate action to remedy the situation.

c. Grievance redressal committee

The Grievance Committee, in the process of investigation, shall adopt procedures which it deems appropriate considering the nature of the grievance registered. Grievance committee meetings should be conducted in a private place unless all concerned parties to the grievance agree that it can be in a public place. The grievance committee, based on the investigation, shall determine whether the allegations or grievance reported by the aggrieved party is true, whether a settlement is possible and if settlement is not possible, the committee should submit a detailed report on recommendations to solve the grievance.

11. Resources for faculty

Resources for faculty other than this handbook are:

a. Rajagiri Docs (rdocs.rajagiri.edu)

Rajagiri Docs is a web repository for all documents of the School. Each Faculty is allotted a username and password by which faculty can access the web portal. It gives the flexibility of accessing the concerned documents from anywhere in the world for the authorised personnel.

b. Resources for faculty in Moodle

There is a folder in Moodle – the open source learning platform- "Resources for Faculty" whereby faculty can access

- Academic calendar
- Student Handbook
- Faculty Handbook
- PGDM Curriculum and Syllabus
- Course plan (outline) formats
- Curriculum map
- AOL Plan
- Faculty Qualification Policy (AACSB)

c. School website (<https://rajagiribusinessschool.com/>)

Faculty can visit Rajagiri business school website also for additional information about the school, its history, philosophy, etc.

d. Internal Quality Assurance Cell (IQAC)

Faculty can access curricular and co-curricular information from the documentation cell of the IQAC.

12. Summary of revisions in Faculty Handbook

- June 2010: Faculty related policies were part of RBS Bye law
- June 2012: Formulated Rajagiri Business School Staff policy based on RBS Bye law
- June 2015: Revised Rajagiri Business School Staff policy
- June 2016: Faculty Handbook based on Staff policy
- June 2018: Revised Faculty Handbook
- March 2019: Revised faculty handbook
- March 2022: Revised Rajagiri Career Advancement Scheme