



# Annual Report 2018-19

National Business Education Accreditation Council (NBEAC)



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# TABLE OF CONTENTS

<b>CHAIRMAN'S MESSAGE</b> .....	<b>2</b>
<b>A. MANAGEMENT COUNCIL MEETINGS</b> .....	<b>3</b>
<b>B. NETWORKING</b> .....	<b>4</b>
THE 6 <sup>TH</sup> DEANS & DIRECTORS CONFERENCE .....	4
<b>C. ACCREDITATION</b> .....	<b>12</b>
ELIGIBILITY SCREENING COMMITTEE (ESC) MEETINGS .....	12
ACCREDITATION AWARD REVIEW COMMITTEE (AAC) MEETINGS .....	12
PEER REVIEW VISITS.....	13
PEER REVIEWER DISCUSSION FORUM 2018 .....	15
<b>D. TRAINING</b> .....	<b>18</b>
CASE TEACHING AND CONTEMPORARY TEACHING METHODS .....	18
STRATEGIC PLANNING OF BUSINESS SCHOOLS .....	19
ACCREDITATION/REACCREDITATION (TOWARDS CONTINUOUS IMPROVEMENT) .....	19
MANAGEMENT OF BUSINESS SCHOOL FACULTY .....	20
LEADERSHIP CHALLENGES OF A BUSINESS SCHOOL.....	21
MANTRA OF CORPORATE CONNECT AND COMMUNITY ENGAGEMENT .....	21
CASE TEACHING & CASE WRITING .....	22
NBEAC ACCREDITATION FRAMEWORK .....	23
MILLENNIAL FUSION OF TECHNOLOGY AND SIMULATION WITH CASE STUDIES .....	23
<b>E. FINANCIAL PERFORMANCE (2018-19)</b> .....	<b>24</b>
<b>ANNEXURE I- MEMBERS OF MANAGEMENT COUNCIL</b> .....	<b>25</b>
<b>ANNEXURE II- COMMITTEES</b> .....	<b>26</b>
<b>ANNEXURE IV- NBEAC SECRETARIAT STAFF</b> .....	<b>28</b>
<b>ANNEXURE III- PARTNERSHIPS FOR TRAINING</b> .....	<b>29</b>

# CHAIRMAN'S MESSAGE

The year 2018-19 saw a transition in leadership at NBEAC. Dr. Hassan Murad, the founding Chairman, died in an unfortunate car accident in September 2018. His passing was a major blow as he had guided NBEAC for more than a decade since its founding in 2007. The organization is where it is today because of him.

I succeeded Dr. Murad in September 2018. As I got to know NBEAC over the coming months, through talking to staff, interacting with mentors, peer reviewers and trainers, and participating in meetings of various committees, I was struck by three things. First, I was surprised by how lean an organization NBEAC is, with less than 10 fulltime staff on its rolls. Second, I was impressed with the quality of the business education professionals who typically engage with NBEAC. Third, I was greatly encouraged to realize that much of the guidance provided to the organization is carried out on a *pro bono* basis. The Management Council as well as all committees are staffed by volunteer professionals who give willingly of their time and expertise. This indicates a high degree of pride and ownership which bodes well for the future of the organization.

I should also note that I was surprised by the nature of the Chairman's job. I had thought it would be more hands-off from the organization but it has turned out to be an executive position. This allows for close interaction with staff and management and thus for a faster learning curve than would otherwise have been the case. It reminds me even more of the impressive achievement of my predecessor in building a first class institution in his quiet but hands-on way.

This report provides a snapshot of NBEAC's activities during 2018-19 in three domains: networking, accreditation and training. Our principal networking event was the annual Deans and Directors Conference (DDC). We hosted the 6<sup>th</sup> DDC in Lahore on April 8 and 9, bringing together a diverse set of business education professionals for two days of networking and a little bit of training as well via attached workshops. Accreditation efforts were advanced during the year through eleven peer review visits and an annual forum among peer reviewers to share views and experiences. Finally, the year saw the full rollout of our training program that had been initiated on a pilot basis in 2017-18. Nine training programs were delivered successfully. Some of these benefited from collaboration with prominent business schools from across the country.

With thanks to all who contributed to NBEAC's activities during the past year.

Farrukh Iqbal

## A. MANAGEMENT COUNCIL MEETINGS

Two Council meetings took place during the year, the 20<sup>th</sup> on December 05, 2018 and the 21<sup>st</sup> on April 9, 2019. Standard agenda items included confirmation of previous meeting minutes, approval of accreditation awards, and consideration of budget updates.

Among special actions taken by the Council were the following:

- a) Members decided to send a letter to the family of Dr. Hasan Murad, the founding Chairman of NBEAC, recognizing his services to the organization.
- b) Members decided that an annual award would be created in Dr. Murad's name to recognize outstanding voluntary service of a committee or council member. This would be handed out at the annual Deans and Director's Conference starting in 2021.
- c) The following new members were welcomed to the Council: Dr. Abdul Raziq (Dean, IQRA University Karachi), Dr. Syed Azhar Hussain Shah (Group Head, HRM, National Bank of Pakistan), Dr. Faheem Ghazanfar (Registrar and Former Dean, Faculty of Administrative Sciences, University of Kotli, AJK), Mr. Bilal Kazmi (Chief Marketing Officer, Telenor Pakistan) and Syed Mazhar Ali Nasir (Senior Vice President, Federation of Pakistan Chambers of Commerce and Industry).

## B. NETWORKING

### THE 6<sup>TH</sup> DEANS & DIRECTORS CONFERENCE



The 6th Deans and Directors Conference took place on April 8-9, 2019. Its theme was **The Evolving Landscape of Business Education across the Globe** and it was attended by senior business education professionals from across Pakistan as well as by some international speakers. It was inaugurated with a call for business schools to play a more prominent role in public policy from the Chief Guest, Dr. Ishrat Husain (Advisor to PM on Institutional Reforms and Austerity). Dr. Husain also advised business schools to emphasize experiential learning to expose students to real world issues. He paid tribute to the late Dr. Hasan Sohaib Murad (the late chairman of NBEAC) for being a practical person and an exemplary leader.





The full Conference Report is available at the NBEAC website at:

<https://www.nbeac.org.pk/files/Conference%20report-%206th%20Deans%20and%20Directors%20Conference%202019.pdf>

The interested reader is invited to consult the full Conference Report for details. Meanwhile, we have provided a few extracts below that give a flavor of the topics that were discussed and the views and opinions that were expressed.

## Inaugural Session

*Dr. Farrukh Iqbal (Chairman, NBEAC)*

Dr. Iqbal shared five perspectives on business education in Pakistan. The first one related to popularity: he mentioned that business education was the top-most preference of employers in Pakistan, as shown by a survey conducted for the HEC a few years ago. The second related to quantity: he noted that there were at least 142 business schools in the country, not surprising in view of the popularity of the subject among employers. A third related to quality or lack thereof: he lamented that only 21 or so out of the 142 business schools in Pakistan were accredited by NBEAC. The fourth related to disruption: how will ongoing technological changes affect business education in Pakistan? He observed that western countries are already seeing a shrinkage in the number of business schools as online options proliferate. The fifth and final perspective related to global connectedness: he observed that graduates of Pakistani business schools are ubiquitous in the Gulf countries and elsewhere and global conditions thus have an impact on Pakistani students.

*Dr. Sadia Nadeem (Professor/Dean, FAST NU, Islamabad)*

Dr. Sadia Nadeem shared the main results of her analysis of accreditation activities conducted by NBEAC since 2012. As background, she noted that 120 peer reviewers from 100 different business schools have been engaged with NBEAC and 97 visits have been completed, covering both public and private business schools as well as many urban and a few rural schools. From the reports of these visits, she reported data on performance in 9 standards and 66 criteria. She noted that performance

was the best among criteria such as academic honesty and curriculum development but the worst among such criteria as international exposure, alumni networks, research and development, vision and mission, and financial autonomy. She noted that the standard for alumni networks was not very difficult to meet and recommended that such “low hanging fruit” be addressed by all business schools in advance of further accreditation visits. She thought that much improvement could be achieved through knowledge sharing among business schools, and that this could be facilitated through the NBEAC training program. She also noted that there was no significant difference in performance among public and private schools or among urban and rural schools.

## Advancing Regional Collaborations

*Dr. Ishrat Husain (Advisor to PM on Institutional Reforms and Austerity)*

We should try to aspire for emerging technologies and knowledge. Not just repetition of organizational development, which we already know. For example, China has been able to manage some of the most complex and intricate infrastructure. They have created projects at low cost. In Pakistan, none of the projects are completed in time and within the budget. We have to learn the techniques used by the Chinese and share them with our students and policymakers. You must have purposeful engagement. We had a collaboration with an Indian business school. It was subject to vagaries of political relations between India and Pakistan. When relations were good, they were coming here and we were going there. We could learn a great deal from India because it has the same administrative, legal and historical background. We can use their executive education model. Collaboration has to be mutually beneficial and purposeful, and it must be politically stable...My experience indicates that these are some salient features that can make a collaboration successful.

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

If you are talking about collaboration within Pakistan, my own feeling is that we are only 5% there and so in a bad state. The scope for collaboration within Pakistan and regionally and perhaps internationally has been greatly constricted by the fact that we do single department collaboration. We have the same departments. We talk to others. We do student exchange. If we succeeded in Lahore School of Economics it is because we combined economics and business programs which are accredited by NBEAC that gave us leverage to deal with academics with Sri Lanka, Malaysia and Australia. There should be institutional collaboration rather than departmental collaboration.

*Dr. Dan LeClair (CEO, GBSN)*

It is worth mentioning that in Asia and in other parts of the world, the most common collaboration is student exchanges. Faculty research and program development are much less common. I would

suggest multidimensional collaboration. Secondly, we recommend looking for schools that are different from yours. Diversity is increasingly important...Third, we recommend that business schools come together to network and establish common standards for collaboration.

## **CPEC since the 5TH DDC**

*Dr. Jawad Syed (Professor, LUMS)*

In the past four months, we have collected data from Chinese senior managers, many of whom are in CPEC related projects...Among key findings: They complain about lack of continuity in government policies and heavy taxes. They also highlighted economic policies in Pakistan are not business friendly for CPEC...Pakistani government continues to change policies and other regulations even under CPEC. Moreover, Chinese companies are required to pay complex taxes...Security was another dimension...Other than in a few urban areas in Punjab...they feel relatively insecure and have to hire security guards and officers. Among infrastructure challenges, water quality is a major issue. Poor road network and electricity shortages were also highlighted. Language and communication were identified as challenges. Punctuality among Pakistani colleagues and employees was an issue.

*Prof. Dr. Mubasher Munawar Khan (Professor, University of Punjab)*

...What I could suggest is that local universities must meet together before participating in China or Pakistan. We have to learn Chinese higher education system. Punjab University is being visited by various Chinese universities. We have MOUs with five Chinese universities. These agreements cover students, teacher, faculty and administrative exchange programs. It also includes joint and split degree programs. There are certain joint conferences and research programs. Punjab University has been organizing seminars on CPEC for disseminating of information for general public. It has also established Confucius Center which is administered by a Chinese. It is a platform that gives the opportunity to students to learn Chinese language. This way we are training the human resource for CPEC projects. Many of our students are studying in China, doing different courses along with advance Chinese language. It is a two-way exchange program. Fifteen Chinese students started PhDs in Punjab University in department of History. We have signed MOUs with Chinese universities and Chinese companies. These MOUs are in the field of agriculture.

*Ambassador (R) Syed Hasan Javed (Director, Chinese Study Centre, NUST Islamabad)*

After retiring as ambassador to Germany, I reincarnated as a Chinese scholar. I was present in the Chinese consortium launching at NUST. My conclusion is that we have a knowledge gap problem with China. We do not know China. Nowhere in universities are Chinese studies being taught. China has a history of 5000 years. Let me tell you that teaching China as a whole is necessary. Why should we

study Chinese business and entrepreneurship models? Today Fortune 500 companies have 122 Chinese companies. In 2001, there were 9 of them. They are the largest job creators globally. Now there is a paradigm change. Business education in Pakistan needs paradigm change to cater to the needs of huge Chinese markets. We have another opportunity coming up. The world is looking at China and we are looking at America.

## Fostering business school-industry partnerships



*Dr. Izhar Husain (Director, IBA Karachi)*

Most in industry think academics have book knowledge but are not familiar with practical business problems. Hence, the interaction is nominal. However, Executive Education programs offer a good model for business schools to improve their image in industry. These programs have to be client-specific and have to consider the requirements of industry.

*Dr. Zahoor Hassan Syed (Professor, LUMS)*

There are structural issues in industry-academic linkages. There are five issues that need to be resolved. Time: university works according to a timetable but that does not represent industry. Campus: it is artificially designed for students and teachers. Curriculum: you will not find industries in the course. Today we have to search for industry representatives. Examination and Grading: you follow HEC rules, industries have rejected. Faculty: it faces course workload. Universities should re-think, organize and restructure.

## Disruptive Technologies & Pedagogical Innovations

*Dr. Farrukh Iqbal (Chairman, NBEAC)*

Dr. Farrukh shared some predictions from an article by Nathan Harden. In fifty years or so, access to higher education will be virtually free for everyone. However, its production and distribution will be dramatically different. Up to half of the 4500 US colleges and universities will cease to exist while a few elite universities will enroll ten million online students each. The residential campus will become largely

obsolete. Thousands of professors will lose tenured jobs while the demand for facilitating educators would rise. The live lecture will be replaced by streaming video. Universities will not be limited by geography and time zones. Each university could enroll millions of student from across the globe at a given time. All of this will happen at a fraction of the cost that prevails right now. With this as background, Dr. Farrukh asked panelists to speak about what they think is the key mechanism of disruption in the world of education, and how different universities are responding.

*Dr. Christophe Terasse (Director Projects, EFMD)*

Dr. Terasse noted that the disruptive future had not yet arrived in Europe where universities were still going about delivering education in traditional ways. He explained this by dividing European business schools into two groups. One group, comprising large public sector universities that have been around for decades, was protected by public funding and reputation and was not threatened by competition from online learning. The other group, mostly privately owned institutions, does face stiff competition. Institutions within this group must innovate and cut costs in order to stay in business; they are doing so by adopting online methods teaching and assessment. He noted further that quality concerns might further delay the advance of online education.

*Dr. Naveed Malik (Founding Rector, Virtual University)*

Dr. Naveed noted that the Virtual University had already shown a path that online education could take in Pakistan. He described some challenges and lessons. They learnt early on that the attention span for online courses was 6 minutes; so each lecture had to be broken down into 6 minute segments to keep the viewer interested. Instead of referring to lectures, they had decided to label each segment by topic. So a course became a series of topics rather than a series of lectures. He also described improvements in assessment techniques. The VU examination is conducted on a computer but at a designated center. Students have to register there to ensure sanctity of identity. Students can also create their own date sheet and exam schedule. Every student gets a new question paper. Finally, he noted how the VU tackled the problem of conducting hands-on labs for technical courses through providing transportation to remote students to bring them to cities where full-service labs had been set up. He ended by saying that the next step was to develop mobile labs so that the facilities could be taken to remote areas rather than bringing students from such areas to the cities.



## Civic Responsibilities of Business Schools and their Graduates

*Mr. Zaffar Ahmed Khan (President, Overseas Chamber of Commerce)*

Mr. Zaffar shared his experience as a student of mechanical engineering fifty years ago. He said they were taught nothing beyond engineering subjects. When he entered the world of work, he realized that the softer skills taught in business schools, such as IBA, were also very useful. Teaching people how to communicate, negotiate, and persuade equipped them well for the tasks managers are required to master. He said that it was now commonly understood that corporations should operate not just with profit in mind but also the interests of a variety of stakeholders. Some of these ideas, but not all, were captured in the notion of CSR. In his view, business school curricula must mainstream various aspects of CSR. They must include at least one core course on the pitfalls of globalization and free market economics. Students should learn how to calculate the social impact of certain business actions. Students should also aim to get some experience with NGOs and government.

*Dr. Alnoor Bhimani (Professor, London School of Economics/Honorary Dean, School of Business LUMS)*

Dr. Alnoor spoke about LUMS aiming to educate not for jobs only but to change society because students are a part of society. Business schools must impart knowledge to improve both economy and society. By 2047 Pakistan will be one hundred years old. Much needs to be done before that to make the country more developed. Business schools must educate students for every field not just for businesses. We have a responsibility towards Pakistan.

*Dr. Idrees Khawaja (Dean, Air University Islamabad)*

Dr. Idrees noted that corporate social responsibility and profit-making can go together and business schools should emphasize this. How can business graduates be more effective? He thought that business students and faculty should seek a more public role through talk shows and other fora.



## **Policy Roundtable I - Regulatory challenges faced by Pakistani business schools**

This policy roundtable was conducted by Dr Kumail Rizvi, Professor at Lahore School of Economics and Dr. Mohammad Nizamuddin Pro-Rector, University of Central Punjab. Among key observations regarding the role of the HEC were the following: (a) HEC focuses on inputs and has forgotten the importance of outcomes; (b) The documentary requirements for an HEC review are huge; in some cases, over 500 pages of documentation are demanded; (c) HEC teams sometimes do not have enough subject specialists; (d) HEC should be a facilitator and not a regulator and the response should be prompt.

## **Policy Roundtable II - National collaborations between business schools**

This policy roundtable was conducted by Prof. Wajeeha Raof, Pro Rector at University of Lahore. The attendees were a mix of professors from public and private universities. Among the main points highlighted by participants were: (a) Collaboration is important because many universities do not have adequate faculty resources; (b) HEC should help make faculty exchange possible; (c) LUMS has taken an initiative to make cases available for free at a commonly accessible website; and (d) Universities are encouraged to manage collaborations individually and directly; just reach out to potential partners and explore possibilities with them rather than waiting for some action from regulatory or other authorities.

## C. ACCREDITATION

### Eligibility Screening Committee (ESC) Meetings

The Sixth ESC meeting was held on November 8, 2018 to consider 12 cases. The outcomes were as follows:

- Two business schools met the relevant criteria for accreditation assessment visits
- Two cases were given a conditional go-ahead subject to provision of additional documents
- Eight applications were deferred

The Seventh ESC meeting was held on May 17, 2019 to consider 15 cases. The outcomes were as follows:

- Five business schools met the relevant criteria for accreditation assessment visits
- Two cases were given a conditional go-ahead subject to provision of additional documents
- Eight applications were deferred

### Accreditation Award Review Committee (AAC) Meetings

The 3<sup>rd</sup> AAC meeting was held on July 23, 2018 to consider 6 cases. The following decisions were made:

- Accreditation Awarded = 03
- Deferred = 03

The 4<sup>th</sup> AAC meeting was held on November 26, 2018 to consider 2 cases. The following decisions were made:

- Accreditation Awarded = 01
- Deferred = 01

The 5<sup>th</sup> AAC meeting was held on March 01, 2019 to consider 3 cases. The following decisions were made:

- Accreditation Awarded = 02
- Deferred = 01

## Peer Review Visits

Eleven peer review visits were completed during the year. In each case, a peer review team (PRT) visited the applicant school and carried out the following standard activities: (a) detailed discussions with senior managers on vision, mission and strategic planning and financial management; (b) meetings with faculty on teaching, research and related activities; (c) meetings with students on quality of teaching, extra-curricular activities and career development guidance; (d) selected class visits to observe pedagogical style and content; (e) visits to library and laboratory facilities as well as to academic support offices such as the admissions and examinations units and (f) interactions with alumni affairs staff and alumni.

<b>Business School/University</b>	<b>Dates of visit</b>	<b>Peer review team</b>	<b>Visit Type</b>
<b>1. Foundation University Islamabad (FUI), Rawalpindi</b>	April 18-20, 2018	Dr. Shaukat Brah (Chairperson), Dr. Amir Rashid (Head of the Department of Business Administration, COMSATS Lahore), Dr. Hasan Rauf (Associate Dean Academics, UCP Business School, University of Central Punjab, Lahore), Mr. Ahtesham Ali Raja (Program Director, NBEAC, Islamabad), Ms. Maryam Akhtar (Assistant Manager Accreditation, NBEAC, Islamabad (Observer)).	Re-Visit
<b>2. Indus University Karachi</b>	May 02-04, 2018	Dr. Hamid Hassan (Professor & Dean, FAST_NU, Lahore), Dr. Imran Wazir (Associate Professor, IMSciences, Peshawar), Dr. Zahid Riaz (Associate Professor, Lahore School of Economics) and Ms. Sania Tufail (Senior Program Manager –NBEAC)	Re-Visit
<b>3. Bahria University, Karachi Campus</b>	May 08-10, 2018	Dr. Sadia Nadeem (Associate Professor and Director MARC, FSM, FAST_NU Islamabad), Dr. Abdul Rehman Dean (University of Gujrat), Dr. Tashfeen Azhar (Professor, UMT Lahore), Dr. Faheem-ul-Islam, Rector (GIFT University, Gujranwala), Mr. Syed Veqar ul Islam (President, Jaffer Brothers) and Mr. Usman Ali Jadoon (Program Coordinator, NBEAC)	Re - accreditation visit
<b>4. Forman Christian College, Lahore</b>	May 07-09, 2018	Dr. Shahid Mir (Director QEC, IBA Karachi), Dr. Zeeshan (Rector, KSBL), Dr. Nadeem Khan (Assistant Professor, PIDE Islamabad), Mr. Adil Amin Kazi (Assistant Professor, FAST_NU, Islamabad), Mr. Usman Tahir	Accreditation visit

		(Chartered Accountant, Grant Thornton), Ms. Sania Tufail (Program Manager, NBEAC)	
<b>5. National University of Modern Languages, (NUML) Islamabad.</b>	May 09-11, 2018	Dr. Abdul Raziq (Associate Professor, BUIITEMS Quetta) Dr. Kumail Abbas Rizvi (Associate Professor, Lahore School of Economics), Dr. Syed Amjad Farid Hasnu (Professor, CIIT Abbottabad), Mr. Ahtesham Ali Raja (PD NBEAC)	Re-Visit
<b>6. Sarhad University of Science and Technology, Peshawar</b>	June 27-29, 2018	Mr. Adil Amin Kazi (Professor of Practice, FAST School of Management, FAST_NU, Islamabad), Dr. Naveda Kitchlew (Associate Dean Academics and Internationalization, School of Business and Economics (SBE), University of Management and Technology (UMT), Lahore), Dr. Fareeda Saleem (HoD Management Sciences, University of Lahore, Gujrat Campus), Dr. Noor Muhammad (Assistant Professor, BUIITEMS, Quetta), Mr. Asif Jamal (Managing Director, Shiraz Groups), Mr. Usman Ali Jadoon (NBEAC Representative)	Re- accreditation Visit
<b>7. National University of Computer &amp; Emerging Sciences (NUCES), FAST School of Management</b>	September 26-28, 2018	Dr. Kamran Ali Chatha (Associate Professor, LUMS), (Dr. Iftikhar, Assistant Professor, Institute of Management Sciences, Peshawar), Dr. Razaullah (Assistant Professor, Islamia College University, Peshawar), Dr. Farrukh Iqbal (Dean & Director, IBA Karachi), Mr. Imtiaz Rastgar (founder and Chairman, Rastgar Group), Ms. Sania Tufail (Program Manager, NBEAC, Islamabad), Ms. Sundus Khan (Assistant Manager Accreditation, NBEAC, Islamabad)	Re - accreditation visit
<b>8. Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Karachi</b>	October 14-17, 2018	Dr. Jawad Syed (Dean, Suleman Dawood School of Business, LUMS), Dr. Kumail Abbas Rizvi (Professor, Lahore School of Economics), Mr. Adil Amin Kazi (Assistant Professor, FAST_NU, Islamabad), Dr. Amjad Masood (Assistant Professor, Khawaja Fareed University of Engineering and IT –KFUEIT, Rahim Yar Khan), Syed Veqar ul Islam (Director and Chief Executive at Jaffer Business Systems), Ms.	Re - accreditation visit

		Sania Tufail (Senior Program Manager–NBEAC)	
<b>9. National College of Business Administration &amp; Economics, Lahore</b>	October 29-31, 2018	Dr. Muhammad Zaki (Director (ORIC) & Associate Dean (Accreditation), IQRA University, Karachi), Dr. S.K Shahzad (Assistant Professor, Air University Islamabad Campus), Dr. Abdul Wahab (HOD Management Science Department, FAST School of Management, FAST NU, Islamabad), Mr. Basharat Hameed (Director QEC, Institute of Management Sciences, Peshawar), Mr. Usman Tahir (Director, Texlynx Development and Management Associates, Lahore), Mr. Usman Jadoon (NBEAC representative)	Accreditation Visit
<b>10. Air University School of Management, Islamabad</b>	December 10-12, 2018	Dr. Abdul Raziq (Professor, BUIITEMS, Quetta), Dr. Nasir Karim (Dean, CECOS, Peshawar), Dr. Muhammad Shahid Tufail (Assistant Professor, Lyallpur Business School, Govt. College University, Faisalabad), Mr. Ahtesham Ali Raja (Program Director, NBEAC)	Re-visit
<b>11. COMSATS University Abbottabad Campus</b>	December 26-28, 2018	Dr. Nadeem Ahmed Khan (Director Dept. of Business Administration, PIDE, Islamabad), Dr. Imran Wazir (Associate Professor, IMSciences, Peshawar), Dr. Zahid Riaz, (Associate Professor, Lahore School of Economics), Dr. Zulfiqar Ali Shah (HoD, International Islamic University, Islamabad), Ms. Taranum Sarwar (SVP National Bank of Pakistan), Mr. Usman Jadoon, (NBEAC Representative)	Re- accreditation Visit

## Peer Reviewer Discussion Forum 2018

A Peer Review Discussion Forum was held on 26<sup>th</sup> & 27<sup>th</sup> March 2018 at Islamabad Club. This featured four sessions. Information regarding each session is provided in the sections below.

The first session was entitled “*NBEAC Mentorship Program*” and was led by Dr. Zaki Rashidi (Associate Dean, Management Sciences, Iqra University, Karachi). Participants shared experiences of mentor visits and arrived at the following conclusions:

1. One day is not enough for a mentor visit. The visit should either be allotted more time or more than one visit should be arranged.
2. A standard presentation should be created to be sent to institutes before the visit.
3. NBEAC should organize awareness seminars in business schools for marketing purposes in which a person from NBEAC should visit the Institutes and brief them about the accreditation and mentoring process.
4. A workshop should be arranged for public sector universities with respect to the availability of financial information and the process of attaining the required information.
5. Mentors should be selected on the basis of the following abilities: prior participation in peer reviews; willingness to give time and possessing a credible reputation in the profession.
6. Mentorship is not a mechanical process. Two approaches are suggested for NBEAC mentorship program: (i) AACSB with more structured and standardized mentor process. The signal of go-ahead for Self-Assessment Process comes from mentor in that case; (ii) EFMD/SAQS process in which assistance or guidance is provided by the mentor and the decision to enter Self-Assessment Process depends on business school.
7. The secretariat should work on increasing its pool of mentors. For this purpose, a specified training program for the new mentors should be initiated by NBEAC with a pre-announced schedule..
8. The business school (mentee) should select the mentor. The list of mentors should be shared with business school. The meeting should be held between a small group of individuals who are involved in the accreditation process rather than the whole of faculty.
9. Screening outcomes should be shared with mentors i.e. IES letter.
10. NBEAC should work on improving the format of the mentor report. A checklist of major areas to cover should also be provided to the mentor.

The second session was entitled “*Peer Review Process*” and was led by Dr. Zahoor Hasan Syed (Professor, LUMS). It was designed to help potential peer review team members understand the logistics of a typical assessment visit. Before the visit, team members should read all relevant documents and prepare notes on items they need to investigate further. Some relevant issues could be brought up in the team meeting prior to the onset of discussions with the applicant school. The first stage of the visit usually consists of a meeting with the relevant Rector or Director or Dean and an associated team of senior administrators. General clarifications can be sought at this meeting. Meetings would then be held with various groups such as faculty, students, representatives of academic support departments, and alumni. The following observations were highlighted:

1. Meetings should also be held with stakeholders connected with the applicant school such as Board members, local employers, local NGOs and alumni.

2. Student feedback should be received in settings which do not include faculty and administrators from the applicant school.
3. The alumni meeting should not necessarily be a dinner.

The third session dealt with the framework of standards adopted by NBEAC (known as Rubric) and was led by Dr. Shaukat Brah (Founder Rector, KSBL) and Dr. Sadia Nadeem (Associate Professor & Director MARC, FAST School of Management, Islamabad).

The following recommendation emerged from this session:

1. The peer review team should be familiar with the broader version of the NBEAC Standards as well as the more detailed Rubric.
2. The Rubric should be outcome driven and not so much process driven.
3. Scoring should be done at the end of the visit so that the peer reviewers have a better understanding regarding the situation of the applicant school.
4. Peer reviewers must add comments in the profile sheet along with the marks provided.
5. Profile sheet should be marked individually first before starting discussion on scores/categories.

The fourth session was convened by Dr. Asfia Obaid (HoD, NUST Business School). In depth discussions were made with respect to quality of debriefing and peer review reports. The following were the key observations:

1. General discussion section should be removed from the PRT report.
2. Standardization is necessary especially in the case of "Recommendations," specifically in "Reaccreditation and Revisits" to evaluate the compliance. It is recommended to divide the report for each standards into three sections.
  - a. Observations and discussions;
  - b. Appreciation for good initiatives and suggestions for improvement; and
  - c. Recommendations for actions before the revisit.
3. The Initial Eligibility Screening (IES) Letter sent to business schools should include a copy of the standards as well as the PRT report (in case of re-Accreditation and re-visit). So that the business schools should also work on other areas that require attention rather than just fulfilling the deficiencies mentioned by the PRT team.
4. It was suggested that a team of professionals should work on alignment of the proformae.
5. Chairperson's SAR package must include a flyer outlining the major tasks/ checklist in order to decrease the size of the SAR, it was decided that only major appendices should be attached while all the other supporting documents should be available at the time of the visit.
6. The honorarium of PRT should be increased to a decent level. The honorarium of Chair PRT should be different from others.

## D. TRAINING

The training and development wing (TDW) was formally launched by NBEAC in July 2018. It offers general as well as customized training to staff of business schools in areas of concern for accreditation. Eligible staff include administrators and faculty as well as senior management. Customized programs are designed at the request of specific business schools and focus on specific areas of interest to them.

Nine (general) training programs were offered in 2018-2019, targeted at different stages of the accreditation process. The details of the programs are as following:

### Case Teaching and Contemporary Teaching Methods

18<sup>th</sup> -19<sup>th</sup> July 2018: KSBL, Karachi

#### Consultants:

Dr. Jawaid Abdul Ghani, Professor, KSBL

Dr. Athar Siddiqui, Associate Dean, Academics

Dr. Zeeshan Ahmed, Rector and Dean, KSBL



NBEAC organized a two-day workshop on “Case Teaching & Contemporary Teaching Methods” on 18th – 19th July at KSBL, Karachi. The main aim was to cater the need for Cased based and Contemporary methods teaching in today’s world to evolve from traditional setup to the more practical and experienced approved techniques so that in order to deal with real life situations which enhances one’s ability to make accurate and timely decisions. Along with the Case teaching methods other contemporary teaching techniques were also discussed regarding the participant-centered learning which focuses more on the involvement of the students in class studies and the Experiential Learning which mainly emphasized on the hands on experienced learning techniques and deep process of reflection.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/150-workshop-7>

## Strategic Planning of Business Schools

1<sup>st</sup>-2<sup>nd</sup> Aug 2018: UMT, Lahore

### Consultants:

Dr. Zaki Rashidi, Director Quality Enhancement and Associate Dean, IQRA University Karachi  
Dr. Tashfeen Azhar, Professor, University of Management & Technology, Lahore



NBEAC successfully organized a two-day workshop at UMT, Lahore held on 1<sup>st</sup> -2<sup>nd</sup> August on the topic of Strategic Planning of a Business School for the dire purpose of enhancing the strategic planning of a business school to understand the realities of local and global market and how to deal with them. It urges the institutes to develop certain key business and management principles along with the fact to develop a beneficial degree program which itself is rigorous and competitive in nature so that better results can be achieved.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/153-workshop-10-on-strategic-planning-of-a-business-school>

## Accreditation/Reaccreditation (Towards Continuous Improvement)

13-14 Sep 2018: Bahria University, Islamabad

### Consultants:

Dr. Sadia Nadeem, Associate Professor & Director MARC, FAST-NU, Islamabad

Dr. Asfia Obaid, HoD, NBS, NUST, Islamabad



NBEAC has successfully organized a workshop on “Accreditation/Reaccreditation (A way forward for continuous improvement)” in Bahria University, Islamabad on 13th-14th September 2018. The workshop was designed to share an understanding of the spirit of NBEAC accreditation/reaccreditation, and to provide in-depth guidance on how to complete the different steps of the NBEAC accreditation process successfully. The focus of this workshop was on the resolution of tactical and operational issues and more importantly their alignment with the strategic objectives, vision and mission of the business schools during the whole process of accreditation.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/158-workshop-on-accreditation-reaccreditation-a-way-forward-for-continuous-improvement>

## Management of Business School Faculty

31st Oct- 1st Nov 2018: LSE, Lahore

### Consultants:

Dr. Kumail Abbas Rizvi, Associate Professor, Lahore School of Economics

Dr. Kamran Ali, Associate Professor, LUMS

The workshop on “Management of Business School Faculty” was organized by NBEAC Training & Development Wing (TDW) in collaboration with Lahore School of Economics (LSE) at LSE, Lahore. The workshop aimed to discuss the best practices of governance across the globe to enhance quality of management and business education for an efficient coordination of faculty policies and faculty management.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/165-workshop-on-management-of-business-school-faculty>

## Leadership Challenges of a Business School

29th Nov 2018: Islamabad Club

### Consultants:

Dr. Shaukat Brah, Former Dean, KSBL

Dr. Farrukh Iqbal, IBA, Karachi



The workshop on “Leadership Challenges of a Business School” was successfully organized by NBEAC Training & Development Wing (TDW), on 29th November, 2018 at Islamabad Club, Islamabad. The workshop was carefully designed to cater the needs of top academic leadership of the Business Schools which sets the direction for the leadership style, organizational culture, strategic planning and long term direction and use of the technology for learning. The workshop was particularly designed, useful for Vice Chancellors, Rectors, Deans, Directors, Department Chairs and Associate Deans. The Focus of the workshop was to solve the Leadership Challenges being faced by the Business Schools and more importantly their alignment with the strategic objectives, vision and mission of the business schools.

Read more@ <http://nbeac.org.pk/index.php/development-programs/workshop/162-workshop-on-leadership-challenges-of-a-business-school>

## Mantra of Corporate Connect and Community Engagement

21st – 22nd of January 2019: Air University, Islamabad.

### Consultants:

Dr. Zaki Rashidi (Director ORIC /Associate Dean Accreditation, IQRA University)

Prof. Nisar Ahmed Siddiqui (Vice Chancellor, Sukkur IBA University)

Mr. Moshin Lodhi (Enterprise Trainer and Executive Development Coach)



Business Schools are an integral part of the society, community and the region in which they are located. They serve to promote local industry, protect local heritage, debate policies impacting their region and the country at large, and provide education and training addressing local needs. National Business Education Accreditation Council (NBEAC) is therefore supporting initiatives aimed at enhancing collaboration between academia and industry and government, with focus on developing relevant education and research and development programs at the academic institutions. In a pioneer effort, NBEAC-Training and Development Wing conducted a customized 2-day programme on “Mantra of Corporate Connect and Community Engagement” on 21st – 22nd of January 2019 at Air University, Islamabad.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/178-workshop-on-mantra-of-corporate-connect-and-community-engagement>

## Case Teaching & Case Writing

**7th – 8th March, 2019: Lahore School of Economics, Lahore**

### Consultants:

Dr. Aamir Khan, Associate Professor, Lahore School of Economics

NBEAC Training & Development Wing (TDW) organized a two day workshop on “Case teaching & Case writing” on 7th – 8th March, 2019 at Lahore School of Economics, Lahore, which was a success story. The main aim was to cater the need for Case teaching and Case Writing in today’s world to evolve from traditional setup to the more practical and experienced approved techniques so that in order to deal with real life situations which enhances one’s ability to make accurate and timely decisions. Every participant of the workshop presented their own cases which were being written by them and they were being reviewed by all of them and a detailed discussion was done on each other’s cases about how they can apply them and make their cases more practical. During the workshop, it was being emphasized that the topic, or theme, or subject of the Workshop was neither Case Teaching nor Case

Writing but Case Teaching and Case Writing – the important thing is the link between the two. Major point throughout the Workshop was: Cases are written to be taught.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/163-workshop-on-case-writing>

## **NBEAC Accreditation Framework**

**8<sup>th</sup> April 2019: PC Lahore**

### **Consultants:**

Dr. Zaki Rashidi, Associate Dean Management Sciences & Director (Quality, Learning and Innovation), IQRA University, Karachi

NBEAC Training & Development Wing (TDW) successfully organized a one day workshop on “NBEAC accreditation framework” on 8th April 2019 at Emerald Hall-A, PC Lahore.

The workshop was designed to provide with an understanding of Business school’s eligibility and readiness to meet the NBEAC accreditation standards within the suggested timeline for the accreditation process. Using examples, Dr. Zaki provided with insights needed to evaluate where the participant’s school is in terms of addressing the standards and eligibility criteria, while taking into consideration key factors that influence a Business school’s accreditation ability: leadership’s commitment, faculty buy-in, faculty resource characteristics, mission, and strategy.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/181-workshop-on-nbeac-accreditation-framework>

## **Millennial Fusion of Technology and Simulation with Case Studies**

**8<sup>th</sup> April 2019: PC Lahore**

### **Consultants:**

Dr. Farrah Arif, Founder & CEO – EdTech

NBEAC Training & Development Wing (TDW) successfully organized a one day workshop on "Teaching to Millennial: Fusion of Technology and Simulation with Case Studies" on 8th April 2019 at Emerald Hall-B, PC Lahore.

This workshop was designed to introduce EdTech Worx’s digital interactive case study of ‘Jammin Java’ and a marketing essentials business simulation of ‘Soap T’. Rich, data-driven content together with interactive technology enables educators and trainers to achieve the set teaching objectives whilst creating an overall interesting and compelling learning experience.

Read more @ <http://nbeac.org.pk/index.php/development-programs/workshop/182-workshop-on-teaching-to-millennial-fusion-of-technology-and-simulation-with-case-studies>

## E. FINANCIAL PERFORMANCE (2018-19)

Broad financial outcomes for FY19 are provided in the table below. Income rose in comparison to the previous year while expenses stayed constant. NBEAC's main income sources comprise revenues from accreditation, training and networking activities. HEC supports selected training activities while commercial and academic sponsors support the main networking activity, namely the annual Deans and Directors Conference. Indeed, the surplus for PKR 6.1 million for the year was due largely to such sponsorships.

Financial statements for the year were audited by UHY Hassan Naeem & Co; Chartered Accountants.

<b>Particulars</b>	<b>2018-19 Amount (PKR)</b>	<b>2017-18 Amount (PKR)</b>
<b>Income</b>	31,610,136	26,633,284
<b>Expenses</b>	25,419,894	25,786,663
<b>Surplus</b>	6,190,242	846,621
<b>Non-Current Assets</b>	554,894	541,726
<b>Current Assets</b>	10,357,250	4,087,892
<b>Reserve Funds</b>	10,441,096	4,250,854
<b>Current Liabilities</b>	471,048	378,764

# ANNEXURE I- MEMBERS OF MANAGEMENT COUNCIL

S. No.	Name	Designation
1	Dr. Farrukh Iqbal	Dean and Director IBA Karachi
2	Dr. Naukhez Sarwar	Principal and Dean, NUST
3	Mr. Nissar Siddiqui	Vice Chancellor
4	Syed Mazhar Ali Nasir	SVP,FPCCI
5	Dr. Zahoor Hassan Syed	Professor , LUMS
6	Dr. Abdul Raziq	Professor, IQRA University Karachi
7	Dr. Faheem Ghazanfar	Registrar, University of Kotli, AJKU
8	Dr. Sadia Nadeem	Dean FAST School of Management , FAST NU ISB ,National University of Computer and Emerging Sciences, Islamabad
9	Dr. Farooq-e-Azam Cheema	Dean, Faculty of Management and Social Sciences, ,Bahria University Karachi
10	Dr. Muhammad Mohsin Khan	Director, IMSciences, Peshawar
11	Dr. Nadia Tahir	Managing Director, QAA, Higher Education Commission, Islamabad
12	Dr. Syed Azhar Hussain Shah	Executive VP, Group Head, HRM, National Bank of Pakistan
13	Mr. Bilal Kazmi	Chief Marketing Officer, Telenor, Pakistan
14	Mr. Zaris Ul Maani	Additional Secretary, Higher Education Department, KPK
15	Mr. Manzoor Niyazi	Deputy Secretary, Higher Education Department, Balochistan
16	Additional Secretary, Higher Education Department, Punjab	Additional Secretary, Higher Education Department, Punjab
17	Mr. Aleem Lashari	Additional Secretary (Planning, Development and Finance), Education & Literacy Department, Sindh

## ANNEXURE II- COMMITTEES

NBEAC Committee	Members
Finance Planning Committee	<ul style="list-style-type: none"> <li>• Dr. Mohsin Khan, Director IMSciences, Peshawar (Convener)</li> <li>• Mr. Mohammad Ashraf, DG Ministry of Commerce, Islamabad</li> <li>• Prof. Aman Ullah Khan, Dean RIU, Islamabad</li> <li>• Mr. Ahtesham Ali Raja, Program Director, NBEAC</li> <li>• Mr Asad Khan, Accounts Manager, NBEAC</li> <li>• Dr Zahoor Hassan Syed, Professor, LUMS (Advisor)</li> </ul>
Consultative Committee Members	<ul style="list-style-type: none"> <li>• Dr. Naukhez Sarwar, Vice Chairman NBEAC</li> <li>• Dr. Sadia Nadeem, Associate Professor &amp; Dean, FAST School of Management, FAST_NU, Islamabad</li> <li>• Dr. Farooq-e-Azam Cheema, Dean, Bahria University</li> </ul>
Selection Criteria Development Committee	<ul style="list-style-type: none"> <li>• Dr. Muhammad Nishat, Vice Chairman, NBEAC (Chairperson)</li> <li>• Dr. Farooq-e-Azam Cheema, Dean, Bahria University Karachi</li> <li>• Dr. Jawad Syed, Professor, LUMS</li> </ul>
Technical Committee	<ul style="list-style-type: none"> <li>• Dr. Sadia Nadeem, Dean FAST School of Management, FAST_NU, Islamabad</li> <li>• Dr. Asfia Obaid, Head of Department, NUST Business School, NUST Islamabad</li> <li>• Mr. Adil Amin Kazi, Assistant Professor, FAST_NU, Islamabad</li> </ul>
Eligibility Screening Committee	<ul style="list-style-type: none"> <li>• Dr. Naukhez Sarwar, Vice Chairperson NBEAC (Chairperson)</li> <li>• Dr. Zahoor Hassan Syed, Professor, LUMS</li> <li>• Prof. Dr. Syed Irfan Hyder, Rector, Institute of Business Management (IoBM), Karachi</li> <li>• Dr. Naveda Kitchlew, Associate Professor and Associate Dean Academics, University of Management &amp; Technology, Lahore</li> <li>• Dr. Christophe Terrasse, Director Projects, European Foundation for Management Development (EFMD)</li> <li>• Dr. Sadia Nadeem, Associate Professor, FAST School of Management, FAST NU Islamabad</li> <li>• Dr. Imran Wazir, Associate Professor, IMSciences, Peshawar</li> <li>• Dr. Tariq Ahmed, Dean, Balochistan University of Information Technology &amp; Management Sciences (BUI-TMS), Quetta</li> <li>• Mr. Mohsin Nishat , Ethics and Compliance Officer, Telenor, Islamabad, Pakistan</li> </ul>

<p>Rubric Review Committee</p>	<ul style="list-style-type: none"> <li>• Dr. Farrukh Iqbal, Chairman NBEAC (Chairperson)</li> <li>• Dr. Shaukat Brah, Founder Rector, KSBL</li> <li>• Dr. Sadia Nadeem, Dean, FAST School of Management, FAST_NU, Islamabad</li> <li>• Dr. Abdul Rehman, Professor, University of Gujrat</li> <li>• Dr. Asfia Obaid, HoD, NUST Business School</li> </ul>
<p>Selection Committee for Council Members</p>	<ul style="list-style-type: none"> <li>• Dr. Farrukh Iqbal, Chairman, NBEAC</li> <li>• Dr. Naukhez Sarwer, Vice Chairman, NBEAC</li> <li>• Dr. Farooq-e-Azam Cheema, Dean, Bahria University Karachi</li> <li>• Dr. Jawad Syed, Professor, LUMS</li> </ul>
<p>Strategic Planning Development Committee</p>	<ul style="list-style-type: none"> <li>• Dr. Farrukh Iqbal, Chairman NBEAC</li> <li>• Dr. Jawad Syed, Professor, LUMS</li> <li>• Dr. Farooq-e-Azam Cheema, Dean Bahria University</li> <li>• Dr. Naukhez Sarwar, Dean NUST Business School</li> </ul>
<p>Accreditation Award Committee</p>	<ul style="list-style-type: none"> <li>• Dr. Zaki Rashidi, Director ORIC and Associate Dean Accreditation, IQRA University, Karachi (Chairperson)</li> <li>• Dr. Shaukat Brah, Former Dean, SDSB LUMS</li> <li>• Dr. Rasheed Kausar, Former Pro Rector, University of Management &amp; Technology, Lahore</li> <li>• Dr. Muhammad Mohsin Khan, Director, Institute of Management Sciences, Peshawar</li> <li>• Dr. Farooq-e-Azam Cheema, Dean, Bahria University, Karachi</li> </ul> <p>The competent authority, has also approved the following appointments of the members of Accreditation Award Committee (AAC) for a period of three years, w.e.f Jan 01, 2020.</p> <ul style="list-style-type: none"> <li>• Dr. Asfia Obaid, HoD Management Sciences, NUST Business School (NBS), NUST, Islamabad</li> <li>• Mr. Mohsin Nishat, Ethics and Compliance Officer, Telenor, Islamabad, Pakistan</li> <li>• Dr. Kumail Abbas Rizvi, Professor, Lahore School of Economics</li> </ul>

## ANNEXURE IV- NBEAC SECRETARIAT STAFF

Sr. No.	Name	Designation
1.	Mr. Ahtesham Ali Raja	Program Director
2.	Ms. Sania Tufail	Senior Program Manager
3.	Mr. Asad Khan	Accounts Manager
4.	Ms. Nomeeta Maqsood	Deputy Program Manager
5.	Ms. Maryam Akhtar	Assistant Manager Training & Development
6.	Mr. Usman Ali Jadoon	Assistant Manager Accreditation
7.	Muhammad Tahir	IT Assistant
8.	Muhammad Noman	Office Assistant

## ANNEXURE III- PARTNERSHIPS FOR TRAINING

In 2018, a process of collaboration was initiated with several prominent business schools (see table below) to facilitate training activities. Broadly speaking, the business schools agreed to host some NBEAC-sponsored training events free of charge while NBEAC agreed to offer some training spaces to them free of charge. Beyond this exchange of services, however, lies an agreement for the business schools to become more active partners in NBEAC's training mandate. We hope to expand the list of partners over time.

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Sr. No.	Institute	Date of MOU
1	University of Management & Technology	10th July 2018
2	Karachi School of Business & Leadership	19th July 2018
3	Institute of Business Management Karachi	20th July 2018
4	Iqra University Karachi	20th July 2018
5	Lahore School of Economics	3rd August 2018
6	Institute of Business Management Karachi	22nd October 2018
7	Bahria University	7th September 2018
8	Shaheed Zulfiqar Ali Bhutto Institute of Science And Technology (SZABIST)	16th of January 2019