|  |  |
| --- | --- |
| Name of University: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Name of Business School: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Program(s) for Review: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Submission Date: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

Self

Assessment

Report

(SAR)

The SAR is to be completed by the business school seeking accreditation from the

National Business Education Accreditation Council (NBEAC) of the Higher Education Commission, Pakistan

|  |  |
| --- | --- |
| A logo of a graduation cap and a globe  Description automatically generated | A logo of a school  Description automatically generated |

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**Preface**

The NBEAC standards version 4.0 is set to apply to the spring 2025 reviews. This revised version, a culmination of changes in business education practices over the last five years and the invaluable input of our peer reviewers, is a testament to our commitment to excellence. Preparing these accreditation standards is a commendable voluntary achievement of the NBEAC Standards Review Committee, comprising seven members representing all regions of the country and all types of business schools. The process involved hundreds of volunteering hours, with multiple exposure drafts meticulously prepared, closely reviewed, and passionately and thoughtfully debated by the committee and the Council members before their approval. To ensure that all voices were heard, the committee presented the final draft to the meeting of the country's peer reviewers and spent hundreds of volunteer hours reviewing their feedback and synthesizing inputs.

Accreditation standard 4.0 affirms NBEAC’s commitment to providing Pakistan's highest quality business education. They are more focused and seek elaborate information on the input, process, and outcomes of the higher education institutions' business education contents and practices. Pursuing focus and preciseness, the number of standards in the latest version is reduced to seven from nine:

1. Strategic Management (15%)
2. Curriculum (15%)
3. Students (15%)
4. Faculty (20%)
5. Research and Development (10%)
6. Eternal Linkages and Outreach (10%)
7. Institutional Resources (15%)

This was accomplished in fewer than 12 months through NBEAC's true volunteer network and connecting power dedicated to transforming business education nationwide. NBEAC extends its heartfelt thanks and big congratulations to the standards review committee members. Their dedication and hard work have been instrumental in achieving this significant milestone that will positively impact the future of business education in the country.

**Senior Program Manager - Accreditation**

National Business Education Accreditation Council

Islamabad

# Preparation Instructions

1. Before starting, Section IV of the [NBEAC Accreditation Process Manual](https://www.nbeac.org.pk/files/Accreditation_Process_Manual_2020.pdf#page=17) may be consulted to ensure the self-assessment report (SAR) forms are filled out accurately.
2. SAR forms seek information in descriptive paragraphs, in a table, and in an appendix.
3. Where information is unavailable, it must be indicated by writing “Not Available” in the relevant space.
4. The filled-out SAR will be sent to the NBEAC secretariat for desk review. Based on the desk review comments, the SAR will be revised.
5. Six copies of the revised SAR will be submitted to the NBEAC secretariat at least four weeks before the start of the peer review visit.
6. In the case of a re-visit application, the Progress Report (PR) based on the previous report will also be submitted with the SAR.
7. The Continuous Improvement Report (CIR) will also be submitted with the SAR in the case of a re-accreditation application.
8. The NBEAC secretariat is available to respond to questions about the SAR.
9. All correspondence will be addressed to the following address:

National Business Education Accreditation Council,

N Block, Ground Floor, HRD Division, Higher Education Commission, H-8 Islamabad, Pakistan

Phone: +92 51 9080 0206-14

# Undertaking

I, the undersigned, confirm the following:

1. The Self-Assessment Report (SAR) information is accurate to my knowledge and belief.
2. My institution has provided all relevant documents and data the SAR requires. It will provide further information and documentation required by the NBEAC peer review team before, during, or after the review visit.
3. My institution has paid the NBEAC an accreditation fee as defined in the NBEAC Fee Schedule <https://www.nbeac.org.pk/index.php/accreditation-2/accreditation-fee-2> along with the application form.
4. My institution will not hold the NBEAC, its members, office bearers, employees, and mentors liable for any direct or indirect, foreseeable or unforeseeable damages resulting from the accreditation process or the NBEAC accreditation decision.
5. My institution will provide accommodation and transport to the NBEAC peer review team during the accreditation review visit.
6. If my institution needs to postpone or cancel the scheduled review visit, it will submit a written request to the NBEAC secretariat at least four weeks before the visit. I further confirm that the accreditation fees will not be refunded if the visit is canceled.

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Stamp of the organization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of the signatory: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position of the signatory \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of University/Institute: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department/Business School under review: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Postal address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Email:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Form 1: Strategic Management

**Section A- General Information:**

**Q. A-1: Provide information on the HEI and the Business School[[1]](#footnote-1) in Table A.**

Table-A. Information on the HEI and the Business School

|  |  |
| --- | --- |
| * Name of the Higher Education Institution (HEI) |  |
| * HEI Type | * University * Degree Awarding Institute |
| * Reference No. and Date of Act/Ordinance/ Charter of the HEI |  |
| * Charter Type | * Federal * Azad Jammu Kashmir * Baluchistan * Gilgit Baltistan * Khyber Pakhtunkhwa * Punjab * Sindh |
| * Sector | * Public * Private |
| * Profit/Non-profit status | * Not for Profit * For Profit |
| * Chief Administrative Officer | * Rector * Vice Chancellor * Director * Other |
| * Name of Chief Administrative Officer |  |
| * Title of the Business School |  |
| * Year of Establishment of the Business School |  |
| * Address of the Business School |  |
| * Website URL |  |
| * Hierarchical context | * Affiliated * Constituent part |
| * Number of other campuses (if any) |  |
| * Location of other campuses (if any) |  |

**Q. A-2: Provide the scope of accreditation in Table B.**

Table-B. Scope of Accreditation

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Program Applied For | Undergraduate/Graduate | Program Launch Date |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Q. A-3: Provide contact information in Table-C and attach the CVs of the Dean/Head of the Business School and the focal person for NBEAC in *Appendix-A*.**

Table-C. Contact information

|  |  |  |  |
| --- | --- | --- | --- |
|  | Dean | Head of Business School (if other than Dean) | Focal Person for NBEAC |
| Name: |  |  |  |
| Designation |  |  |  |
| Tel (off): |  |  |  |
| Tel (cell): |  |  |  |
| Email: |  |  |  |

**Section B: Review Information**

**Q.1.1a State the approved vision and mission of the University/Institute and the Business School in Table 1.1.**

Table 1.1. Vision and Mission of the HEI and the Business School

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| University/Institute | | | Business School | | |
| Vision & Mission | Approval | | Vision & Mission | Approval | |
| Approving Authority | Date of Approval | Approving Authority | Date of Approval |
| **Vision** |  |  | **Vision** |  |  |
| **Mission** |  |  | **Mission** |  |  |

**Q.1.1b Describe the process of forming the Business School’s vision and mission statements involving faculty and other stakeholders and their approval by the competent statutory bodies. Attach relevant pages of the official documents as *Appendix-1A*.**

**Q.1.1c Describe what measures the Business School takes to realize its mission.**

**Q.1.2a Attach the Business School’s current strategic plan, comprising SWOT, the strategic goals, and the action plan prepared involving faculty and other stakeholders and duly approved by a competent/authority statutory body, in *Appendix 1B*.**

**Q.1.2b Provide the strategic plan-related information in Table 1.2.**

Table 1.2. Strategic Plan of the Business School

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Strategic Plans | Strategic Plan Period | Date of Approval | Approving Authority | Updated/ Reviewed on[[2]](#footnote-2) | Progress Report Documented Till |
| Current |  |  |  |  |  |
| Previous |  |  |  |  |  |

\* Add rows where needed.

**Q.1.2c Attach the latest strategic plan progress report signed by the strategic plan monitoring committee/Dean in *Appendix 1C*.**

**Q.1.3a Provide the composition of the Business School/HEI statutory bodies according to the Business School/HEI charter in Table 1.3a. Share notifications of the appointed members during the peer review visit. Also, share minutes of the relevant statutory body meetings on which they served.**

Table 1.3a. Statutory Bodies’ Composition\*

|  |  |  |  |
| --- | --- | --- | --- |
| Statutory Body | Composition | | |
| Name & Designation of Chairperson | Designation of Ex Officio Members | Name and Designation of Appointed Members |
| Senate/BOG/Others |  |  |  |
|  |  |
|  |  |
| Academic Council |  |  |  |
|  |  |
|  |  |
| Board of Faculty |  |  |  |
|  |  |
|  |  |
| Board of Studies |  |  |  |
|  |  |
|  |  |
| Selection Board |  |  |  |
|  |  |
|  |  |
| BASR |  |  |  |
|  |  |
|  |  |
| Finance & Planning Committee/Other |  |  |  |
|  |  |
|  |  |

\* Add rows where needed.

**Q.1.3b Provide information about the external participants/observers serving on the Business School/HEI statutory bodies in Table 1.3b. During the peer review visit, share minutes of the relevant statutory body meetings on which they served.**

Table 1.3b: External Participation in Statutory Bodies\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Statutory Body | Name of External Participant | National/International | Designation & Affiliation | Meeting Number and Date Attended |
| Senate/BOG/Others |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Academic Council |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Board of Faculty |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Board of Studies |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Selection Board |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| BASR |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Finance & Planning Committee/Other |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Others as per HEI Charter (Specify) |  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

**Q.1.4a Attach Rules of Business for Statutory Bodies duly approved by a competent statutory body in *Appendix 1D*.**

**Q.1.4b Provide information about statutory bodies’ meetings in Table 1.4. Share minutes of these and other meetings for the last two years, along with evidence of their implementation during the peer review visit.**

Table 1.4. Statutory Bodies’ Meetings

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Statutory Body | Dates of the Last Four Meetings | | | |
| Meeting 1 | Meeting 2 | Meeting 3 | Meeting 4 |
| Senate |  |  |  |  |
| Syndicate/ Board of Governors/ Others |  |  |  |  |
| Academic Council |  |  |  |  |
| Board of Faculty |  |  |  |  |
| Board of Studies |  |  |  |  |
| Selection Board |  |  |  |  |
| BASR |  |  |  |  |
| Finance & Planning Committee |  |  |  |  |

**Q.1.5 Provide information about the Business Schools’ policies, rules, and manuals approved by the competent authority/statutory bodies in Table 1.5. Share these policies, rules, and manuals along with evidence of their communication to the users during the peer review visit.**

Table 1.5. Business School’s Policies and Manuals\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Policy/Rules/Manual Title | Approving Body | Approval Date | Review Date |
| Academic Policies/Rules/ Manuals |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| HR Policies/Rules/ Manuals |  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q. 1.6a Provide organograms of the Business School and the parent institution in *Appendix 1F*.**

**Q. 1.6b Provide information about the academic managerial positions at the Business School in Table 1.6.**

Table 1.6: Information about Academic Managerial Positions at the Business School

|  |  |  |  |
| --- | --- | --- | --- |
| Position\* | Qualification | Field of Qualification | Experience |
| Dean/Principal/Equivalent |  |  |  |
| Chairperson/HOD/Equivalent |  |  |  |
| Others (specify) |  |  |  |

\* Add rows where needed

**Q.1.7a Provide information about the Business School’s response to the Precept, Standards, and Guidelines (PSG-2023), the QAA-HEC external and internal quality assurance framework, in Table 1.7.**

Table 1.7: Information about Business School’s Response to QAA-HEC External Quality Assurance Framework

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Quality Assurance Model | Programs the Business School Runs\* | The Last External Quality Assurance Review Held On | The Last Internal Quality Assurance Review (Self Review) Held On | Corrective Action Plan and Progress Reports |
| Program Review for Effectiveness  and Enhancement (PREE) /SAR Model |  |  |  | During the peer review visit, share each program's Corrective Action Plan and progress report for the external and internal reviews. |
|  |  |  |
|  |  |  |
| Postgraduate Program Review (PGPR) |  |  |  | During the peer review visit, share each program's Corrective Action Plan and progress report for the external and internal reviews. |
|  |  |  |
|  |  |  |
| Institutional Performance and Enhancement (RIPE) /IPE | NA |  |  | During the peer review visit, share the Corrective Action Plan and progress report for the external and internal reviews. |

\* Add rows where needed

**Q.1.7b Provide information about the Business School’s/HEI’s Quality Enhancement Cell (QEC) in Table 1.8.**

|  |  |  |  |
| --- | --- | --- | --- |
| Date of Establishment | Number of Staff | Qualification of QEC Head | QAA-HEC Category Assigned to QEC |
|  |  |  |  |

**Q. 1.8a Provide the last financial audit report of the Business School/HEI in *Appendix 1E*.**

**Q. 1.8b Explain the corrective measures the Business School took against the auditors’ observations.**

**Q. 1.8c Provide information about the last three audit reports in Table 1.9. Share the documentary details during the peer review visit.**

Table 1.9: Information about External Auditing of the Business School/HEI

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Auditing Firm/ AGPR | SBP Category, if Auditing Firm | Salient Audit Observations | Corrective Measures against Observations |
| t  (the preceding year) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |

=============================================================

# Form 2: Curriculum

**Part A**

**(To be filled for each Program Separately)**

**Q.2.1 Provide the portfolio of the program(s) under review in Table 2.1. Attach the Academic Council’s approval in *Appendix 2A* and HEC NOC (if applicable) in *Appendix 2B*.**

Table 2.1. Program Portfolio

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Program (s) under Review | Number of Semesters | Number of Courses | Credit Hours | Curriculum Breakup | | | | Date of Approval from Academic Council | Date of HEC NOC  (if applicable) |
| Old Curriculum | | UEP 2023 Curriculum | |
| Undergrad (BBA/BS/ B. Com) |  |  |  | Support |  | Gen. Ed. |  |  |  |
| Core |  | Major/Disciplinary |  |  |  |
| Electives |  | Inter-disciplinary |  |  |
| Internship |  |
| Project |  |
| Grad (MBA/ M. Com) |  |  |  | Support |  | NA | |  |  |
| Core |  |
| Electives |  |  |

\*Add rows where needed.

**Q 2.2a Provide information on individual courses of each program under review in Table 2.2.**

Table 2.2. Information on Program Courses\*

|  |  |  |  |
| --- | --- | --- | --- |
| **BBA/BS/B.Com (Old Curriculum)** | | | |
| No. | Course Title and Code | Credit Hours | Prerequisite (if any) |
|  | Support Courses |  |  |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
|  | Core Courses |  |  |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
|  | Electives |  |  |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| **BBA/BS/B.Com (UEP 2023)** | | | |
|  | General Education |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | Major/Disciplinary Courses |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | Inter-disciplinary |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **MBA/M.Com** | | | |
|  | Core Courses |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | Support Courses | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | Electives |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q 2.2b Provide information on the bridging semester mechanism[[3]](#footnote-3) for the entry of 14-year qualification holders to the BBA/BS/B.Com program introduced by the Business School, if any, through statutory approvals and the curriculum designed in that regard (**This information will be needed only when an undergraduate program is under review**).**

**Q 2.2c Provide information on assigning 30-36 credit exemptions to the relevant education holders undertaking MBA degrees, if any, introduced by the Business School through statutory approvals and the curriculum designed in that regard (**This information will be needed only when the MBA program is under review**).**

**Q 2.3a. List the program's educational objectives (PEOs) under review in Table 2.3a.**

Table 2.3a. Program Educational Objectives (PEOs)\*

|  |  |
| --- | --- |
| **Program** | |
| PEO1: |  |
| PEO2: |  |
| PEO3: |  |

\*Add rows where needed..

**Q 2.3b. List the learning outcomes of the program (PLOs) under review in Table 2.3b.**

Table 2.3b. Program Learning Outcomes (PLO)\*

|  |  |
| --- | --- |
| **Program** | |
| PLO1: |  |
| PLO2: |  |
| PLO3: |  |
| PLO4: |  |
| PLO5: |  |

\*Add rows where needed.

Q 2.3c. Provide the PEO-PLO alignment of the program under review in Table 2.4.

Table 2.4. Mapping of PEOs and PLOs\*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Program** | | | | | |
|  | PLO1 | PLO2 | PLO3 | PLO4 | PLO5 |
| PEO1 |  |  |  |  |  |
| PEO2 |  |  |  |  |  |
| PEO3 |  |  |  |  |  |

\*Add rows where needed.

**Q 2.3d. Explain how the PEOs of each program under review align with the Business School's vision**

**and mission.**

**Q 2.4a. Provide details of the courses that have been carefully designed in line with corporate needs**

**during the last three years in Table 2.5.**

Table 2.5. Corporate Relevant Courses\*

|  |  |  |
| --- | --- | --- |
| No. | Course Title | Corporate Relevance |
|  |  |  |
|  |  |  |
|  |  |  |

\*Add rows where needed.

**Q 2.4b. In Tables 2.6a and 2.6b, provide details of the courses in the curriculum addressing**

**indigenous issues and the indigenous teaching materials used for delivering various courses. Share**

**the complete documentary details during the peer review visit.**

Table 2.6a. Courses Addressing Indigenous Issues\*

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Title of the Course\* | The Focus of the Course | Course Introduction Date |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed

Table 2.6b. Indigenous Teaching Materials Used in Delivering the Curriculum\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Indigenous Teaching Materials  (To mention in APA referencing format) | Nature of the Materials  (case studies, published research work, book chapter, etc.) | Course for which Materials are Used | Contribution |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Add rows where needed

**Q 2.4c. Provide details of the research theses/projects conducted by the program's students under review covering real-life corporate and societal issues in Table 2.7. Share the complete documentary details during the peer review visit.**

Table 2.7. Corporate & Societal Issues Relevant Projects/Theses\*

|  |  |  |
| --- | --- | --- |
| No. | Thesis/Project Title | Corporate/Societal Issues Covered |
|  |  |  |
|  |  |  |
|  |  |  |

\*Add rows where needed

Q 2.5a Explain how the program curriculum content help develop soft skills, affective attributes, and ethics in Table 2.8.

Table 2.8. Soft Skills, Affective Attributes, Ethos Specifications Developed by Program Curriculum\*

|  |  |
| --- | --- |
| Courses Directly Promoting Soft Skills, Affective Attributes, & Ethos | Courses having CLOs for Soft Skills, Affective Attributes, &Ethos |
|  |  |
|  |  |
|  |  |

\*Add rows where needed

**Q 2.5b List the courses in Table 2.9 in which various teaching methods are predominantly used** **(e.g., lecturing, case studies, simulations, role plays, video clips, group projects, written reports, and presentations), as mentioned in the course outlines. Share the complete relevant documentary details during the peer review visit.**

Table 2.9. Program Delivery Methods\*

|  |  |  |
| --- | --- | --- |
| No. | Courses | Teaching Methods |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

\* Add rows where needed

**Q 2.5c Describe how teaching methods used by the Business School promote students’ soft skills, affective attributes, and ethos.**

**Q 2.5d Describe how students’ soft skills, affective attributes, and ethos learned in various ways are assessed and corrective measures are taken where needed.**

**Q 2.6 Provide course outlines of one support, core, and elective course, each using the following format as a guideline, and attach them to *Appendix 2C*. Share all course outlines during the peer review visit.**

Course Outline Guideline

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Course Title & Code:** | | | | | | | | |
| **Synopsis:** | | | | | | | | |
| **Program Learning Outcomes (PLOs)\*** | | | | | | | | |
| PLO1: |  | | | | | | | |
| PLO2: |  | | | | | | | |
| PLO3 |  | | | | | | | |
| PLO4 |  | | | | | | | |
| PLO5 |  | | | | | | | |
| **Course Learning Outcomes (CLOs)\*** | | | | | | | | |
| CLO1: |  | | | | | | | |
| CLO2: |  | | | | | | | |
| CLO3: |  | | | | | | | |
| **CLO-PLO Alignment: \*** | | | | | | | | |
| PLOS\*\*  CLOs\* | PLO1 | PLO2 | PLO3 | | PLO4 | | PLO5 | |
| CLO1 |  |  |  | |  | |  | |
| CLO2 |  |  |  | |  | |  | |
| CLO3 |  |  |  | |  | |  | |
| **Teaching Sessions:** | | | | | | | | |
| Session No. | Topic | Corresponding CLO | | Teaching Methodology | | Assessment | | Teaching Materials |
| 1 |  |  | |  | |  | |  |
| 2 |  |  | |  | |  | |  |
| 3 |  |  | |  | |  | |  |

\*Add rows/columns where needed.

\*\*Add columns where needed

**Q 2.7 Provide data on the program’s curriculum review in Table 2.10. Share minutes of the review meetings and other details during the peer review visit.**

Table 2.10. Curriculum Review Record\*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Partial Review[[4]](#footnote-4):** | | | | | |
| Program | Review Number | Date | Review Participants | Review Details | Review Approved by |
| Program 1 |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| Program 2 |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Major Review[[5]](#footnote-5):** | | | | | |
| Program 1 |  |  |  |  |  |
| Program 2 |  |  |  |  |  |

\*Add rows where needed

**Part B**

**(Common for all Programs)**

**Q 2.8 Provide the Business School's Semester Management Rules approved by a competent statutory body in *Appendix 2D***, **consisting of course registration and withdrawal provisions, preparing and communicating semester timetables, managing class proceedings, time management, monitoring course coverage, etc.**

**Q 2.9 Provide a sample course file prepared through the following table of contents/checklist in *Appendix 2E (A soft copy only)*. Share all course files during the peer review visit.**

1. Course Outline
2. Timetable
3. Teaching methodology indicators as described in the course outline. i.e., a list and description/copies of the activities used – case studies, exercises, movie clips, role plays, group activities, etc.
4. Session-wise Course Log/Course Coverage Report
5. Copies/descriptions of formative assessments used during the semester
6. Mid-term examination paper
7. Final term examination paper
8. Formative assessment result sheet
9. Mid-term and final exam result sheets
10. Copies of answer scripts of the highest, lowest, and average scorers in the midterm and final exams
11. Result analysis (standard distribution curves/bell curves) in case of relative marking
12. Class attendance sheet
13. Faculty report, comprising observation/experience connected with this course and recommendations for improvement.

**Q 2.10 Attach the Business School’s Assessment and Grading Policy approved by a competent statutory body in *Appendix 2F*.**

**Q 2.11 Attach the Business School's Question Paper and Exam Result Moderation Policy approved by a competent statutory body in *Appendix 2G*.**

**Q 2.12 In Table 2.11, list the assessment methods predominantly used, as given in the course outlines. Share the complete documentary details during the peer review visit.**

Table 2.11. Assessment Methods Used

|  |  |  |
| --- | --- | --- |
| Assessment Mode | Frequency | Range of Marks |
| Class Participation |  |  |
| Group Activities/Role Plays/ Presentations |  |  |
| Case Studies Analysis/Article Reviews |  |  |
| Quiz |  |  |
| Lab work/ Practical work |  |  |
| Mid Term Exam / Hourly |  |  |
| Final Exam |  |  |
| Others (Please Specify) |  |  |

\*Add rows where needed

**Q 2.13a Provide the Business School’s Examination Rules and Procedures in *Appendix 2H*, including scheduling exams, safe custody of examination materials, invigilation, submitting results, etc., approved by a competent statutory body.**

**Q 2.13b Provide information on how the Business School communicates the examination rules to the faculty and the students.**

**Q 2.13c Provide the Business School’s policy for dealing with unfair means in assessments, comprising the offense levels, matching sanctions, investigation procedure, right to appeal, etc., approved by a competent statutory body, in *Appendix 2I*.**

**Q 2.13d In Table 2.12, Provide the details of the unfair means detection cases in various assessments during the last two semesters.**

Table 2.12. Details of Unfair Means in Assessment Detection Cases\*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Semester | Assessment Type[[6]](#footnote-6) | Student Name/ID | Degree program | Offense | Investigation Outcome |
| t (current) |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| t-1 |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Add rows where needed

====================================================================

# Form 3: Students

**Q. 3.1 Provide data on student enrollment at the business school for the last three years in Table 3.1.**

Table 3.1: Student Enrolment of the Business School in all Study Programs

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year[[7]](#footnote-7) | 16 years Programs | 18 years programs | Doctoral Programs | Total |
| Current Year (t) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |

**Q. 3.2 Provide data on student intake in the programs under review for the last three years in Table 3.2.**

Table 3.2: Student Intake in the Programs Under Review

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | | Program 1 | Program 2 | Total |
| Current Year (t) | Fall |  |  |  |
| Spring |  |  |  |
| t-1 | Fall |  |  |  |
| Spring |  |  |  |
| t-2 | Fall |  |  |  |
| Spring |  |  |  |

\*Add columns where needed.

**Q. 3.3 Provide data on the applications received and admissions offered for the programs under review for the last two years in Table 3.3.**

Table 3.3: Admission-to-Application Ratio for the Programs Under Review

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Program | Year | Semester | No. of Applications Received (A) | No. of Candidates Passed the Admission Test  (B) | Number of Admissions Offered  (C) | No. of Students Enrolled  (D) | Admission Percentage (D/A) |
| Program 1 | t | Fall |  |  |  |  |  |
| Spring |  |  |  |  |  |
| t-1 | Fall |  |  |  |  |  |
| Spring |  |  |  |  |  |
| Program 2 | t | Fall |  |  |  |  |  |
| Spring |  |  |  |  |  |
| t-1 | Fall |  |  |  |  |  |
| Spring |  |  |  |  |  |

\*Add rows where needed.

**Q. 3.4 List the selection tools used by the Business School in the admissions to the programs under review in Table 3.4.**

Table 3.4: Selection Tools Used for Admissions to the Programs Under Review

|  |  |  |
| --- | --- | --- |
| Program | Selection Tools | Weightage |
| Program 1 |  |  |
|  |  |
|  |  |
|  |  |
| Program 2 |  |  |
|  |  |
|  |  |
|  |  |

\*Add rows where needed.

**Q. 3.5 Attach Business School’s Admission Policy and Procedure, duly approved by a competent statutory body, explaining the eligibility criteria, the application process, admission tests, deciding the merit, transfer of credits, etc., in Appendix 3A.**

**Q. 3.6 Describe how the admission policy, admission requirements, and student intake and enrolment are aligned with the business School’s vision and mission.**

**Q. 3.7a Attach Business School’s policy for monitoring student progression comprising minimum graduation requirement, reaching probation, and dropping out, duly approved by a competent statutory body, in *Appendix-3B*.**

**Q. 3.7b Provide in Table 3.5 the student dropout rate in the last three batches that graduated from the program(s) under review.**

Table 3.5: Student Dropout Rate

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Program  Under Review | Batch | Intake of the Graduating Batch  (A) | Graduated (B) | Pending Graduation (C) | Left for Non-academic Reasons (D) | Dropped for Academic Reasons  (E) | Dropout Percentage  E/A\*100 |
| Program 1 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Program 2 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Q. 3.8a Attach Business School’s policy for helping weak students, especially those on probation, through faculty advisement, psychological assistance, and supplemental tutoring, duly approved by a competent statutory body, in *Appendix-3C*.**

**Q. 3.8b** **Provide information in Table 3.6 about the students in the last graduated batch who reached probation and recovered. Share the complete documentary details during the peer review visit.**

Table. 3.6: Information about Students Reaching Probation and Recovering

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Program\* | Reached Probation at the End of  Semester 1 | At the End  of  Semester 2 | | At the End of Semester 3 | | At the End of Semester 4 | | | | At the End of  Semester 5 | | At the End of  Semester 6 | | At the End of  Semester 7 | | At the End of  Semester 8 | |
| BBA/ BS/B. Com |  | Recovered | Added | R | A | | R | A | | R | A | R | A | R | A | R | A |
|  |  |  |  | |  |  | |  |  |  |  |  |  |  |  |
| MBA/MPAM. Com |  | Recovered | Added | R | A | | R | | A |  | |  | |  | |  | |
|  |  |  |  | |  | |  |
| Impact of the helping the weak student measures: | | | | | | | | | | | | | | | | | |

\*Replicate rows for multiple programs

**Q. 3.9a Attach student counseling policy and process providing academic and non-academic counseling and personal counseling through a professional psychologist duly approved by a competent authority/statutory body in *Appendix-3D*.**

**Q. 3.9b Provide data on academic and non-academic counseling conducted in the last two semesters in Table 3.7a. Share the complete documentary details during the peer review visit.**

Table. 3.7a: Information about Student Counseling on Academic and Non-academic Issues\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Semester | Counsellor Name | Frequency of Counseling Sessions | No. of Students Counselled | Mostly Counseling Sought on[[8]](#footnote-8) |
| t  (current) |  |  |  |  |
|  |  |  |  |
| t-1 |  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q. 3.9c Provide data on personal counseling conducted in the last two semesters by professional psychologists in Table 3.7b. Share the complete documentary details during the peer review visit.**

Table. 3.7b: Information about Student Counseling by Professional Psychologist\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Semester | Professional Psychologist Name  (Fulltime/Parttime) | No. of Cases Professional Psychologist Received | | Mostly Counseling Sought on |
| Directly Accessed | Referred by Faculty/Management |
| t  (current) |  |  |  |  |
|  |  |  |  |
| t-1 |  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q. 3.10a Attached are the Business School’s rules for academic societies (co-curricular activities[[9]](#footnote-9)) and campus clubs (extracurricular activities[[10]](#footnote-10)), approved by a competent statutory body, in *Appendix 3E*.**

**Q. 3.10b Provide documentary evidence of the budget allocated for academic societies and campus clubs for the last two years in Table 3.8a.**

Table. 3.8a: Budget Information for Academic Societies and Campus Clubs

|  |  |
| --- | --- |
| **Year** | **Budget** |
| t (current) |  |
| t-1 |  |

**Q. 3.10c In Tables 3.8b and 3.8c, provide information on the Business School’s academic societies (for co-curricular activities) and campus clubs (for extracurricular activities). During the peer review visit, share the complete documentary details.**

Table. 3.8b: Campus Clubs Information\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Title of the Club | Date of Constitution | Objectives | Office Bearers | Total Club Membership |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Add rows where needed.

Table. 3.8c: Academic Societies Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Title of the Academic Society\* | Date of Constitution | Objectives | Office Bearers | Total Society Membership |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Add rows where needed.

**Q. 3.10d In Tables 3.8d, provide information on the co-curricular activities held by the Business School’s academic societies and extracurricular activities held by the campus clubs during the last two years. During the peer review visit, share the complete documentary details.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Table. 3.8d: Information about Academic Societies and Campus Clubs Held Co-curricular and Extracurricular Activities | | | | | | | |
| Co-curricular Activities  (Held by Academic Societies) | | | | Extracurricular Activities  (Held by Campus Clubs) | | | |
| Activity Title\* | Society Name | Date | No. of students participated | Activity Title | Club Name | Date | No. of students participated |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

\*Add rows where needed.

**Q. 3.10e Provide data in Tables 3.8e on co-curricular and extracurricular student activities held directly during the last two years. Share the complete documentary details during the peer review visit.**

Table. 3.8e: Information about Directly held Co-curricular and Extracurricular Activities

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Co-curricular Activities | | | Extracurricular Activities | | |
| Activity Title\* | Date | No. of students participated | Activity Title | Date | No. of students participated |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\*Add rows where needed.

**Q. 3.11a Attach Business School’s approved policy and procedure for internships and placement, including arranging and assigning internships, following up with the internees, internee assessment, exploring placement opportunities for the graduating students, and conducting placement activities duly approved by a competent statutory body, in *Appendix-3F*.**

**Q. 3.11b Provide information on student internships during the last two years in Table 3.9. Share the complete documentary details during the peer review visit.**

Table. 3.9: Student Internships Information

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Program under Review\* | Year t-1 | | | Year t-2 | | |
|  | No. of Students Eligible for Internship | No. of Students Got Internships | No. of Internships Arranged by Business School | No. of Students Eligible for Internship | No. of Students Got Internships | No. of Internships Arranged by Business School |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\*Add rows where needed.

**Q.3.11c List various placement activities conducted by the placement office during the last two years in Table 3.10. Share the complete documentary details during the peer review visit.**

Table. 3.10: Placement Activities Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No.\* | Placement Activity[[11]](#footnote-11) | Date | No. of Students from the Program(s) under Review Exposed to Placement Opportunities\*\* | |
| Program A | Program B |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Add rows where needed

\*\*Add columns where more than two programs.

**Q.3.11d Provide data about the Business School’s graduates' employment in the national/multinational organizations in the last two years in Table 3.11.**

Table. 3.11: Employment Data of Business School’s Graduates

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Batches | No. of Graduates | No. of Graduates Employed in the National Organizations within Six Months | No. of Graduates Employed in Multinational Organizations within Six Months |
| t-1 |  |  |  |  |
|  |  |  |  |
| t-2 |  |  |  |  |
|  |  |  |  |

**Q.3.12a Attach Business School’s approved policy and procedure for handling student grievances, duly approved by a competent statutory body, in *Appendix 3G*.**

**Q.3.12b Provide data on student grievances the Business School dealt with under the student grievances policy and procedure in the last two years in Table 3.12. Share the complete documentary details during the peer review visit.**

Table 3.12: Student Grievance Data

|  |  |  |  |
| --- | --- | --- | --- |
| Date of Grievance\* | The Nature of Grievance | Action Taken | Outcome |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q.3.13a Attach Business School’s approved policy and procedure for merit scholarships and financial assistance[[12]](#footnote-12) for students, explaining the available merit scholarships and need-based financial assistance, the eligibility criteria, the application procedure, and the allocation methods duly approved by a competent statutory body in *Appendix 3H*.**

**Q.3.13b Describe briefly how various kinds of merit-based scholarships and need-based financial assistance offered by Business School are communicated to the students.**

**Q.3.13c Provide a summary of the scholarships and financial assistance delivered over the last three years in Table 3.13.**

Table. 3.13: Merit Scholarships and Need-based Financial Assistance Information

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Program\* | Year | Enrolment  (A) | Tuition Revenue  (B) | Merit Scholarships  (C) | | Need-based Financial Assistance  (D) | | Others  (E) | Total Amount  C + D +E = F | Scholarships & Financial Assistance Ratio = F/B |
| Business School’s Part | Outside Scholarships | Business School’s Part | Outside Financial Assistance |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

\*Add rows where needed.

===================================================================

# Form 4: Faculty

**Q.4.1a Provide the Business School’s core[[13]](#footnote-13) faculty size by designation in Table 4.1a.**

Table 4.1a: Business School Core Faculty Size by Designation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Designation\* | Business Administration/  Management Science | Public Administration | Commerce | Others | Total |
| Professors |  |  |  |  |  |
| Associate Professors |  |  |  |  |  |
| Assistant Professors |  |  |  |  |  |
| Lecturers |  |  |  |  |  |
| Total |  |  |  |  |  |

\* Add rows where needed.

**Q.4.1b Provide detailed information about the Business School’s permanent faculty in Table 4.1b.**

Table 4.1b: Detailed Information about Business School’s Permanent Faculty

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Faculty Name &  CNIC\* | Designation | Academic Qualification | Specialization | Experience | | Degree Awarding Institution | Current Job Duration |
| Academic | Industry |
| 1 |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |

\*Add rows where needed.

**Q.4.1c Provide the information on the gender mix of the Business School’s faculty in Table 4.1c.**

Table 4.1c. Business School’s Faculty Gender Mix Information

|  |  |  |  |
| --- | --- | --- | --- |
| Gender | Permanent/Regular[[14]](#footnote-14) | Adjunct[[15]](#footnote-15) | Visiting[[16]](#footnote-16) |
| Male |  |  |  |
| Female |  |  |  |

**Q.4.1d Provide information in Table 4.1d about the full-time equivalent (FTE) teaching load of the Business School’s permanent faculty for each program under review in the last two semesters.**

Table 4.1d: Information about Full-time Equivalent Teaching (FTE) Load of Business School’s Permanent Faculty

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Semester | No.\* | Faculty Name | Designation | Maximum Credit Hours Allowed to be Taught under Policy (A) | Total Credit Hours Taught  (B) | Full-time Equivalent (FTE) for Program(s)\*\* Under Review | | | |
| Credit Hours Taught in Program 1 (C) | Credit Hours Taught in Program 2  (D) | FTE for Program 1 E=(C/A) | FTE for Program 2 F=(D/A) |
| t (current) | 1 |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |
|  | | | | | | | Total FT Faculty for Program 1 = ƩE = | Total FT Faculty for Program 2 = ƩF = |
| t-1 | 1 |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |
|  | | | | | | | Total FT Faculty for Program 1 = ƩE = | Total FT Faculty for Program 2 = ƩF = |

\*Add rows and columns where needed.

\*\*Add columns if there are more than two programs.

**Q.4.1e Provide information about the visiting faculty equivalent (VFE) teaching load – mostly corporate managers – of the Business School’s visiting faculty for each program under review in the last two semesters in Table 4.1e.**

Table 4.1e: Information about Visiting Faculty Equivalent Teaching (VFE) Load of Business School’s Visiting Faculty\*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Semester | No.\* | Faculty Name | Designation | Maximum Credit Hours Allowed to be Taught under Policy (A) | Total Credit Hours Taught  (B) | Visiting Faculty Equivalent (VFE) for Program(s)\*\* Under Review | | | |
| Credit Hours Taught in Program 1 (C) | Credit Hours Taught in Program 2  (D) | VFE for Program 1 E=(C/A) | VFE for Program 2 F=(D/A) |
| t (current) | 1 |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |
|  | | | | | | | Total Visiting Faculty for Program 1= ƩE/3 = | Total Visiting Faculty for Program 2 = ƩF/3 = |
| t-1 | 1 |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |
|  | | | | | | | Total Visiting Faculty for Program 1= ƩE/3 = | Total Visiting Faculty for Program 2 = ƩF/3 = |

\*Add rows where needed

\*\*Add columns if there are more than two programs.

**Q.4.1f Provide information about the faculty-to-student ratio of the Business School in the last three semesters in Table 4.1f.**

Table 4.1f. Faculty-to-Student Ratio of the Business School

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Program\* | Semester | Total Enrollment in Programs under Review  (A) | Total FTE of all Programs Under Review (B) | Total VFE of all Programs under Review (C) | Faculty-to-Student Ratio D=A/(B+C) |
| Program 1 | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| Program 2 | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |

\*Add rows where needed.

**Q.4.1g Provide information about the Class size of the programs under review in the last three semesters in Table 4.1g.**

Table 4.1g. Class Size of the Programs Under Review

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Program\* | Semester | Total Enrolment | No. of Sections | Class Size |
| Program 1 | t (current) |  |  |  |
| t-1 |  |  |  |
| t-2 |  |  |  |
| Program 2 | t (current) |  |  |  |
| t-1 |  |  |  |
| t-2 |  |  |  |

\*Add rows where needed.

**Q.4.2a Attach Business School’s Faculty Workload Policy *Appendix 4.*  The policy precisely divides faculty work into teaching, conducting research, undertaking institutional services, assigning time to each head, and recognizing managerial responsibilities assigned to the faculty with proportionate recompensation through remission in teaching load. The policy is also approved by a competent statutory body.**

**Q.4.2b Provide information about the workload-related time allocation to the Business School’s permanent faculty under the Faculty Workload Policy in the last two semesters in Table 4.2a.**

Table 4.2a: Information about Workload-related Time Allocation to Permanent Faculty under the Faculty Workload Policy

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Semester | No\* | Faculty Name | Designation | Time per Week for Teaching | Time per Week for Research | Time per Week for Institutional Services | Time per Week for Managerial Responsibilities (if any) |
| t (current) | 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| t-1 | 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |

\*Add rows where needed.

**Q.4.2c Provide information about the workload the permanent faculty members executed for the last two semesters in Table 4.2b.**

Table 4.2b: Information about Business School’s Faculty Workload

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Semester | No\* | Faculty Name | Designation | Total Credit Hours Taught | Research Work Produced | Committee Works and Other Services Performed | Administrative Duties Performed (if any) |
| t (current) | 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| t-1 | 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |

\*Add rows where needed.

**Q.4.3a Attach the Business School’s Faculty Hiring Policy comprising the faculty hiring criteria and hiring process, duly approved by a competent statutory body, in *Appendix 4B*.**

**Q.4.3b Attach the documentation relating to the faculty shortlisting exercise and the selection board notifications during the last faculty hiring in *Appendix 4C*. Share the previous faculty hiring record during the peer review visit.**

**Q.4.4a Attach the Business School’s Faculty Performance Management Policy, duly approved by a competent statutory body in *Appendix 4D*, comprising the performance goal setting, implementation, and appraisal stages along with the performance appraisal instruments.**

**Q.4.4b Attach the faculty performance appraisal instrument the Business School uses in *Appendix 4E*. During the peer review visit, share the performance appraisal reports of the faculty members for the last two years.**

**Q.4.4c Attach the student’s faculty feedback questionnaire in *Appendix 4F*. During the peer review visit, share documentary details about the feedback for the last two years/four semesters and actions taken against the observations.**

**Q.4.5a Attach the Business School’s Faculty Development Policy duly approved by a competent statutory body, in *Appendix 4G*, which provides need analysis requirements and on- and off-the-job development interventions, including at the international venues.**

**Q.4.5b Provide faculty development budget-related information for the last three years in Table 4.3a. Share documentary details during the peer review visit.**

Table 4.3a. Faculty Development Budget

|  |  |  |  |
| --- | --- | --- | --- |
| Year | Budget Assigned | Budget Spent | Major Development Activities Employed |
| t  (current) |  |  |  |
| t-1 |  |  |  |
| t-2 |  |  |  |

**Q.4.5c Provide faculty development information for the last three years in Table 4.3b. Share documentary details of each development intervention, including the number and name of faculty who attended the development activity during the peer review visit.**

Table 4.3b. Faculty Development Activities in Three Years\*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Year | Faculty Development Activity Title | On- or Off-the-Job | If off-the-job, whether Internal, External, or International | If External or International, the Venue | Date | Number of Faculty Members Attended |
| t  (current) |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| t-1 |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| t-2 |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\*Add rows where needed.

**Q.4.6a Provide information about the Business School’s faculty acting as members of various statutory bodies of the Business School/HEI per charter in Table 4.4a. Share documentary details, including notifications of their appointments, during the peer review visit.**

Table 4.4a. Information about Faculty Serving on Statutory Bodies

|  |  |  |  |
| --- | --- | --- | --- |
| Statutory Body\* | Name and Designation of Participating Faculty | | |
| Names of Faculty Performing as Members of Statutory Bodies by Designation per the Charter | Names of Faculty Appointed to a Statutory Body per the Charter[[17]](#footnote-17) | Date of Notification for Appointed Members |
| Syndicate/ Board of Governors/ Others |  |  |  |
|  |  |  |
|  |  |  |
| Academic Council |  |  |  |
|  |  |  |
|  |  |  |
| Board of Faculty |  |  |  |
|  |  |  |
|  |  |  |
| Board of Studies |  |  |  |
|  |  |  |
|  |  |  |
| BASR |  |  |  |
|  |  |  |
|  |  |  |
| Selection Board |  |  |  |
|  |  |  |
|  |  |  |
| Finance & Planning Committee |  |  |  |
|  |  |  |
|  |  |  |

\*Add rows where needed.

**Q.4.6b Provide information about the Business School’s faculty’s role in internal committees in the last two semesters in Table 4.4c. Share documentary details, including minutes of the committee meetings, during the peer review visit.**

Table 4.4b. Information about Faculty Serving on Internal Committees\*

|  |  |  |  |
| --- | --- | --- | --- |
| Semester | Committee Title & Purpose | Committee Composition | Committee Meeting Dates |
| t  (current) |  |  |  |
|  |  |  |
|  |  |  |
| t-1 |  |  |  |
|  |  |  |
|  |  |  |

\*Add rows where needed.

**Q.4.6c Provide information about the Business School’s faculty meetings in the last two semesters in Table 4.4b. Share documentary details, including minutes of the meetings, during the peer review visit.**

Table 4.4c. Information about Faculty Meetings\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Semester | Faculty Meeting Date | Major Points Discussed | Decisions Made | Action Taken |
| t  (current) |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| t-1 |  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q.4.7a Attach the Business School’s Faculty Consultancy Policy duly approved by a competent statutory body in *Appendix 4H*, providing the Business School’s faculty’s role in corporate consultancy, the related procedures, and a share of income between the faculty and the Business School.**

**Q.4.7b Provide data on the Business School’s consultancy projects in the last three years in Table 4.5. Share the complete details during the peer review visit.**

Table 4.5: Details of Consultancy Projects

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Consultancy Project Title\* | Client Agency | Start & End Dates | Principal Consultant | Funding Amount (PKR) | Business School – Consultant Share |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\* Add rows where needed.

**Q.4.8a Attach the Business School’s Executive Education by Faculty Policy duly approved by a competent statutory body in *Appendix 4I*, providing the Business School’s faculty’s role in imparting executive education, the related procedures, and a share of income between the faculty and the Business School.**

**Q.4.8b Provide information about the executive education conducted by the Business School’s faculty in the last three semesters in Table 4.6. Share documentary details about each activity during the peer review visit.**

Table 4.6. Information about Executive Education Conducted by the Business School Faculty

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Semester | Executive Education Activity\* | Date | On-campus/In-House | Executive Education Conducting Faculty | Kind and Number of Participants | Revenue Earned  (PKR) |
| t  (current) |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| t-1 |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| t-2 |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\*Add rows where needed.

**Q.4.9a Attach the Business School’s policy for Faculty Engagement with outside Organizations duly approved by a statutory body in *Appendix 4J*, providing the Business School’s encouragement for the faculty to serve on the statutory bodies of the academic, business, professional, or government organizations, serve on editorial boards, or advise them or other social and philanthropic organizations pro bono, counting them as services under the faculty workload policy.**

**Q.4.9b Provide information about the Business School’s faculty engaged with outside organizations in the last two years in Table 4.7. Share documentary details about each activity during the peer review visit.**

Table 4.7. Information about Business School’s Faculty Engagement with Outside Organizations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Faculty Name & Title\* | Outside Organization | Type of Engagement | Title and Date of the Last Activity |
| t  (current) |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| t-1 |  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add rows where needed.

**Q.4.10a Attach the faculty satisfaction survey questionnaire in *Appendix 4K*, which the Business School uses. During the peer review visit, share documentary details about the survey for the last three semesters and actions taken against the observations.**

**Q.4.10b Provide the faculty exit interview questionnaire in *Appendix 4L*, which the Business School uses. During the peer review visit, share documentary details about the faculty exit interviews for the last three years and actions taken against the observations.**

**Q.4.10c Provide information about the faculty turnover in the last three years in Table 4.8. Share documentary details during the peer review visit.**

Table 4.8: Information about Faculty Turnover in the Last Three Years

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Year | Total faculty | Resigned | Terminated | New induction | Faculty Turnover Rate |
| Year t |  |  |  |  |  |
| Year t-1 |  |  |  |  |  |
| Year t-2 |  |  |  |  |  |

================================================================

# Form 5: Research and Development

**Q.5.1a Attach the Research & Development Policy of the Business School/HEI duly approved by a competent statutory body in *Appendix 5A*, providing management of the research platforms, research incentives, research travel grants, acquiring and implementing funded research projects, following intellectual property rights and research ethics guidelines, etc.**

**Q.5.1b Describe how the Business School’s R&D policy and output align with its vision and mission and what measures are taken to realize the vision and mission through the R&D policy.**

**Q.5.2a Provide information about the ORIC of the Business School/HEI in Table 5.1**

Table 5.1: ORIC Information

|  |  |
| --- | --- |
| 1. Date of establishment |  |
| 1. Date of HEC recognition |  |
| 1. Head of ORIC |  |
| 1. Head of ORIC reporting to |  |
| 1. If HEC recognized, ORIC ranking |  |
| 1. ORIC scorecards in the last two years | **Attach the ORIC scorecards as *Appendix 5B*.** |

**Q.5.2b Describe how the Business School contributed toward the ORIC scorecard**.

**Q.5.3a Provide information about the Business School’s research center(s) in Table 5.2.**

Table 5.2: Research Center Information

|  |  |
| --- | --- |
| 1. Name of the research center/Committee |  |
| 1. Year of establishment |  |
| 1. Hierarchical position | Under the ORIC Dedicated to Business School |
| 1. Head of the research center//Committee |  |
| 1. Head of the research center reporting to |  |

**Q.5.3b Describe the contribution of each research center to promoting research output at the Business School.**

**Q.5.4 Provide information about the Business School’s special interest research groups (if any) in Table 5.3. Share the complete details during the peer review visit.**

Table 5.3: Special Research Interest Groups Information

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Title of Research Group\* | Research Group Members | Published Research Output |
|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

**Q.5.5 Provide data on research funding and spending for the last three years in Tables 5.4a and 5.4b. Share the complete details during the peer review visit.**

Table 5.4a: Research Funding and Spending Information (in PKR)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Year | Research Funding | | | | Research Spending | Unspent Funding |
| HEI’s/Business School’s R&D Budget Allocation | Government Research Grants | Industry Research Funding | Others  (Specify) |
| t (Current) |  |  |  |  |  |  |
| t-1 |  |  |  |  |  |  |
| t-2 |  |  |  |  |  |  |

Table 5.4b: Research Spending Information (in PKR)

|  |  |  |  |
| --- | --- | --- | --- |
| Year | Spending Headings  (e.g., Research Incentives, Travel Grants, Start-ups, etc.) | Funds Spent against Each Heading | No. of Faculty Benefited |
| t (Current) |  |  |  |
|  |  |  |
|  |  |  |
| t-1 |  |  |  |
|  |  |  |
|  |  |  |
| t-2 |  |  |  |
|  |  |  |
|  |  |  |

**Q.5.6 In Table 5.5, provide data on the funded research projects the Business School’s faculty carried out in the last three years. Share the complete details during the peer review visit.**

Table 5.5: Details of Funded Research Projects

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Research Project Title\* | Funding Agency | Start & End Dates | Principal Investigator | Funding Amount (PKR) | Business School –Investigator Share |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\* Add rows where needed.

**Q.5.7 Describe how the faculty members allocate sufficient time to R&D work based on the Business School’s Faculty Workload Policy.**

**Q.5.8 Provide a complete list of Business School publications[[18]](#footnote-18) in the last three years in Table 5.6. Attach the publication details in APA format in descending order (the current year publications coming first) in *Appendix 5C* with the citation count of each publication.**

Table 5.6: Research Output Information

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Publication Type | Publication Category | Year | Individual Publications by Business School Faculty | | Business School Special Interest Group-based Publications | Total |
| No. of Publications with Business School Faculty  as the First Author | No. of Publications with Business School Faculty  as Co-author |
| Journal Articles | Impact Factor Journals | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| HEC W-category Journals other than Impact Factor Category | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| HEC X-category Journals other than Impact Factor Category | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| HEC Y-category Journals | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| Other listings (specify) | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| Conference Papers | International Conference Papers | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |
| National Conference Papers | t (current) |  |  |  |  |
| t-1 |  |  |  |  |
| t-2 |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Case Studies | Peer-Reviewed Published Cases | t (current) |  |  |  |  |  |
| t-1 |  |  |  |  |  |
| t-2 |  |  |  |  |  |
| Buddy-Reviewed Cases[[19]](#footnote-19) | t (current) |  |  |  |  |  |
| t-1 |  |  |  |  |  |
| t-2 |  |  |  |  |  |
| Books | Books or Research Monographs | t (current) |  |  |  |  |  |
| t-1 |  |  |  |  |  |
| t-2 |  |  |  |  |  |
| Book chapters | t (current) |  |  |  |  |  |
| t-1 |  |  |  |  |  |
| t-2 |  |  |  |  |  |

**Q.5.9a Attach the Business School’s approved Anti-plagiarism Policy in Appendix 5D, drawn in line with the HEC guidelines and covering the offense level, proportionate sanctions, investigation procedures, the right to appeal, etc. The policy also includes AI-based support in plagiarism offenses.**

**Q.5.9b In Table 5.7, provide details of the plagiarism detection cases in research work during the last three years. Share the complete details during the peer review visit.**

Table 5.7: Details of Plagiarism Detection Cases

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Year | Research Work Title\* | Student Name/ID | | Degree Program | Plagiarism Offense Level | Investigation Outcome |
| t (current) |  |  | |  |  |  |
|  |  | |  |  |  |
|  |  | |  |  |  |
| t-1 |  | |  |  |  |  |
|  |  | |  |  |  |
|  |  | |  |  |  |
| t-2 |  |  | |  |  |  |
|  |  | |  |  |  |
|  |  | |  |  |  |

\* Add rows where needed

**Q.5.10 In Table 5.8, list the top ten research outputs of the Business School with an observed industrial/societal impact. Share the complete details during the peer review visit.**

Table 5.8: Ten Research Outputs with Societal/Industrial Impact

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Title of Published/Reviewed Research Output\* | Type of Research Output  (Journal Article, Case Study, Book Chapter, etc.) | Impact Description[[20]](#footnote-20)  (Brief and Specific) |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed.

**Q.5.11a Describe briefly how the Business School encourages faculty to utilize their research output in the academic development of the school.**

**Q.5.11b List the research outputs of the Business School with a documented contribution to academic development in Table 5.9. Share the complete details during the peer review visit.**

Table 5.9: Research Outputs with a Curricular Impact

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Title of Published/Reviewed Research Output\*  (In APA Referencing Format) | Contribution to Academic Development | | | |
| Became a Part of the Teaching Material in Certain Courses | A New Course was Inducted into the Curriculum | The Program Design was Reviewed | A New Program was Launched |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\* Add rows where needed.

**Q.5.12 Provide data on conference papers presented by the Business School’s faculty in the last three years in Table 5.10. Share the complete details during the peer review visit.**

Table 5.10: Conference Papers Presented by Business School’s Faculty

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Faculty Name & Designation\* | Title of the Paper Presented | Conference Title & Venue | Date |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\* Add rows where needed

**Q.5.13 Provide data on the research knowledge dissemination forums organized by the Business School in the last three years in Table 5.11. Share the complete details during the peer review visit.**

Table 5.11: Knowledge Dissemination Forums Organized by the Business School

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Conferences/Seminars/Symposiums\* | Themes | Speakers | | Date | Proceedings Publication Body |
| Number | National/International |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\* Add rows where needed

**Q.5.14a Attach the approved Thesis/Project Rules of the Business School, duly approved by a competent statutory body, in Appendix 5E, providing for the thesis supervisor’s qualification, supervision load, thesis evaluation, thesis defense, etc.**

**Q.5.14b Provide information about research supervision at the Business School in the last three semesters in Table 5.12. Share the complete details during the peer review visit.**

Table 5.12: Information about Research Supervision

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Semester | UG Programs Projects | | | Grad Programs Research Theses | | | Doctoral Programs Theses | | |
|  | No. of Projects | No. of Eligible Supervisors | Maximum Supervisory Load per Supervisor | No. of Theses | No. of Eligible Supervisors | Maximum Supervisory Load per Supervisor | No. of Theses | No. of Eligible Supervisors | Maximum Supervisory Load per Supervisor |
| t (current) |  |  |  |  |  |  |  |  |  |
| t-1 |  |  |  |  |  |  |  |  |  |
| t-2 |  |  |  |  |  |  |  |  |  |

# 

# Form 6: External Linkages and Outreach

**Q.6.1a Provide the Business School’s Policy in *Appendix 6A*, duly approved by a competent statutory body, to develop external linkages with national and international academic institutions and corporate organizations, including the scope of these linkages.**

**Q.6.1b Provide the international, national academic, and corporate** **linkages information for the last two years in Tables 6.1a, 6.1b, and 6.1c. During the peer review visit, share the complete documentary details.**

Table 6.1a: International Linkages Information

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Name of the International Organization/Institution\* | MOU Date | Number of Activities Held under the MOU | The Date of the last Activity | Title of Last Activity |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\* Add rows where needed

Table 6.1b: National Academic Linkages Information

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Name of the National Academic Institution\* | MOU Date | Number of Activities Held under the MOU | The Date of the last Activity | Title of Last Activity |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Table 6.1c: Corporate Linkages Information

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Name of the Corporate Organization\* | MOU Date | Number of Activities Held under the MOU | The last Activity Held on | Title of Last Activity |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\* Add rows where needed

**Q.6.1c Provide student and faculty exchange information for the last two years in Tables 6.2a & 6.2b. During the peer review visit, share the complete documentary details.**

Table 6.2a: Student Exchange Program Information

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Outward Flow | | | | Inward Flow | | | |
| Destination Institution\* | No. of Students | Starting Date | Date of Completion | Source Institution\* | No. of Students | Starting Date | Date of Completion |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

\* Add rows where needed

Table 6.2b: Faculty Exchange Program Information

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Outward Flow | | | | Inward Flow | | | |
| Destination Institution\* | No. of Faculty | Starting Date | Date of Completion | Source Institution\* | No. of Students | Starting Date | Date of Completion |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

\* Add rows where needed

**Q. 6.2a Provide information on the Corporate Advisory Board of the Business School for the last two years in Table 6.3.**

Table 6.3: Information about Business School’s Corporate Advisory Board

|  |  |  |  |
| --- | --- | --- | --- |
| Meeting Dates\* | Advisory Board Members | Designation & Affiliation of the Members | Topics Discussed and the Outcome |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

**Q. 6.2b Describe how the Business School’s Corporate Advisory Board has contributed to its effectiveness.**

**Q. 6.3a Provide the Business School’s alumni association charter duly approved by a competent statutory body in *Appendix 6B*.**

**Q. 6.3b Provide data on alumni body membership in Table 6.4.**

Table 6.4: Alumni Body Membership Information

|  |  |  |  |
| --- | --- | --- | --- |
| Total No. of Graduates | Registered Alumni Body Members | Membership Percentage | Major Industries of Alumni Placement |
|  |  |  |  |

**Q. 6.3c Provide information on alumni participation in various activities in Table 6.5. Share the complete documentary details during the peer review visit.**

Table 6.5: Alumni Participation Information

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Engagement Activity with Major Input\* | Alumni Association-based or Individual Alumni Participation | No. of Alumni Participated |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

**Q.6.4a Attach the Business School’s policy for Community Development and Social Service, duly approved by a competent statutory body, in *Appendix 6C*.**

**Q.6.4b List social initiatives carried out by the Business School under the community development and social service policy during the last two years in Tables 6.6a and 6.6b. Share the complete documentary details during the peer review visit.**

Table 6.6a: Community Development & Social Responsibility Activities through MOUs

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Title of the Activity\* | Name of the Partner Organization | MOU Date | Number of Students Involved in Activity | Activity Date |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\* Add rows where needed

Table 6.6b: Directly Held Community Development & Social Responsibility Activities

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Title of the Activity\* | Number of Students Involved in Activity | Activity Date |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

**Q. 6.4c Attach the Business School’s policy for Environmental Protection, duly approved by a competent statutory body, in *Appendix 6D*.**

**Q.6.4d. In Tables 6.7a and 6.7b, list the Business School’s environment protection-related initiatives on the campus and the outside activities carried out directly or through MOUs in the last two years. Share the complete documentary details during the peer review visit.**

Table 6.7a: On-Campus Environment Protection-related Initiatives

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Title of the On-Campus Environmental Protection Initiative\* | Brief Description of the Initiative | Date |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

Table 6.7b: Outside Environment Protection-related Activities

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Title of the Outside Environmental Protection Activity\* | If through MOU, the Name of the Partner Organization | Brief Description of the Activity | Number of Students Involved | Date |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\* Add rows where needed

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# Form 7: Institutional Resources

**Q.7.1 Provide a Finance Manual designed to plan and manage financial sources, including budgeting, accounting, auditing, investing, managing assets, procuring, etc., duly approved by a competent statutory body, in *Appendix-7A*.**

**Q.7.2 Provide budgetary information of the Business School for the last three years in Table 7.1.**

Table 7.1. Budgetary Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | University Budget | Budget Proposed by Business School | Budget Received by Business School | Budget Type |
| t (Current) |  |  |  | - Explicit / Implicit |
| t-1 |  |  |  | - Explicit / Implicit |
| t-2 |  |  |  | - Explicit / Implicit |

**Q.7.3 Provide financial information of the Business School in Table 7.2.**

Table.7.2: Financial Information of Business School (PKR Million)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Particulars** | **Year t-3** | **Year t-2** | **Year t-1** | **Current Year (t)** | **Year t+1** | **Year t+2** |
| **Revenue** | Undergraduate Programs Fee |  |  |  |  |  |  |
| Graduate Programs Fee |  |  |  |  |  |  |
| Postgraduate Programs Fee |  |  |  |  |  |  |
| Executive Education Fee |  |  |  |  |  |  |
| Funded Research Projects |  |  |  |  |  |  |
| Consulting Income |  |  |  |  |  |  |
| Intellectual property rights |  |  |  |  |  |  |
| Corporate Sponsors |  |  |  |  |  |  |
| Endowment Fund/Investment Income |  |  |  |  |  |  |
| Government Grants |  |  |  |  |  |  |
| Grants by Parent Organization |  |  |  |  |  |  |
| Others (Specify)\* |  |  |  |  |  |  |
| **TOTAL REVENUE (A)** |  |  |  |  |  |  |
| **Expenses** | Faculty Salaries |  |  |  |  |  |  |
| Staff Salaries |  |  |  |  |  |  |
| Scholarships/Financial Assistance |  |  |  |  |  |  |
| IT Facilities |  |  |  |  |  |  |
| Library |  |  |  |  |  |  |
| R&D |  |  |  |  |  |  |
| Faculty Development |  |  |  |  |  |  |
| Staff Development |  |  |  |  |  |  |
| Co- & Extracurricular Activities |  |  |  |  |  |  |
| Educational Visits/Seminars |  |  |  |  |  |  |
| Social Responsibility & Environmental Protection Activities |  |  |  |  |  |  |
| Marketing and Promotion |  |  |  |  |  |  |
| Repair and Maintenance |  |  |  |  |  |  |
| Interest Payments |  |  |  |  |  |  |
| Utilities |  |  |  |  |  |  |
| Others (Specify)\* |  |  |  |  |  |  |
| **TOTAL EXPENSES (B)** |  |  |  |  |  |  |
|  | **ANNUAL BALANCE (A-B)** |  |  |  |  |  |  |

\* Add rows where needed

**Q. 7.4a Elaborate how the Business School proactively identifies financial risks posed by internal and external factors and suggests remedies.**

**Q.7.4b Provide data on financial risks the Business School generally faces with the remedial measures in Table 7.3.**

Table 7.3: Financial Risk Management Information

|  |  |  |  |
| --- | --- | --- | --- |
| Year | Financial Risks Identified | Remedial Measures  (Not exceeding 100 words) | Stakeholders Involved |
| t (Last Year) |  |  |  |
| t-1 |  |  |  |
| t-2 |  |  |  |

**Q.7.5 Provide information on various Business School facilities in Table 7.4.**

Table 7.4: Business School Facilities Information

|  |  |  |
| --- | --- | --- |
| Facility | Criterion | Measurement/Number |
| Business School Premises | Total Area (sq. ft) |  |
| Covered Area (sq. ft) |  |
| Open Area (sq. ft) |  |
| Total Student Enrolment |  |
| Faculty Offices | Total number of faculty |  |
| Total number of faculty offices |  |
| Number of offices accommodating one faculty member |  |
| Number of offices accommodating two faculty members |  |
| Number of offices accommodating more than two faculty members |  |
| Facilities available at Faculty offices |  |
| a) Air conditioning/Heating | Yes No |
| b) Safe cabinets | Yes No |
| c) Individual desktops/laptops | Yes No |
| d) Printer – individual or shared? If shared, among how many faculty members? |  |
| Lecture Halls | Number of lecture halls dedicated to the Business School |  |
| Number of lecture halls used on a shared basis |  |
| Seating capacity (minimum-maximum) |  |
| Facilities available at lecture halls |  |
| 1. Smartboards | Yes No |
| 1. Whiteboard/blackboard | Yes No |
| 1. Multimedia | Yes No |
| 1. Audiovisuals | Yes No |
| 1. Proper lighting | Yes No |
| 1. Air conditioning/heating | Yes No |
| Auditoriums, Multipurpose Halls, Conference Rooms, Study Spaces | Number of auditoriums with seating capacity of each |  |
| Number of multipurpose halls with seating capacity of each |  |
| Number of conference rooms with seating capacity |  |
| Number of study spaces/breakout rooms for students with seating capacity |  |
| Library | Number of libraries |  |
| Total seating capacity |  |
| Number of management science-related textbooks (hardcopy) |  |
| Number of management science-related reference books. |  |
| Number of management science-related local journal subscriptions. |  |
| Number of management science-related international journal subscriptions |  |
| Number of management science-related magazines |  |
| Budget allocated for new books and journal subscriptions for the current year (PKR) |  |
| Budget spent on new books and journal subscriptions in the current year (PKR) |  |
| Number of new books/subscriptions added in the current year |  |
| Number of management science-related e-books. |  |
| Access to HEC digital library | Yes No |
| Name of other digital libraries the business school has access to |  |
| Off-the-campus access to digital libraries | Yes No |
| Laboratories | Number of laboratories dedicated to the Business School |  |
| Total number of workstations in labs |  |
| Computer to students ratio for general use |  |
| Computer to students ratio for lab-based courses |  |
| List of software installed |  |
| IT | LAN/WAN networking |  |
| Internet bandwidth (GBs) |  |
| Premises areas where WAN is available |  |
| Learning Management System (LMS) | Yes No |
| Campus Management System (CMS) | Yes No |
| Data Backup Servers | Yes No |
| **Teaching Support Equipment** |  |
| * Interactive Whiteboard/Smartboard | Yes No |
| * Document Camera | Yes No |
| * Webcams | Yes No |
| * Microphones and Speakers | Yes No |
| * Graphical Tablets | Yes No |
| * Video Conferencing Tools | Yes No |
| Admissions Office | Seating Space |  |
| No. of Computers |  |
| Software Used |  |
| Examination Office | Seating Space |  |
| No. of Computers |  |
| Software Used |  |
| Photocopiers |  |
| Strong Room |  |
| Transport Facility | Number of vans for faculty transportation |  |
| Number of vans for student transportation |  |
| Miscellaneous Facilities | Prayer room | Yes No |
| Canteen/Cafeteria | Yes No |
| Gymnasium | Yes No |
| Indoor sports facility | Yes No |
| Playground | Yes No |
| Dispensary/First Aid facility | Yes No |
| Female students’ common room | Yes No |
| Male students' lounge/common room | Yes No |
| Hostel | Number of faculty hostels and seating capacity | Yes No |
| Number of female student hostels and total capacity | Yes No |
| Number of male student hostels and total capacity | Yes No |

**Q.7.6 Provide an Admin Manual designed to plan and manage the administrative and support services of the Business School, like security, reception, housekeeping, gardening, store management, maintenance services, etc., duly approved by a competent statutory body, in *Appendix-7B*.**

**Q.7.7 Provide data on the staff of various support functions at the Business School in Table 7.5.**

Table 7.5: Support Staff Information

|  |  |  |  |
| --- | --- | --- | --- |
| Function | Number | Head of the Function | Qualification & Experience of Head of the Function |
| Administration |  |  |  |
| Admissions |  |  |  |
| Examinations |  |  |  |
| Student Affairs |  |  |  |
| IT |  |  |  |
| Laboratories |  |  |  |
| Library |  |  |  |
| Placement Office |  |  |  |
| Research Centre |  |  |  |
| QEC |  |  |  |
| Security |  |  |  |
| Housekeeping |  |  |  |
| Gardening |  |  |  |
| Others (Specify) |  |  |  |

**Q.7.8 Provide information on employee benefits and welfare schemes introduced by the Business School in Table 7.6. Share the complete documentary details during the peer review visit.**

Table 7.6: Employee Benefits & Welfare Schemes Information

|  |  |  |
| --- | --- | --- |
| Employee Benefits & Welfare Programs\* | Beneficiaries | |
| Faculty | Staff |
| Provident Fund/Gratuity |  |  |
| Health Insurance |  |  |
| On-campus Medical Assistance |  |  |
| EOBI Contribution |  |  |
| Loan Scheme |  |  |
| Discounted Meals |  |  |
| Discounted Transport |  |  |
| Day Care Centre |  |  |
| Further Education Assistance |  |  |
| Others (specify)\* |  |  |

\* Add rows where needed

**Q.7.9a Attach the Business School’s Codes of Ethics for Employees and Students, consisting of prohibited conduct, sanctions for misconduct, and the inquiry procedure, approved by a competent statutory body, in *Annexure -7C*.**

**Q.7.9b In Table 7.7a, provide information on faculty and staff misconduct cases the Business School dealt with under the codes of ethics for employees in the last two years. Share the complete documentary details during the peer review visit.**

Table 7.7a: Employee Misconduct Cases Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date of the Misconduct Case\* | Name/Initial of Faculty/Staff Involved | Nature of Misconduct | Outcome of Investigation | Action Taken |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\* Add rows where needed

**Q.7.9c Provide information on student misconduct cases the Business School dealt with under the codes of ethics for students in the last two years in Table 7.7b. Share the complete documentary details during the peer review visit.**

Table 7.7b: Student Misconduct Cases Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date of Case Reporting\* | Name/Initial of Student(s) Involved | Nature of Misconduct | Outcome of Investigation | Action Taken |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\* Add rows where needed

**Q.7.10a Attach the Business School's Sexual Harassment Policy, prepared in light of the Protection Against Sexual Harassment of the Women Act, 2010, and the HEC’s related guidelines for the HEIs, approved by a competent statutory authority, in *Appendix 7D*.**

**Q.7.10b Provide information on sexual harassment cases the Business School dealt with under the sexual harassment policy in the last two years in Table 7.8. Share the complete documentary details during the peer review visit.**

Table 7.8: Sexual Harassment Cases Information

|  |  |  |  |
| --- | --- | --- | --- |
| Date of Case Reporting\* | Name/Initial of Faculty/Staff/Student Involved | Outcome of Investigation | Action Taken |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\* Add rows where needed

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1. *For the NBEAC processes, the term “Business School” designates the entity applying for NBEAC accreditation, whether it is an HEI, a free-standing business school within an HEI, a Faculty or Department within a Faculty, an affiliated college, or a constituent unit.* [↑](#footnote-ref-1)
2. *Mention the date* [↑](#footnote-ref-2)
3. *Students with conventional two-year BA/BSc/equivalent degree programs or an Associate Degree in a different discipline than the undergrad program under review shall be allowed admission in the fifth semester of the undergraduate/equivalent degree program, in which case students shall be required to complete deficiency courses through a bridging semester before the commencement of the fifth semester as determined by the admitting university. Source:* [*https://www.hec.gov.pk/english/services/students/UEP/Documents/UGE-Policy.pdf*](https://www.hec.gov.pk/english/services/students/UEP/Documents/UGE-Policy.pdf) [↑](#footnote-ref-3)
4. *Deletion/addition of courses from/into the curriculum or some other minor changes in the curriculum.* [↑](#footnote-ref-4)
5. *A periodic overall/holistic review of the curriculum.* [↑](#footnote-ref-5)
6. *Midterm/Final exams, presentations, projects, etc.* [↑](#footnote-ref-6)
7. *Year t means the current year, Year t-1 is the last year, and Year t-2 is the year before last year. Each year includes fall & spring semesters. Please replace these terms with actual years.* [↑](#footnote-ref-7)
8. *Mention the issues* [↑](#footnote-ref-8)
9. *The activities relating to the curriculum but held outside the formal classroom, like business plan competitions, case study and simulation competitions, guest speaker sessions, seminars, etc.* [↑](#footnote-ref-9)
10. *Examples of extracurricular activities are sports, debates, dramas, music, etc.*  [↑](#footnote-ref-10)
11. *For example, job fairs, recruitment drives, etc.* [↑](#footnote-ref-11)
12. *Financial assistance types include need-based assistance, Qarz-e-Hasna, income-sharing agreements, work-study arrangements, etc.* [↑](#footnote-ref-12)
13. *Faculty with terminal degrees in business administration, public administration, management science, commerce, and related areas, and teaching core business/management courses.* [↑](#footnote-ref-13)
14. *Faculty employed on a permanent basis (with a minimum contract of two years) and for whom the institution is the sole employer.*  [↑](#footnote-ref-14)
15. *Faculty for whom the business school is not the sole employer. Instead, they work for the school on a part-time basis.*  [↑](#footnote-ref-15)
16. *The faculty hired on a course-by-course basis in a semester. They do not perform any administrative job.*  [↑](#footnote-ref-16)
17. *For Example, a Lecturer appointed to a Board of Studies by the Academic Council or a Vice Chancellor*  [↑](#footnote-ref-17)
18. *Publication of the full-time faculty whose business school is the principal employer.* [↑](#footnote-ref-18)
19. *Reviewed by internal reviewers of the business school, generally including an external member.* [↑](#footnote-ref-19)
20. *Should not exceed 50 words and must mention the industry or business sector it impacts.* [↑](#footnote-ref-20)