



HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, PAKISTAN, Website: <http://www.hec.gov.pk>

Lt Gen (R) Muhammad Asghar
HI, HI (M)
Executive Director

No. 9-48(Business)/Acad(Curri)/HEC/2018/ 2634
March 28, 2019

Subject: IMPLEMENTATION OF REVISED BUSINESS EDUCATION ROADMAP

Dear Sir/Madam,

Development of curriculum standards and its review at undergraduate and graduate level is one of the major ongoing activities at Higher Education Commission as provided under section (10) sub-section (V) of its Ordinance No. LIII of 2002. A meeting of National Curriculum Review Committee (NCRC) was held from November 22-24, 2018 to review the existing business education roadmap and analyze the curriculum of business studies at undergraduate and graduate level in line with international standards, emerging trends and market demands.

2. Approved minutes / relevant decisions of the NCRC for Business Education are enclosed. It is requested that the decisions made in the meeting be implemented in true letter and spirit to ensure maintenance of standards in the discipline.

With best regards,

Yours sincerely,

(Lt. Gen (R) Muhammad Asghar)

Vice Chancellors/Rectors/Heads

All Public/Private Sector Universities / Degree Awarding Institutions

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2. **The Secretary** to the Governor/Chancellor, Sindh
3. **The Secretary** to the Governor/Chancellor, Khyber Pakhtunkhwa
4. **The Secretary** to the Governor/Chancellor, Balochistan
5. **The Secretary** to President/Chancellor, Azad Jammu & Kashmir, Muzaffarabad
6. **The Secretary**, Higher Education Department (HED), Govt. of Punjab, Lahore
7. **The Secretary**, School Education and Literacy Department, Govt. of Sindh, Karachi
8. **The Secretary**, Higher Education Department (HED), Govt. of Khyber Pakhtunkhwa, Peshawar
9. **The Secretary**, Higher Education Department (HED), Govt. of Balochistan, Quetta
10. **ES to Chairman**, Higher Education Commission
11. **Chairman**, National Business Education Accreditation Council, Islamabad
12. **Managing Director**, Quality Assurance Agency, Higher Education Commission
13. **Director General**, Accreditation & Attestation, Higher Education Commission
14. **Director General**, Quality Assurance Division, Higher Education Commission
15. **All the Regional Centers of HEC**

o/c

Issued
1/4/19

**MINUTES OF THE MEETING OF NATIONAL CURRICULUM REVIEW COMMITTEE (NCRC)
FOR BUSINESS EDUCATION HELD ON NOVEMBER 22-24, 2018**

VENUE: Bahria University, Karachi Campus.

PRESENT: Please see Annexure–A.

A. AGENDA:

1. To review the roadmap and curriculum of Business Education in light of the National Qualifications Framework (NQF).

B. PROCEEDINGS:

- a. Recitation from the Holy Quran.
- b. Welcome note by Mr. Muhammad Raza Chohan - Director General (Academics), Higher Education Commission (HEC), Islamabad.
- c. Introduction of participants.
- d. A presentation by Mr. Hidayatullah Kasi (Deputy Director Academics, HEC) outlining the functions of Curriculum Division HEC, purpose and mandate of NCRC, the process and general rules of curriculum development and revision, and objectives of the NCRC meeting.
- e. Selection of Convener and Secretary of the meeting. Professor Amanullah Khan, Dean Faculty of Management Sciences, Riphah University, Islamabad and Dr. Farooq-E-Azam Cheema, Dean Faculty of Management and Social Sciences, Bahria University, Karachi were selected unanimously by the house as Convener and Secretary, respectively. Dr. Irfan Amir, Dean Management Sciences, University of South Asia, Lahore was elected by the house as Co-convener.

C. RESOLUTIONS:

1. CESSATION OF BACHELOR OF BUSINESS SCIENCES (BBS) PROGRAM

- a. A degree with the BBS title will cease to exist.
- b. Starting Fall semester 2019, no admissions will be made in the BBS program.
- c. Students with a 14-year education will be admitted to the BBA program. However, such students will undertake 75-78 credit hours (inclusive of HEC compulsory courses) to earn a BBA degree. The deficiency courses may be covered through ways
 - i. A standalone bridging semester. In such a case the duration of the BBA degree may increase from the normal two years.
 - ii. By distributing the deficiency credit hours over the duration of the degree, including summer semesters.
- d. In case the candidate has 15-year education, the number of deficiency credit hours to be undertaken credit hours will be determined by the Higher Education Institutions (HEIs) on a case-to-case basis. The guiding principle for the award of BBA degree is that a student must have earned at least 60 credit hours of business courses, including such credits from a previous degree.

Note: The list of compulsory courses is attached at Annexure–B.



2. MBA PROGRAM DURATION AND CREDIT-HOUR REQUIREMENTS

- a. The different duration and resulting MBA degree titles will cease to exist from Fall semester 2019. The MBA program will be of two-year duration, with a minimum requirement of 60-66 credit hours for those with 16-year undergraduate qualification. However, the degree may be completed in a minimum 1.5 years by students with 16 years of relevant business education. Such students can earn an exemption of up to 30-36 credit hours to be decided by the HEI. Such MBA degree will be equivalent to MS/MPhil of 18 years education i.e. Level-7 qualification as per the National Qualifications Framework (NQF) of Pakistan.
- b. The students will be encouraged to undertake a 6 credit hours of project/thesis. However, they can earn an MBA degree by taking two additional courses instead of undertaking a project or a thesis.
- c. Similarly, for MS programs students will be encouraged to undertake a research thesis of 6 credit hours. However, they can earn MS degree by taking two additional courses instead of undertaking a project or a thesis.

3. MBA DEGREE NOT TO BE BLENDED WITH ANY CAPTION

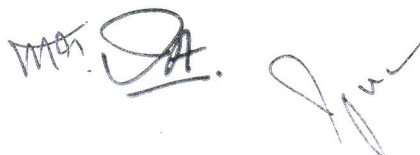
- a. The MBA degree covers basic disciplines and tools of Business Administration. Adding captions such as MBA in Technology Management, MBA Rehabilitation Management, MBA Corporate Strategy and MBA in Banking and Finance is not recommended. However, specialization in a specific area can be mentioned on the transcript only.

4. THE EXECUTIVE MBA (EMBA) PROGRAM

- a. The eligibility criteria for Executive MBA (EMBA) shall be 16 years of education (instead of 14 years) with 3 years of professional experience. The program shall comprise a minimum of 60-66 credit hours. The program shall be equivalent to 18 years education. However, students who have already completed or have enrolled in the EMBA program with the eligibility criteria of 14 years education will be considered equivalent to 16 years of education - a Level-6 qualification as per National Qualifications Framework of Pakistan.
- b. The EMBA degree program of IBA Karachi comprising a minimum of 60-66 credit hours, with the eligibility criteria of 16-year education will be treated equivalent to 18 years education (i.e. Level - 7 qualification as per National Qualifications Framework NQF). Further, IBA Karachi is required to add 3 years experience in eligibility criteria in their EMBA program henceforth.

5. ELIGIBILITY OF MBA/MS STUDENTS FOR ADMISSION TO THE PhD PROGRAM

- a. Students with an MBA or an MS degree without project/thesis can apply for admission to the PhD program. However, preference will be given to students who have completed MBA/MS degree with project/thesis. HEIs may require from course-based MBA/MS students to undertake some research work and/or research-related courses before or during the early stages of the PhD program. The level of deficiency and the mode of meeting such deficiency will be decided by HEIs.

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6. GUIDELINES FOR ASSOCIATE DEGREE IN BUSINESS ADMINISTRATION/ MANAGEMENT SCIENCES

- a. A sub-committee lead by Prof. Amanullah Khan was nominated by the house to prepare guidelines for Associate Degree in Business Administration / Management Sciences. This was deemed imperative on the following grounds:
- i. The guidelines will assist HEIs in designing a proper and a uniform curriculum for the Associate Degree in Business Studies.
 - ii. The guidelines will also help HEIs to include appropriate number of courses in the curriculum that may remove the need for a bridging semester for associate degree holders seeking admission to the BBA program.
- b. The guidelines shall be shared with HEIs along with updated version of Business Education Curriculum.

7. GUIDELINES FOR MS PROJECT MANAGEMENT PROGRAM

- a. In order to standardize the MS Project Management program being offered in different HEIs, the house constituted a sub-committee to formulate proper guidelines for the program defining its scheme of study, eligibility criteria and threshold academic standards.
- b. The guidelines shall be shared with HEIs along with updated version of Business Education Curriculum.

8. STRUCTURE OF BBA PROGRAM

- a. It was resolved that the purpose of an undergraduate degree is to develop a holistic personality with an appropriate blend of technical and behavioral skills. The current scheme of studies and its underlying principles were found appropriate. Minor changes were recommended to make it compatible with the National Qualifications Framework (NQF). The main features of the scheme of study for BBA program are as follows:
1. 25 credit hours of compulsory courses already decided by HEC as per scheme of studies for four year undergraduate program.
 2. 27 credit hours of general courses from other disciplines. The purpose of these courses is to broaden the vision of students about life and to develop integrated thinking.
 3. 42-48 credit hours of discipline-related core courses out of which 30-36 credit hours are foundation level and 12 credit hours of intermediate level. The break-up of these 42-48 credit-hours discipline-related core courses are detailed below:
 - i. 24 credit hours for the four main functional areas of business i.e. Accounting, Finance, Marketing, and Management (6 credit hours each)
 - ii. 6 credit hours for economics courses.
 - iii. 6 credit hours for optional courses to be decided by the institution. It may be noted that 6 credit hours of quantitative techniques are covered in compulsory courses.

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- iv. 12 credit hours of intermediate level, 3 credit hours from each of the four main functional areas i.e. Accounting, Finance, Marketing, and Management.

NOTE: A list of suggestive course titles is provided by HEC. It is up to the institution to decide the course titles. However, it is important that the title must reflect the level of the course.

- 4. 27-39 credit hours of elective/specialization courses. The institution is at liberty to offer any courses in this category. However, 24 credit hours must be devoted to business-related courses.
- b. In accordance with the above-mentioned credit hour scheme, the range for total credit hours for the BBA program is 124-136.
- c. The updated version of BBA curriculum as per above-mentioned structure shall be shared with HEIs as minimum guidelines from HEC.

9. STRUCTURE OF MBA PROGRAM

- a. The MBA program shall comprise of 60-66 credit hours (2 year duration) with the following components:

- 1. Core Courses (36 credit hours):

- | | |
|----------------------------|----------------|
| a. Accounting | 6 credit hours |
| b. Finance | 6 credit hours |
| c. Marketing | 6 credit hours |
| d. Economics | 6 credit hours |
| e. Quantitative Techniques | 6 credit hours |
| f. Management | 6 credit hours |

- 2. Elective/Specialization Courses: 24-30 credit hours


- b. A minimum of 30 credit hours must be graduate coursework i.e. Level-7 as per NQF guidelines.
- c. The updated version of MBA curriculum as per above-mentioned structure shall be shared with HEIs as minimum guidelines from HEC.

10. PURVIEW OF EDUCATION IN SUPPLY CHAIN MANAGEMENT

- a. The BS and MS programs in Supply Chain Management (SCM) will remain under the purview of NCRC and NBEAC for determining and reviewing SCM curriculum and for conducting quality assurance. The recommendation was based on the premise that SCM is a management subject.

NOTE:

- i. A separate NCRC meeting for Supply Chain Management (SCM) programs has been conducted where curricula for BS and MS in Supply Chain Management were designed.



- ii. Some NCRC participants pointed out that certain areas need improvement with respect to the recently-designed curricula for BS and MS programs in Supply Chain Management. However, it was resolved the curricula can be reviewed in a subsequent meeting where few relevant members from NCRC Business Education be included.

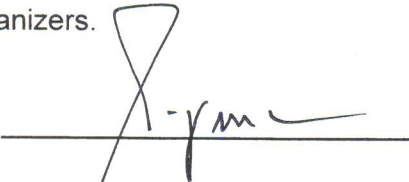
11. MBA PROGRAM TO REMAIN UNDER THE PURVIEW OF NBEAC

- a. As accreditation process of NBEAC is more comprehensive and stringent, therefore the house recommended that MBA program remain under the purview of NBEAC. However, the house unanimously appreciated the role of Quality Assurance Agency (QAA) in maintaining and upgrading the quality of business education in the country.

D. GENERAL COMMENTS:

1. In fast-moving dynamic world with ever escalating technology we must introduce elective courses on technology along with the use of technology in teaching pedagogy.
2. Emphasis should be on holistic personality development.
3. A futuristic approach should be used while designing course content.
4. Representatives from the Securities and Exchange Commission of Pakistan (SECP) shared valuable information and recommended inclusion of SECP material regarding investment/financial literacy into the business education curriculum.
5. The representative from the Society for Human Resource Management (SHRM) provided valuable input regarding HR competencies and international standards. He also provided information on the benefits of and the process for SHRM registration for students and institutions.
6. The representative from the Pakistan International Airlines (PIA) shared useful information regarding transition of a business graduate from school to work and highlighted a list of competencies/skills expected at the workplace. He emphasized the need to address such skills while updating the curriculum for business education.
7. Mr. Hidayatullah Kasi (Deputy Director Academics, HEC) presented an insightful, proposed model for revamping the process of curriculum development & revision at HEC.

The meeting concluded with a vote of thanks to and from the Convener, Prof. Amanullah Khan. Mr. Javed Memon, Director HEC Regional Office Karachi also thanked all participants and organizers.



Dr. Farooq-E-Azam Cheema
(Secretary)



Dr. Irfan Amir
(Co-convener)



Prof. Amanullah Khan
(Convener)

Higher Education Commission, Islamabad March 20, 2019

Participants of National Curriculum Review Committee - Business Education
(Nov 22-24, 2018)

S. No	Name and Designation
1	Prof. Muhammad Amanullah Khan Dean / Professor (Convener) Faculty of Management Sciences Riphah International University, Islamabad
2	Dr. Irfan Amir Dean (Co-Convener) Faculty of Management Sciences, University of South Asia, Lahore
3	Prof. Dr. Farooq-e-Azam Cheema Professor (Secretary) Bahria University, Karachi Campus
4	Prof. Dr. Mushtaq A. Sajid Professor / Dean Faculty of Management Sciences, University of Kotli, Azad Jammu & Kashmir
5	Prof. Dr. Kamran Naqi Khan Professor / Acting Dean, Department of Management Sciences, Hamdard University, Islamabad
6	Prof. Dr. Sarwar M. Azhar Professor, Department of Business Administration, Sukkur IBA University, Sukkur
7	Prof. Dr. Mohammad Nishat Professor, Department of Business Admin/Finance Institute of Business Administration Main Campus, Karachi
8	Prof. Dr. Mustagis-ur-Rehman Professor / HoD Department of Management Sciences, Bahria University, Karachi Campus
9	Dr. Naukhez Sarwar Principal & Dean NUST Business School, National University of Sciences and Technology (NUST), Islamabad
10	Prof. Dr. Farida Saleem Professor / Director Academics Faculty of Management Sciences, The University of Lahore, Gujrat Campus
11	Prof. Dr. Hayat M. Awan Professor, Department of Business Administration, Air University, Multan Campus
12	Dr. Muhammad Osama Nasim Mirza Director Department of Management Sciences, National Textile University, Faisalabad
13	Prof. Dr. Mueen Aizaz Zafar Professor, Department of Management Sciences, Capital University of Science & Tech, Islamabad
14	Prof. Dr. Bashir Ahmad Professor Department of Management Sciences, Bahria University, Karachi Campus



Participants of National Curriculum Review Committee - Business Education
(Nov 22-24, 2018)

15	Dr. Abdul Naeem, Director, Institute of Management Sciences, Department of Management, University of Balochistan, Quetta
16	Prof. Dr. Abdul Raziq Professor Department of Management Sciences, BUIEMS, City Campus, Jinnah Town, Quetta
17	Dr. Kumail Abbas Rizvi, Associate Professor Department of Finance Lahore School of Economics, Lahore
18	Dr. Muhammad Abuzar Wajidi Director / Advisor to VC, Institute of Health & Business Management Studies, Jinnah Sindh Medical University, Karachi
19	Dr. Syed Zulfiqar Ali Shah Associate Professor / Dean, Faculty of Management Sciences, International Islamic University, Islamabad
20	Dr. Imran Hameed Associate Professor School of Business, Lahore School of Economics, Lahore
21	Dr. Zahid Riaz Associate Professor Faculty of Business Administration Lahore School of Economics, Lahore
22	Dr. Muhammad Razzaq Athar Associate Professor, Department of Management Sciences, PMAS Arid Agriculture University, Rawalpindi
23	Dr. Jawad Iqbal Associate Professor, Department of Management Sciences, The Islamia University of Bahawalpur
24	Dr. Shafiq ur Rehman Associate Professor, Department of Management Studies, University of Malakand, Chakdara, Dir
25	Dr. Zaki Rashidi Associate Dean IQRA University Karachi
26	Dr. Faryal Salman Head of Department Department of Management Sciences, DHA Suffa University, Karachi
27	Dr. Sheheryar Malik Dean, Faculty of Business Administration IQRA University Karachi
28	Dr. Amber Raza Assistant Professor, Department of Marketing, Institute of Business Management, Karachi
29	Dr. Hazrat Bilal Assistant Professor, Center for Management & Commerce University of Swat



Participants of National Curriculum Review Committee - Business Education
(Nov 22-24, 2018)

30	Dr. Aqsa Siddiq Assistant Professor, Quaid-i-Azam College of Commerce, Faculty of Mgt. & Information Science, University of Peshawar
31	Dr. Rameez Khalid Assistant Professor, Faculty of Business Administration, Department of Management, IBA Karachi
32	Dr. Mirza Ashfaq Ahmed Assistant Professor, Faculty of Management & Administration Sciences, University of Gujrat
33	Dr. Muhammad Shahid Tufail Assistant Professor, Government College University, Faisalabad
34	Dr. Amber Rashid Gul Director (QEC) Institute of Business Administration, Karachi
35	Dr. Hammad Badar Assistant Professor, Institute of Business Management Sciences, University of Agriculture, Faisalabad
36	Mr. Zahid Mubarik CEO HR Metrix President SHRM Forum Pakistan, Islamabad.
37	Mr. Usman Khalid Additional Director (IED) Securities Exchange Commission of Pakistan (SECP), Islamabad
38	Ms. Tooba Akram Assistant Director Securities Exchange Commission of Pakistan (SECP), Islamabad.
39	Mr. Junaid Talat Waheed Khan Manager Corporate Affairs Pakistan International Airlines, Karachi
40	Mr. Ahtesham Ali Raja Program Director, National Business Education Accreditation Council, Islamabad
41	Mr. Muhammad Raza Chohan Director General (Academics) Higher Education Commission
42	Mr. Aqeel Akhtar Khan Director QAD Higher Education Commission
43	Mr. Hidayatullah Kasi Dy. Director (Academics) Higher Education Commission

Hidayatullah Kasi
Deputy Director
Higher Education Commission
Islamabad

List of Compulsory Courses

Subjects	Credit Hours
1. ENGLISH-I	3
2. ENGLISH-II	3
3. ENGLISH-III	3
4. ENGLISH-IV / UNIV. OPTIONAL*	3
5. PAKISTAN STUDIES	2
6. ISLAMIC STUDIES / ETHICS	2
7. MATHEMATICS-I	3
8. MATHEMATICS-II / UNIV. OPTIONAL*	3
9. INTRODUCTION TO COMPUTER	3
TOTAL CREDIT HOURS	25
TOTAL COURSES	9

*University has the option to recommend any other course in lieu of English IV

** University may recommend any other course in lieu of Mathematics II


Hidayatullah Kasi
 Deputy Director
 Higher Education Commission
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