

# Emerging Challenges of Business Schools in Pakistan-2014



## Deans & Directors Conference Report 2014



National Business Education  
Accreditation Council  
[www.nbeac.org.pk](http://www.nbeac.org.pk)  
Ph: 051-90400206-9



## Organizing Committee

### NBEAC Team

1. Mr. Ahtesham Ali Raja, Program Manager, NBEAC
2. Ms. Sania Tufail, Program Coordinator, NBEAC
3. Ms. Munazza Zaidi, Research Officer, NBEAC
4. Mr. Ibrahim Qazi, PS to Chairman, NBEAC
5. Mr. Muslim Bhatti, Intern- NBEAC
6. Ms. Nomeeta Maqsood, Intern- NBEAC

### Key Members

7. Prof. Muhammad Amanullah Khan, Dean Faculty of Management Sciences, Riphah International University, Islamabad
8. Dr. Muhammad Ali Saeed, HoD, Bahria University, Islamabad
9. Dr. Sadia Nadeem, Head FAST School of Management, FAST NU, Islamabad
10. Dr. Amira Khattak, HoD, Management Sciences, Iqra University, Islamabad
11. Dr. Rauf-i-Azam, Director, University Institute of Management Sciences, ARID Agriculture, Rawalpindi
12. Prof. Dr. Abdul Latif, Chairman Department of Higher Studies and Research, Islamic International University, Islamabad
13. Dr. Moeen Uddin, Corporate Head, Serena, Islamabad
14. Dr. Usman Mustafa, HoD, Business Administration, PIDE, Islamabad
15. Dr. Fareeda Saleem, HoD, Business Administration, FJWU, Rawalpindi
16. Dr. Moeen Aizaz Zafar, Dean, Air University, Islamabad
17. Dr. Khurram Shehzad, HoD, Management Sciences Riphah International University, Islamabad
18. Dr. Irfan Ullah Arfeen, HoD, Management Sciences, Virtual University, Islamabad
19. Dr. Naukhez Sarwar, Dean, NUST Business School, Islamabad
20. Dr. Asfia Obaid, HoD Management & HR, NUST Business School, Islamabad
21. Mr. Nadeem Talib, HoD, NUML, Islamabad
22. Mr. Usman Chaudhry, Assistant Professor, FAST School of Management, FAST NU, Islamabad
23. Ms. Sara Qazi, Assistant Professor, FAST School of Management, FAST NU, Islamabad

### Additional Members

24. Prof. Dr. Rasheed A Naeem Dean, Social Sciences and Humanities, AIOU, Islamabad
25. Dr. Uzma Javed, Assistant Prof, Comsats, Islamabad
26. Dr. Syed Hassan Raza, Chairman, Business Administration, AIOU, Islamabad
27. Dr. Arsalan Bashir Khawaja, Assistant Prof, Preston University, Islamabad
28. Dr. Rashida Khatoon Malik, Dean, SZABIST, Islamabad
29. Mr. Nadeem Khan, HoD Management Sciences, Air University, Islamabad
30. Mr. M. Farhan Sadiq, Assistant Professor, Dept. of Management Sciences, Virtual University, Islamabad
31. Ms. Nazia Malik, Director, Quality Assurance, NUST Business School, Islamabad
32. Mr. Sohail Khan, Fatima Jinnah Women University, Rawalpindi
33. Mr. Zeeshan Khan, Assistant Professor, Iqra University, Islamabad
34. Mr. Akhtar, Assistant Professor, Riphah International University, Islamabad
35. Mr. Kashir Asghar, Lecturer, Bahria University
36. Ms. Hira Tariq, Bahria University, Islamabad
37. Mr. Adeel Akhtar, Virtual University, Islamabad
38. Mr. Muhammad Faisal, Bahria University, Islamabad
39. Mr. Shehzad Ali, CEO, Vibrant Communications, Islamabad
40. Mr. Rafiq Ajani, Events Manager, Serena, Islamabad
41. Mr. Tahir Chaudhry CEO, Pakistan Institute of Entrepreneurship, Islamabad
42. Dr. Kamran Naqi Khan, Director, Hamdard University, Islamabad

## Conference Program

**Monday, 27 January 2014**

### **INAUGURAL SESSION**

**Recitation of Holy Quran**

**Opening Speech**

**Welcome Address**

**Guest of Honor**

**Chief Guest**

Prof.Dr. Mukhtar Ahmed, Executive Director Higher Education Commission, Pakistan

Dr. Hasan Sohaib Murad, Chairman NBEAC

Engr. Syed Imtiaz Hussain Gilani, Chairman Higher Education Commission, Pakistan

Mr. Mamnoon Hussain, The President of Pakistan

### **Session 01:**

#### **TRENDS IN MANAGEMENT EDUCATION: GLOBAL & REGIONAL**

**Session Chair**

**Keynote Speaker**

**Panelist**

**Panelist**

Dr. Syed Zahoor Hassan, Professor, Lahore University of Management Sciences

Dr. Christine Mortimer, Professor, York. St. John University, United Kingdom

Prof.Dr. Naheed Zia Khan, Dean, Fatima Jinnah Women University, Rawalpindi

Mr. Zia Ul Mustafa Awan, President ICMAP

### **Session 02:**

#### **RETHINKING BUSINESS EDUCATION IN PAKISTAN: CURRICULUM, RESEARCH & TEACHING METHODOLOGY**

**Session Chair**

**Keynote Speaker**

**Panelist**

**Panelist**

Mr. Talib Syed Karim, Rector, Institute of Business Management, Karachi

Prof. Muhammad Amanullah Khan, Dean, Riphah International University, Islamabad

Dr. Naveed Akhtar Malik, Rector Virtual University, Lahore

Dr. Arshad Hassan, Dean, Muhammad Ali Jinnah University, Islamabad

### **Session 03:**

#### **INTERNATIONALIZATION: LINKAGES, ALLIANCES & ACCREDITATION**

**Session Chair**

**Keynote Speaker**

**Panelist**

**Panelist**

Dr. Mohammed Nishat, Vice Chairman NBEAC

Mr. Chirrovori Ramakrishna, Executive Vice President, AMDISA

Prof. Dr. Muhammad Ehsan Malik, Dean, Punjab University

Dr. Shahid Amjad Chaudhry Rector, Lahore School of Economics

### **BUSINESS EDUCATION IN PAKISTAN: EXPECTATIONS OF STAKEHOLDERS**

Dinner Speech at NUST Business School by Prof Ahsan Iqbal,  
Federal Minister/ Deputy Chairman Planning Commission of Pakistan

**Program: Tuesday, 28 January 2014**

### **Session 04:**

## **INDUSTRY LINKAGES, ENTREPRENEURSHIP & BUSINESS SCHOOLS**

<b>Session Chair</b>	Dr. Nisar Ahmed Siddiqui, Director IBA Sukkur
<b>Keynote Speaker</b>	Dr. David Rowland, Dean, Graduate School & Continuing Education, Valpariso University, USA
<b>Panelist</b>	Mr. Salahuddin, Executive Director, Management Association of Pakistan
<b>Panelist</b>	Dr. Shahid Qureshi Associate Director, CED, IBA Karachi
<b>Panelist</b>	Dr. Awais e Siraj, Managing Director, Genzee Solutions

### **Session 05:**

## **ROLE OF FACULTY IN EMERGING PARADIGMS: TRAINING & DEVELOPMENT**

<b>Session Chair</b>	Dr. Muhammad Mohsin Khan, Director IM Sciences, Peshawar
<b>Keynote Speaker</b>	Dr. Shaukat A. Brah, Dean KSBL, Karachi
<b>Panelist</b>	Dr. Rashid Kausar, Pro Rector, UMT, Lahore
<b>Panelist</b>	Syed Veqar ul Islam, President Touchpoint Pvt. Ltd.

### **Session 06:**

## **INDUSTRY- ACADEMIA R&D LINKAGES; EXPECTATIONS OF BOTH STAKEHOLDERS**

<b>Session Chair</b>	Dr. Sadia Nadeem, Head FAST School of Management, FAST-NU, Islamabad
<b>Keynote Speaker</b>	Mr. Asad Umar, Senior Leader and Policy Head at Pakistan Tehreek-e-Insaf
<b>Panelist</b>	Dr. Naukhez Sarwar, Dean, NUST Business School, Islamabad
<b>Panelist</b>	Dr. Arif Nazir Butt, Dean, Lahore University of Management Sciences
<b>Panelist</b>	Dr. Kamal Munir, Professor, Cambridge Judge Business School, UK

### **Session 07:**

## **DEVELOPMENT STRATEGIES & RESOURCE MOBILIZATION**

<b>Session Chair</b>	Dr. Nasser Ali Khan, Vice Chancellor, University of Haripur
<b>Keynote Speaker</b>	Dr. Ishrat Husain, Director IBA, Karachi
<b>Panelist</b>	Dr. Syed Zahoor Hassan, Professor Lahore University of Management Sciences
<b>Panelist</b>	Mr. Imtiaz Ali Qureshi, DG (DWE), CADA, Government of Pakistan

### **CLOSING SESSION**

<b>Conference Report</b>	Dr. Sadia Nadeem, Head FAST School of Management, FAST-NU, Islamabad
<b>Vote of Thanks</b>	Dr. Hasan Sohaib Murad, Chairman NBEAC

# Contents

Conference Overview	05
Inaugural Session	06
Session 1: Trends in Management Education: Global and Regional	07
Session 2: Rethinking Business Education in Pakistan: Curriculum, Research and Teaching Methodology	08
Session 3: Internationalization: Linkages, Alliances and Accreditation	09
Dinner Speech-Business Education in Pakistan: Expectations of Stakeholders	10
Session 4: Industry Linkages, Entrepreneurship and Business Schools	11
5: Session Role of Faculty in Emerging Paradigms: Training and Development	12
Session 6: Industry-Academia R&D Linkages: Expectations of Both Stakeholders	13
Session 7: Development Strategies and Resource Mobilization	14
Closing Session	15
Pictorial Overview	16
Speakers/ Panelists	20
Appendix- HEC Newsletter	23



## Conference Overview



National Business Education Accreditation Council (NBEAC) was established by the Higher Education Commission (HEC) in 2007 with the purpose to assure quality in business education degree programs. It is a national level accrediting authority which organizes and carries out comprehensive accreditations.

The conference 'Emerging Challenges of Business Schools in Pakistan' was first of a series of four strategic level conferences, providing a platform for Deans, Directors and Heads of business schools to interact with each other and with industry professionals. The key objectives of the conference were:

- To reflect on the key purpose of business education in Pakistan
- To establish a strong network of peers by sharing perspectives and insights from across the globe
- To provide a unique blend of perspectives on emerging challenges in business education for creating innovative ideas and solutions
- To strategically align business education with industry

The desirable outcomes of the conference were to identify the critical steps to align education with business needs and to identify and recommend actions to the emerging challenges in business education.

Deans, Directors and Heads of 82 out of the 120 business schools in Pakistan participated in the conference which was inaugurated by the President of Pakistan. The total number of 200 plus participants also included industry experts and foreign speakers. The seven discussion sessions, spread over two days, enabled the session chairs, keynote speakers, panelists and participants to share their views on global trends in business education, industry linkages, entrepreneurship, research and development opportunities and curriculum design and teaching methodologies. An exhibition of over 40 stalls of the local industry and academic institutions was also opened to public at the conference.

## Inaugural Session



### Chief Guest

**Mr. Mamnoon Hussain, President of Pakistan**

**Welcome Address:** Dr. Hasan Sohaib Murad, Chairman NBEAC

**Opening Speech:** Dr. Mukhtar Ahmed, Executive Director HEC

**Guest of Honor:** Engr. Syed Imtiaz Hussain Gilani, Chairman HEC

The Inaugural Ceremony started with the name of Almighty Allah. Dr. Mukhtar Ahmed, Executive Director HEC, opened the forum and thanked the President for his precious time and for inviting the Deans and Directors to the President House.

Dr. Mukhtar highlighted that in order to bring peace and socio-economic progress and prosperity, Pakistan must harness the potential of its 100 million plus youth by developing them as an enterprising workforce with requisite knowledge and skills to compete both nationally and internationally. He congratulated NBEAC on arranging the first Deans and Directors Conference to improve the quality of business education in the country.

Dr. Hasan Murad, Chairman NBEAC, welcomed all the guests, stressing that the presence of Deans and Directors from across Pakistan was a clear indication that all participants were eager to work together and find solutions to the challenges. He commented that the tripartite contact among the government, academia and industry through this conference was certainly likely to result in positive developments for business education.

The Guest of Honor, Engr. Syed Imtiaz Hussain Gilani appreciated the efforts of Dr. Hasan Sohaib Murad and NBEAC for promoting business education in Pakistan through accreditation and quality assurance standards. He shared Jinnah's vision with the audience, elaborating that Jinnah saw educated Pakistanis having the highest sense of honor, integrity and responsibility, and giving selfless service to the nation. He stressed the need to invest in human capital to prepare a critical mass of educated workforce on the one hand and the requirement to prepare future leaders on the other hand.

The Chief Guest, Mr. Mamnoon Hussain, The President of Pakistan, appreciated the work done by Dr. Hasan Sohaib Murad, the NBEAC team, the HEC and sponsors of the event for arranging the timely conference to facilitate dialogue by bringing together a unique mixture of Deans, academics, entrepreneurs and policy makers. He urged the Deans and Directors to make the necessary changes in business education in the country to meet international standards and to make it more relevant to the demands of local industries and enterprises. He urged the participants to design a concrete roadmap and come up with workable solutions to improve the economy of the country.

## Session 1:

# Trends in Management Education: Global and Regional

<b>Session Chair:</b>	Dr. Syed Zahoor Hassan, Professor, LUMS
<b>Keynote Speaker:</b>	Dr. Christine Mortimer, Professor, York St. John University, UK
<b>Panelists:</b>	Dr. Naheed Zia Khan, Dean, Fatima Jinnah Women University, Rawalpindi Mr. Zia Mustafa Awan, President, ICMAP

### Summary:

The main focus of this session was on global and regional trends in business and management education and how business institutions in Pakistan can effectively streamline their teaching and research areas with these trends.

The keynote speaker highlighted several key trends in the global economy such as globalization, technology developments, free information flow and global outsourcing of manufacturing and services. She emphasized that all these trends are affecting the balance between local needs and global aspirations, and that institutions in Pakistan need to identify and create the right balance. She also highlighted the importance of quality assurance in business education in the global economy and urged business schools to groom individual for the society at large.

The keynote speaker and the panelists agreed that the demand for business education was likely to increase in future. One of the speakers presented the audience with interesting facts and figures about trends in business and management education, for example, she mentioned that of the 15,673 business schools across the world, the largest number, 8,240 schools, are in Asia. This trend shows a high demand of programs in business and management in Asia and employability related to it. It was also discussed that there is a huge unstructured business sector in Pakistan, and business schools must pay attention to this sector. Similarly, greater inclusion of the Small and Medium Enterprises (SMEs) was required in teaching and research. There was consensus on the point that business education in Pakistan can benefit by taking global trends into consideration, and by linking corporate businesses and the education sector.

### Key Messages:

1. A large majority of innovations, creative thinking and theoretical models in business education are coming from the Western world. This process needs to be indigenous in Pakistan, and needs to balance the pressures created by increasing globalization on the one hand and pressing local needs on the other hand.
2. Management institutions and business schools must establish close linkages with the corporate sector and give special attention to the SMEs and the informal sector. They must work in close collaboration with corporate businesses and SMEs in order to understand actual problems and develop effective and practical solutions. Business education in Pakistan should cover a wide set of industries including agriculture, manufacturing, service and others.
3. Business and management institutions must think of the whole society. Hence, they must aim to develop responsible individuals and incorporate CSR initiatives in business education.



## Session 2: Rethinking Business Education in Pakistan: Curriculum, Research and Teaching Methodology

<b>Session Chair:</b>	Mr. Talib Syed Karim, Rector, Institute of Business Management, Karachi
<b>Keynote Speaker:</b>	Professor Amanullah Khan, Dean, Riphah International University, Islamabad
<b>Panelists:</b>	Dr. Naveed Akhtar Malik, Rector, Virtual University, Lahore Dr. Arshad Hassan, Dean, Management Sciences, Mohammad Ali Jinnah University, Islamabad

### Summary:

The session chair opened the discussion with emphasis on the need to rethink MBA, revamping it with a focus on leadership development and strategic thinking. He stressed the need for integrated learning, therefore a holistic approach and elimination of silos. He called attention to the need for a balance between the practical and theoretical side for a successful business program, suggesting more field projects, experiential learning, and local market learning. He emphasized the need for universities to have linkages with industry for teaching and to increase opportunities for research with industry.

The keynote speaker and the panelists also emphasized the need to improve quality and to balance local and global knowledge. They discussed that the textbooks used in Pakistan were not according to the local needs, highlighting that indigenous research and teaching material of high quality was required. The need to change the way research is carried out in the business schools was also emphasized, suggesting that the desired direction of change should be to make this work more relevant to the local needs while maintaining global standards.

Another key area addressed by multiple speakers was the poor communication and language skills of the business graduates, and the need to develop soft skills among university students. The ideas discussed varied from translating books into local languages, to improving English through initiatives by Virtual University, to all universities giving more time and attention to the teaching of English within the business education curriculum. In the soft skills domain, for managerial and leadership skills development, the need to redefine the skill set, to enable future managers to hurdle fluid situations was emphasized.

The speaker and panelists also suggested the need to include ethics and corporate social responsibility issues in business education. A particular emphasis was placed on producing entrepreneurs and on creating companies promoting socioeconomic equity. The keynote speaker also stressed on initiation of a dedicated project for textbook writing by HEC. He suggested that the ranking criteria and research paper requirement for academic appointments may be revisited in order to improve research quality.

### Key Messages:

1. Business schools should revamp their business education, particularly MBA education, with greater emphasis on leadership development, ethics, strategic integrated thinking and more practical work relevant to the local market.
2. Close linkages with the local market and industry are imperative for improving the quality and relevance of teaching and research, and the Deans, Directors and faculty have to play a key role in establishing these linkages.
3. Business schools should pay special attention to improve soft skills in general and communication and language skills in particular, by integrating these areas in all subjects taught during the undergraduate and MBA programs.

## Session 3:

# Internationalization: Linkages, Alliances and Accreditation

**Session Chair:** Dr. Mohammad Nishat, Vice Chairman, NBEAC  
**Keynote Speaker:** Mr. Chirrovori Ramakrishna, Executive Vice President, AMDISA  
**Panelists:** Dr. Muhammad Ehsan Malik, Dean and Director General, Punjab University  
Dr. Shahid Amjad Chaudhry, Rector, Lahore School of Economics

### Summary:

The discussion during this session balanced the importance of international linkages and alliances on the one hand and growing importance of accreditation in light of global standards on the other hand. It was highlighted that business schools are working in a global environment. National borders have become less important. Competition, integration of markets, mobility, communication networks and free information flow have made international linkages, alliances and accreditation vital for business schools.

Internationalization can take the shape of joint research projects, staff mobility, international trainings for faculty, student mobility and foreign students. It can also be in the form of branch campuses, cooperation agreements, transnational institutional network and transnational virtual delivery of higher education. Additional forms include membership of professional associations and internal quality assurance through adoption of minimum international standards and international accreditation.

For quality assurance and accreditation, it was highlighted that there is a growing trend towards global quality assurance in business schools. Internationalization of higher education is resulting in students and employers making decisions based on complex environment, raising expected standards from all business schools. Various national, regional and international standards and accreditation frameworks were discussed.

To motivate the audience, details of the steps taken by IBA were shared as a case. For example, at IBA, faculty development has been a key strategic objective within internationalization. Faculty members have attended programs at International Management Teachers Academy by CEEMAN, IESE Business School, Kellogg School of Management and HEC Paris. Students are actively facilitated in international student exchanges, international summer programs, study tours, international corporate and social internships and international case competition. SAQS accreditation was another initiative to improve international linkages and recognition. All these initiatives are a part of the strategic plan developed by the key decision makers.

### Key Messages:

1. The Deans, Directors and the faculty of business schools should plan and work on international linkages and alliances, though the shape and form of such linkages will vary between business schools.
2. Accreditation is a process and a status, and should be adopted in its full spirit. It not only evaluates quality, but also provides reliable information about the institutions and the programs, promoting accountability, suggesting improvement areas and identifying successful improvement efforts.
3. Strategic planning is required to improve internationalizations. Resources, though necessary, are secondary to the vision, planning and commitment required.

# Dinner Speech-Business Education in Pakistan: Expectations of Stakeholders

**Speaker:** Prof. Ahsan Iqbal  
Federal Minister for Planning & Development, and  
Deputy Chairman Planning Commission of Pakistan

The Federal Minister and a lead member of the current government's planning team spoke impressively on the occasion. Representing one of the most important stakeholders of business education, the government, he acknowledged that the expanding business education in the country (which he termed as MBA revolution) is the driving force behind the revolution in business sector and has been a key element in increasing Managerialization of Businesses across the country. He said the dividends of this revolution had started to appear. He appreciated HEC's efforts and emphasized that now was the time to rethink business education to enable the graduates to meet the diverse needs of diverse indigenous businesses.

He was of the view that as the businesses in the country are diverse in many different ways, therefore, the business degrees being offered by the universities must reflect that diversity through their curriculum, methods of teaching and core expertise of their faculty. He stressed this point by saying that "if there were one hundred different business schools in the country I would say there must be one hundred different types MBA's offered". He also drew attention of the audience to ever changing trends in businesses all around the globe and the necessary ability of business education to adapt to these changes effectively and efficiently.

## Highlights of the Minister's Talk:

1. Rapid changes in technology are continuously redefining the way businesses are done globally, therefore, business education must adapt to cater for these changes in order to enable the new generation of business graduates to take advantage of these technologies.
2. Business practices, if ethics is not grounded into them, can devastate an entire economy regardless of its size, examples of which have already been seen in US and elsewhere. Therefore, business education needs to have the ability to make business graduates aware of the bigger social picture and understand how their acts fit into to scheme of things at a macro level.
3. Business education must emphasize and promote leadership and continued innovation as the key abilities for success in the contemporary world. This innovation is not only necessary for success in commercial enterprises but it is equally important for creating and strengthening of social enterprises aimed at providing home-grown solutions for home-grown problems.

## Session 4:

# Industry Linkages, Entrepreneurship and Business Schools

- Session Chair:** Dr. Nisar Ahmed Siddiqui, Director, IBA Sukkur
- Keynote Speaker:** Dr. David Rowland, Dean, Graduate School and Continuing Education, Valpariso University, USA
- Panelists:** Mr. Salahuddin, Executive Director, Management Association of Pakistan  
Dr. Shahid Qureshi, Associate Director, CED, IBA Karachi  
Dr. Awais e Siraj, Managing Director, Genzee Solutions

### Summary:

The session chair opened the session stressing that universities and industries must proactively take concrete steps to bridge the gap between skills provided by one and competencies required by the other. However, he underlined the challenges faced by universities because of shortcomings in primary and secondary education, urging that the government must play a central role in the development of students at all levels.

The keynote speaker highlighted that higher education, businesses and industries ultimately affect the economic development of a country. He stressed that the business schools in Pakistan should develop their graduates for immediate business and economic needs, rather balance these against broad long-term social needs. He highlighted that in the United States, higher education has an increasingly important role and aims to develop quantitative reasoning, writing skills, analytical and critical thinking, problem solving skills, innovative creative thinking, a sense of values and ethics, the ability to engage with diverse perspectives, civic engagement and thoughtful citizenship, intellectual curiosity and appreciation of new concepts, preparedness for entry into workforce, and promotion of economic development.

The speakers suggested that there was a need for practical solutions for industry-academia linkages. They highlighted that there had been no involvement of industry in either designing the curriculum or follow up. The research carried out by business schools was not relevant to the industry and, at the same time, there was a lack of research orientation within industry.

The speakers also highlighted that the Pakistani culture and the sub-culture within academia discouraged individuals from being entrepreneurs. One of the speakers highlighted that entrepreneurship requires vision, innovativeness, pro-activeness, creativity, risk taking, courage, hard work, resource mobilization, simplicity, humility, gratitude, return to society and spirituality. However, all business schools are based on corporate models and develop a different mindset.

### Key Messages:

1. Businesses and business schools need to incorporate mutual linkages in their strategic planning. Incentives should be provided to industry and academia to promote linkages.
2. More attention should be paid to develop an entrepreneurial mindset among students, which may involve a radical shift in the way some core courses and all courses related to entrepreneurship are taught.
3. Platforms should be provided for research collaborations and for commercialization of research.

## Session 5:

# Role of Faculty in Emerging Paradigms: Training and Development

**Session Chair:** Dr. Mohammad Mohsin Khan, Director Institute of Management Sciences, Peshawar  
**Keynote Speaker:** Dr. Shaukat A. Brah, Dean, Karachi School of Business & Leadership  
**Panelists:** Dr. Rashid Kausar, Pro Rector, University of Management & Technology, Lahore  
Mr. Syed Veqar ul Islam, President Touchpoint Ltd.

### Summary:

Session chair opened the session and invited the keynote speaker to deliver his speech. After the keynote speech, panelists, one from academia and one from the industry expressed their views and a lively discussion took place on the subject topic. It was emphasized during the session that universities and business schools need visionary leaders who take ownership of their respective organizations and act as able and efficient agents of change. Also the need for stronger communication and collaboration between business schools themselves as well as between businesses and business schools was stressed. Mr. Veqar, a leading industry representative, argued that the faculty teaching at business schools must be encouraged and provided opportunities to interact actively with businesses and, besides necessary academic qualifications, extensive hands-on experience with industry must be a required credential for them.

### Key Messages:

1. Being engaged actively with research is absolutely necessary for the faculty because when a faculty member stops doing research s/he stops updating his/her knowledge and thus becomes unable to disseminate the cutting edge knowledge.
2. Having significant practical exposure to businesses must be a required qualification for the business faculty in order to enable them teach effectively and bridge the gap between theory and practice.
3. There must be greater emphasis on leadership development for universities in general and business schools in particular. A future university must be run as a modern knowledge enterprise enriched with innovation capable of leveraging modern technologies in order to revolutionize products and processes.



## Session 6:

# Industry-Academia R&D Linkages: Expectations of Both Stakeholders

<b>Session Chair:</b>	Dr. Sadia Nadeem, Head, FAST School of Management, FAST NU, Islamabad
<b>Keynote Speaker:</b>	Mr. Asad Umar, Senior Leader and Policy Head at Pakistan Tehreek-e-Insaf
<b>Panelists:</b>	Dr. Naukhez Sarwar, Dean, NUST Business School, Islamabad Dr. Arif Nazir Butt, Dean, Lahore University of Management Sciences Dr. Kamal Munir, Professor, Judge Business School, Cambridge, UK

### Summary:

The session chair presented an overview that while industry-academia linkage is a broad topic, a separate session for R&D Industry-Academia Linkages was included in the program because of the significance of this topic. Local knowledge generation for curriculum refinement and advancements in industry are possible through such linkages. She also highlighted that the debate on Mode 1 vs. Mode 2 research, to make academic research more relevant to practice, has been going on for approx. two decades in the academic circles of UK and US.

The keynote speaker presented his ideas from multiple perspectives. On the basis of his industry experience of 28 years, he said that while the organization he worked for was ready to spend millions on learning and innovation, it relied on international consulting firms as business schools in Pakistan were not providing the desired services. He emphasized the need for academia to develop local models for adoption in industry, stressing that some of the models adopted or recommended by the international firms were not an ideal fit for Pakistan. On the basis of his experience in developing public policy, he suggested that a formal proposal should be forwarded for an industry-academic linkage platform.

The panelists provided many examples of best practice in this area - projects which they had carried out and which had resulted in positive outcomes for both industry and academia. The overall consensus was that while there will always be some work in industry which does not interest academia, and vice versa, many areas of overlap exist. These will never be identified if both sides exist in silos.

To improve the R&D linkages, the panelists suggested that faculty should approach industry and the local market on a regular basis to develop long-term relationships of trust. However, the faculty needed mentoring. Deans and Directors must conduct or organize workshops to develop faculty, provide time and resource to the faculty and build this into faculty evaluations. The panelists also suggested that linkages established in cities such as Lahore or Islamabad will be different from those in smaller cities. Hence it was imperative that initiatives are taken by Deans, Directors and faculty at local level.

### Key Messages:

1. Deans and Directors need to review the main objectives and mission of their business school to evaluate whether generating local knowledge, providing solutions to the industry challenges and suggesting improvements in the business activities are a part of the mission of their business schools, and plan accordingly.
2. All faculty members should make individual efforts to establish long-term relationships of trust with industry by regularly stepping out of their offices.
3. Industry-academia R&D linkage can be given a more formal structure by providing formal platforms at national and regional levels.

## Session 7:

# Development Strategies and Resource Mobilization

<b>Session Chair:</b>	Dr. Nasser Ali Khan, Vice Chancellor, University of Haripur
<b>Keynote Speaker:</b>	Dr. Ishrat Husain, Director Institute of Business Administration, Karachi
<b>Panelists:</b>	Dr. Syed Zahoor Hassan, Professor Lahore University of Management Sciences Mr. Imtiaz Ali Qureshi, DG (DWE), Government of Pakistan Capital Administration and Development Division

### Summary:

At the start of the session, to share best practice, the keynote speaker provided an overview of the work carried out at IBA under the strategy document of 2008-2014. He explained that in 2008, clearly defined goals with key performance indicators were identified and were assigned clearly to each department and unit for implementation. Faculty, staff, alumni, corporate sector and other academics were invited for brainstorming in the initial stages of strategy formulation, as they are all stakeholders.

The planning was followed by: improvements in infrastructure; technological upgradation including the implementation of an online Learning Management Systems (LMS) with HEC's help; intensive faculty development, including providing PhD opportunities to the faculty; and financial aid and scholarship to students through a national outreach program for talented students. The Board of Governors were actively involved during the whole time period - audits, inspections, reporting to donors have been a part of the process. Another useful tool to track the progress has been feedback sessions with multiple stakeholders through surveys and focus groups.

During the session, the speakers discussed the challenges faced by the country and business schools. It was highlighted by one of the speakers that 800 million people in Asia Pacific are living below the poverty line. In Pakistan, the national challenges of economic uncertainty and poor law and order compound the problems. Further, there is limited funding available to the business schools. However, the speakers emphasized that the hallmark of business activity is innovation, planning, resilience and entrepreneurship, and business schools must rise to the challenges. Business schools must strive for entrepreneurship development, academic output, spin-off activities, wealth creation and sustainability.

The speakers stressed that for development, planning and resource mobilization, three dimensions must be considered simultaneously - infrastructure, processes and systems, and people. It was strongly suggested that the best tool for identifying and planning was a well-established accreditation system, which can serve as a framework for development and sustainability.

### Key Messages:

1. The Deans, Directors and members of Board of Governors should develop concrete strategic plans for their business schools, and mobilize resource accordingly.
2. Strategic planning should involve multiple stakeholders during the initial stages and for feedback and accountability. The accreditation frameworks are a powerful tool to facilitate strategic planning and resource allocation.
3. Business schools have a vital role to play in overcoming the economic challenges faced by Pakistan. Thus, Deans and Directors of business schools have a key role to play in planning and resource mobilization so that business schools can play this much need role.

## Closing Session

**Conference Report:** Dr. Sadia Nadeem, Head, FAST School of Management, FAST Un, Islamabad

**Vote of Thanks:** Dr. Hasan Sohaib Murad, Chairman, NBEAC

The conference report was presented which summarized the key objective of the conference and of NBEAC. As the desirable outcomes of the conference were to identify the critical steps to align education with business needs and to identify and recommend actions to the emerging challenges in business education, the conference report focused on the same. The speaker identified that the two key themes which occurred across many sessions were to refine the curriculum and to focus on quality in teaching and research. She summarized a list of actionable steps as suggested by the session chairs, keynote speakers, panelists and the audience about these two areas throughout the two day.

The speaker also summarized the specific actionable steps recommended by all participants for industry-academia linkages, for accreditation, to improve entrepreneurship education, for faculty development, and for improving R&D linkages. It was stressed that Deans, Directors as well as faculty members all have a role to play in overcoming the challenges faced by business schools in Pakistan, and all were urged to play their role without waiting for outside help.

Further details of the actionable steps from the closing session have been summarized in the HEC newsletter attached as appendix.

The meeting ended on the positive note that when the members meet again for the second Deans and Directors Conference, the focus will be on the changes Deans and Directors have made or initiated e.g. how they have revised the curriculum, and what steps have they taken to improve quality, improve industry-academia linkages and entrepreneurial initiatives.

Dr. Hasan Sohaib Murad closed the conference with a vote of thanks for all participants and the organizers.

Dr. Mukhtar Ahmed, Executive Director HEC, joined the guests and discussed the outcomes of the conference and the way forward with the guests.

# Pictorial Overview















## Speakers/ Panelists



**Prof. Ahsan Iqbal**  
Federal Minister/Deputy Chairman  
Planning Commission of Pakistan



**Dr. Arif Nazir Butt**  
Dean LUMS, Lahore



**Dr. Arshad Hassan**  
Dean, Muhammad Ali Jinnah  
University, Islamabad



**Mr. Asad Umar**  
Senior Leader and Policy Head,  
Pakistan Tehreek-i-Insaf



**Dr. Awais e Siraj**  
Managing Director,  
Genzee Solutions



**Dr. Christine Mortimer**  
Professor, York. St. John  
University, United Kingdom



**Mr. Chirravori Ramakrishna**  
Executive Vice President,  
AMDISA, India



**Dr. David Rowland**  
Dean, Graduate School & Continuing  
Education, Valpariso University, USA



**Dr. Hasan Sohaib Murad**  
Chairman NBEAC



**Mr. Imtiaz Ali Qureshi**  
DG (DWE), CADD,  
Government of Pakistan



**Dr. Ishrat Husain**  
Director IBA, Karachi



**Dr. Kamal Munir**  
Professor, Cambridge Judge  
Business School, UK



**Dr. Mohammed Nishat**  
Vice Chairman NBEAC



**Prof. M. Amanullah Khan**  
Dean, Riphah International  
University, Islamabad



**Prof. Dr. M. Ehsan Malik**  
Dean, Punjab University



**Prof. Dr. Mukhtar Ahmed**  
Executive Director HEC



**Dr. M. Mohsin Khan**  
Director IM Sciences,  
Peshawar



**Prof. Dr. Naheed Zia Khan**  
Dean, Fatima Jinnah Women  
University, Rawalpindi



**Dr. Nasser Ali Khan**  
Vice Chancellor,  
University of Haripur



**Dr. Naukhez Sarwar**  
Dean NUST Business School,  
Islamabad



**Dr. Naveed Akhtar Malik**  
Rector Virtual University,  
Lahore



**Dr. Nisar Ahmed Siddiqui**  
Director IBA Sukkur



**Dr. Rashid Kausar**  
Pro Rector, UMT, Lahore



**Dr. Sadia Nadeem**  
Head FAST School of Management,  
FAST-NU, Islamabad



**Mr. Salahuddin**  
Executive Director,  
Management Association of Pakistan



**Dr. Shahid Amjad Chaudhry**  
Rector, Lahore School of Economics



**Dr. Shahid Qureshi**  
Associate Director,  
CED, IBA Karachi



**Dr. Shaukat A. Brah**  
Dean KSBL, Karachi



**Dr. Syed Zahoor Hassan**  
Professor, Lahore University of  
Management Sciences



**Engr. Syed  
Imtiaz Hussain Gilani**  
Chairman HEC



**Mr. Talib Syed Karim**  
Rector, Institute of  
Business Management, Karachi



**Syed Veqar ul Islam**  
President Touchpoint Pvt. Ltd



**Mr. Zia Ul Mustafa Awan**  
President ICMAP



# Appendix- HEC Newsletter

## Emerging Challenges of Business Schools in Pakistan: Deans and Directors Conference 2014 by NBEAC 27-28th January 2014

National Business Education Accreditation Council (NBEAC) was established by the Higher Education Commission (HEC) in 2007 with the purpose to assure quality in business education degree programs. It is a national level accrediting authority which organizes and carries out comprehensive accreditations.

The conference 'Emerging Challenges of Business Schools in Pakistan' was first of the series of four strategic level conferences, providing a platform for Deans, Directors and heads of business schools to interact with each other and with industry professionals. The key objectives of the conference were:

- To reflect on the key purpose of business education in Pakistan
- To establish a strong network of peers by sharing perspectives and insights from across the globe
- To provide a unique blend of perspectives on emerging challenges in business education for creating innovative ideas and solutions
- To strategically align business education with industry

The desirable outcomes of the conference were to identify the critical steps to align education with business needs and to identify and recommend actions to the emerging challenges in business education.

Deans, Directors and heads of 82 out of the 120 business schools in Pakistan participated in the conference which was inaugurated by the President of Pakistan. The total number of 200 plus participants also included industry experts and foreign speakers. The seven discussion sessions, spread over two days, enabled the session chairs, keynote speakers, panelists and participants to share their views on global trends in business education, industry linkages, entrepreneurship, research and development opportunities and curriculum design and teaching methodologies.

The key actionable message from many of the conference sessions was to refine the curriculum. 'Balancing global aspirations and local needs' was the main point within curriculum refinement. It was recommended that research projects can be carried out to systematically identify the local economic needs and how they fit with the social and political environment, in order to tailor the curriculum. It was also suggested that in order to address the local business needs, the informal economy should also be covered in the curriculum. Some practical steps for curriculum refinement included: using the NBEAC Deans and Director Conference platform to tie up with six Deans in the local areas and refine the curriculum in line with the regional and local environment; making the faculty spend more time with industry so that they have better industry orientation, including spending two to six weeks over summer in the industry; the restructuring of Board of Studies, Board of Faculty and Academic Council to include alumni and chambers of commerce in it, for better curriculum design. Another recommendation was to include competencies or learning outcome statements in curriculum design.

Various speakers and panelists highlighted the importance of experiential learning and stressed the importance of removing silos from curriculum design. Another area where significant improvement was desired was changing teaching methodologies to improve the soft skills of MBAs. Finally, to address the existing need of employment creation, speakers, panelists and audience suggested that the curriculum and teaching methodologies should prepare graduates to start their own businesses, and develop an entrepreneurial mindset.

While most of the discussion focused on preparing the graduates for jobs and entrepreneurship, it was also repeatedly highlighted that higher education has short- and long-term objectives. Universities should aim to produce thinkers, individuals with strong values and good citizens.

The second actionable key message which came from different sessions was the need to focus on quality. In addition to the quality of MBAs, particularly their soft skills as mentioned above, the quality of PhD education was also discussed. It was noted that many universities were focusing on theses and papers based on advanced econometric techniques which were far removed from the reality businesses are facing. The opinion expressed was that research should focus on local issues and problems, yet maintaining scholarship and global standards. The need to pool resources for this, and for academics to step out of their offices was highlighted.

The role of accreditation in improving quality was highlighted by speakers in the first session on globalization, who stressed that no businesses will be able to remain isolated from the impact of increasing competitiveness in the global arena. This was reinforced by the last session of the first day, which focused on how accreditation can and should be viewed as a developmental process. Thus a suggested path to improve quality was to get into the process of accreditation. Universities can apply accreditation frameworks of NBEAC, SAQS or any other models for self-improvement. It was also repeatedly highlighted that accreditation should always be viewed as a developmental process, and several leading business schools in Pakistan who have SAQS accreditation invested several years preparing for this accreditation. The final session on 'Development strategies and resource mobilization' also covered the need to focus on quality, using accreditation frameworks methodically, and developing and mobilizing resource systematically.

Several messages were highlighted for each of the key topics discussed. For Industry-Academia Linkages, the following actionable items were highlighted:

- Industry-Academia Linkages should be the new mission of business schools, and this should be a partnership of equals. However, academia should raise itself to the level that it becomes a partnership of equals, and academics can directly contribute to reviving the economy.
- It was also recommended that a University Industry Linkage Platform (UILP) should be created. The Management Association of Pakistan committed to facilitating an Industry-Academia Linkages platform if a formal approach was made from the HEC platform.
- It was also recommended, during multiple sessions, that incentives should be provided for companies participating in Industry-Academia Linkages and for practitioners participating in such linkages. Incentives should also be provided for faculty members participating in such initiatives.

For entrepreneurship, the suggestions made included the practical steps of: revision of curriculum to include more subjects on entrepreneurship; finding teachers with the appropriate mindset and experience to teach entrepreneurship; setting internal targets e.g. a target that 20-30 percent of a university's students should start their own business; if possible, set aside a fund for startups within universities, with partial contribution from the universities; and, setting up incubation centers.

A request was also made to the HEC to set up a 'National Entrepreneurship Forum of Pakistan' linked with business schools but separate from the Industry Academia Linkage platform. The aim of this forum would be to share best practices for curriculum design in entrepreneurship. The platform may be linked to National Curriculum Review Committee.

For faculty development, there were several suggestions for individual faculty members as well as for Deans, Directors and NBEAC. Faculty members were requested to become effective change agents and leaders. After long discussions about the balance of local and global knowledge in the curriculum, it was discussed how each faculty member is responsible for achieving this balance. The faculty was repeatedly requested to step out of their offices and meet the industry. It was also recommended that faculty should upgrade their expertise, including, but not limited to the areas of market knowledge and skills, integration of technology in teaching and understanding the mindset of the next generation.

The role of Deans and Directors in allocation of resources for teacher training and development was repeatedly highlighted. Similarly it was also stressed that the Deans and Directors have a key role to play in creating a forwarding looking, performance oriented culture. NBEAC/HEC was requested to expand teacher training from the HEC platform.

For R&D, some practical steps included the need for all academics to step out of their offices for creating Industry-Academia Linkages so that their research contributes directly to improving national competitiveness. It was stressed that such linkages are developed primarily on individual level and that the relationship of trust develops over a long time. Deans and Directors were requested to review the main objectives and mission of their departments or business schools to evaluate whether providing solutions to the industry problems and making Pakistan's economy more competitive through research was a part of the mission of their business school. The role of Deans and Directors in providing time and resource to the faculty to carry out research was also underlined.

The idea to develop Industry-Academia R&D Linkages at a national level through a formal platform was also discussed. It was recommended that a proposal should outline the formal structure and process of such a platform and discussed among academia, industry and the government.

The general challenge of the mode of instructions, English vs. Urdu, was highlighted. The radical idea that all business books should be translated in local languages, and the practical idea of how Virtual University can and is launching mass education programs to improve the level of comprehension and understanding of English among many across Pakistan were discussed. It was also recommended that each university should pay more attention to English teaching in business education so that the students can understand and hence apply knowledge.

Regarding ranking of universities, it was discussed that most universities, employers and students do not agree with the ranking done of business schools in Pakistan. The action step is to set up a body comprising of business school colleagues to list criteria for rankings.

The meeting ended on the positive note that when the members meet again for the second Deans and Directors Conference, the focus will be on the changes Deans and Directors have made or initiated e.g. how they have revised the curriculum, and what steps have they taken to improve quality, improve industry-academia linkages and entrepreneurial initiatives.



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