

SZABIST

SELF-ASSESSMENT REPORT

**Master of Business Administration
(MBA) - 90 Credit Hours**

Islamabad Campus

Spring 2016



Table of Contents

Executive Summary	I
Program Team Report	II
Program Self-Assessment Checklist	III
Assessment Team Report	IV
Program Team Registration Forms	V
Assessment Team Registration Forms	VI

SZABIST

SELF-ASSESSMENT REPORT

Executive Summary



**Quality Enhancement Cell
Institutional Research Department**

**Self-Assessment Report
Executive Summary**

MBA-90 Credit Hours Program-SZABIST Islamabad Campus

Introductions

SZABIST- Quality Enhancement Cell (QEC) since its inception has been active in promoting its core function of bringing standardization to **SZABIST**'s academic programs in line with the guidelines enunciated by the Higher Education Commission. In this regard, till Spring 2016, majority (58 of 62) programs offered at **SZABIST** were selected for Self-Assessment process.

QEC conducted a number of workshops to create awareness of the Self-Assessment process and its significance in further improving the quality of education at **SZABIST**. In Islamabad Campus, Self-Assessment process of all the programs was simultaneously initiated. In this regard, twelve programs from Management Sciences, three programs from Computer Sciences, three programs from Social Sciences and one program was from Media Sciences department. The highlights of MBA-90 Credit Hours Self-Assessment process were as follows:

1. Nomination of Program Team (PT)

The PT was nominated by the Head of Management Sciences Department, Mr. Amer Riaz Qureshi on March 22, 2016. Following were the members of the PT:

- (i) *Dr. Daniel Pirzada*
- (ii) *Mr. Aziz Ahmed Chaudhry*

2. Submission of PT Report

The PT submitted the report on May 3, 2016. The QEC examined the report, identified shortcomings and communicated the same to the PT. After incorporating QEC suggestions, the report was finalized on June 13, 2016.

3. Nomination of Assessment Team (AT)

The AT was nominated by the Head of IR/QEC, Dr. Muhammad Altaf Mukati and Ms. Faryal Shahabuddin on June 21, 2016. Following were the members of the AT:

- (i) *Mr. Ahmed Ali Qureshi*
- (ii) *Ms. Sana Mukhtar*



4. Date of Submission of AT Report

The AT Report was submitted on July 7, 2016.

5. AT Findings and Recommendations

Following are the some of the recommendations made by the AT to overcome the major shortcomings in the program:

- (i) No career development, Training programs or workshops for the Faculty, it is suggested that Faculty should also be encouraged and supported to attend trainings or workshops in other organizations. There should be training programs for the faculty so that they can enhance their skills and knowledge in multiple fields. This will bring innovation and diversity. These training programs can be both at national or international levels.
- (ii) Lack of Referral system and follow ups of the MoUs, it is suggested.
- (iii) Lack of Practical skill development in Accounting and finance. It is suggested that pertinent financial software must be present in the labs for practical skill development.
- (iv) Lack of Industry/ corporate sector oriented elective courses. It is advised that new elective courses to be introduced according to contemporary industry requirements.

6. Preparation of Assessment Results Implementation Plan Summary

The AT prepared the Assessment Results Implementation Plan Summary by highlighting the weaknesses of the program and suggesting remedial measures. The Management Sciences Department plans to implement the suggested corrective measures in the near future to improve the quality of education delivered at **SZABIST**.

SZABIST

SELF-ASSESSMENT REPORT

Master of Business Administration (MBA) - 90 Credit Hours

Islamabad Campus

Program Team Report

Spring 2016



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

Program Team Report

MBA-90 credit Hours

Spring 2016

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology,
Islamabad



Table of Contents

CRITERION 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES	1
Criterion 1: Program Mission, Objectives and Outcomes	2
Standard 1-1: Program Measurable Objectives.....	2
a. Mission Statement.....	2
b. Program objectives.....	3
c. Program Outcomes.....	3
d. Describe how each Objective is aligned with the Program, and Institution Mission Statements.....	4
e. Elements of Strategic Plan	5
f. Program Objectives Assessment	6
Standard 1-2: Program documented outcomes for graduating students.....	7
a. Program Measureable Objectives.....	7
b. Employer Survey.....	8
c. Alumni Survey	8
d. Graduating Student Survey- MBA 90.....	10
Standard 1-3 Assessment Results and Improvement Plans.....	10
a. Describe the action taken based on the periodic assessments	10
b. Describe program improvement plans based on recent assessments	10
c. Strengths and weaknesses of the program	11
d. Significant future plans for the program.....	11
Standard 1-4 Overall performance using Quantifiable Measures	12
a. Indicate percentage of successful students during study years showing their average CGPA per semester, time required to complete the program, and dropout ratio of students.12	
b. Indicate the percentage of employers that are strongly satisfied with the performance of the department's graduates (Use employer's survey).....	13
c. Percentage of student evaluation/assessment results for all the courses and faculty	13
d. Percentage/list/number of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research.....	14
e. Number of short courses, workshops, seminars organized on community service level	14
f. Faculty and student surveys results to measure the administrative services provided...	19
CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION	20



Criterion 2: Curriculum Design and Organization.....	21
Standard 2-1: Courses vs. Objectives.....	21
a. Title of degree program.....	21
b. Definition of Credit Hour.....	21
c. Degree Plan	22
d. Table 4.3 Curriculum Course Requirements.....	23
e. Describe how the program content (courses) meets the program Objectives.....	24
f. Courses versus Outcomes.....	25
Standard 2-2 Theory, Problem Analysis / Solution and Design	26
Standard 2-3 Major Requirements by Accreditation Body.....	26
Standard 2-4, 2-5, 2-6 indicate how courses within the program satisfy requirements of the Accreditation Bodies	27
CRITERION 3: LABORATORIES AND COMPUTING FACILITIES.....	28
Criterion 3: Laboratories and Computing Facilities	29
Standard 3-1 Lab Manuals / Documentation / Instruction	29
a. Explain how students and faculty have adequate and timely access to the manuals / documentation and instructions.....	29
b. Resources Sufficient.....	30
Standard 3-2 Adequate Support Personnel in Labs.....	30
Indicate for each laboratory adequate support personnel, level of support, nature and extent of instructional support.....	30
Standard 3-3 Adequate Computing Infrastructure and Facilities.....	32
a. Describe how the computing facilities support the computing component of your program.....	32
b. Are there any shortcomings in the Computer Science Infrastructure and facilities?	34
CRITERION 4: STUDENT SUPPORT AND ADVISING	35
Criterion 4: Student Support and Advising.....	36
Standard 4-1 Sufficient Frequency of Course Offering	36
a. Provide the department's strategy for course offering.....	36
b. Explain how often required courses are offered.....	36
c. Explain how often elective courses are offered.....	36
d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency	36
Standard 4-2: Effective Faculty and Student Interaction	37



Describe how you achieve effective student/faculty interaction in courses taught by more than one person such as from faculty members, a faculty member, and a teaching assistant or a lecturer. 37

Standard 4-3: Professional Advising and Counseling 37

 a. Describe how students are informed about program requirements 37

 b. Describe the advising system and indicate how its effectiveness is measured 37

 c. Describe the students counseling system and how students get professional counseling when needed 37

 d. Indicate if student have access to professional counseling; when necessary *Executive Development Centre* (For Student Convenience) 38

 e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies. 39

CRITERION 5: PROCESS CONTROL 41

Criterion 5: Process Control..... 42

Standard 5-1: Admission process 42

 a. Describe the program admission criteria at the institutional level, faculty or department if applicable. 42

 b. Make a flowchart of admission process. 44

 c. Describe policy regarding program/credit transfer. 45

 d. Indicate how frequently the admission criteria are evaluated and if the evaluation results are used to improve the process. 46

Standard 5-2: Registration and Students 46

 a. Describe how students are registered in the program 46

 b. Describe how students’ academic progress is monitored and how their program of study is verified to adhere to the degree requirements 47

Standard 5-3: Faculty Recruitment and Retention Process 51

 a. Describe the process used to ensure that highly qualified faculty is recruited to the program..... 51

 b. Flow Chart..... 52

 c. Indicate methods to retain excellent faculty member..... 53

 d. Indicate how evaluation and promotion processes are in line with institution mission statement..... 53

 b. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement. 56

Standard 5-4: Effective Teaching and Learning Process 56



a. Describe the process and procedures used to ensure that teaching and delivery of course material is effective and focus on students learning process and procedures used to ensure active learning and that courses' learning outcomes are met.	56
b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process.	57
Standard 5-5: Program Requirements Completion Process	57
a. Describe the procedure used to ensure that graduates meet the program requirements	57
b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process.....	58
CRITERION 6: FACULTY	59
Criterion 6: Faculty	60
Standard 6-1 Program Faculty Organizations and Number	60
a. Faculty Resume	60
b. Faculty distribution according to area.....	61
Standard 6-2 Current Faculty Scholarly Activities and Development.....	62
a. Describe the criteria for faculty to be deemed current (updated in the field) in the discipline and based on these criteria and information in the faculty members resume.	62
b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development.....	62
c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development.	62
d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement.	63
Standard 6-3 Faculty Motivation & Job Satisfaction	63
a. Describe programs and processes in place for faculty motivation.....	63
b. Indicate how effective these programs are.	63
c. Obtain faculty input using faculty survey on programs for faculty motivation and job satisfaction	64
CRITERION 7: INSTITUTIONAL FACILITIES	66
Criterion 7: Institutional Facilities	67
Standard 7-1 New Learning Trends	67
a. Describe infrastructure and facilities that support new trends in learning.	67
b. Describe how adequate the lab facilities are for e-learning	68
Standard 7-2 Library Collection and Staff	69
a. Describe the adequacy of the library's technical collection.....	69
b. Describe the support rendered by the library.	70



Standard 7-3: Class-rooms and Office Adequacy	71
a. Describe adequacy of classrooms.	71
b. Describe the adequacy of faculty offices	72
CRITERION 8: INSTITUTIONAL SUPPORT	73
Criterion 8: Institutional Support	74
Standard 8-1: Support and Financial Resources	74
a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation.	74
b. Describe the level of adequacy of secretarial support, technical staff and office equipment.	74
Standard 8-2: Number and Quality of GSs, RAs, and PhD Students.....	75
a. Provide the number of graduate students for the last three years.....	75
b. Provide the faculty graduate student ratio for the last three years.	75
Standard 8-3: Financial support for Library and computer Facilities	76
a. Describe the resources available for the library	76
b. Describe the resources available for laboratories.....	76
c. Describe the resources available for computing facilities.....	76
APPENDIX	77
FACULTY & STAFF HANDBOOK.....	77



CRITERION 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

Standard 1-1	Program Measurable Objectives
Standard 1-2	Program Outcomes
Standard 1-3	Assessment Results and Improvement Plans
Standard 1- 4	Overall Performance Using Quantifiable Measures



Criterion 1: Program Mission, Objectives and Outcomes

Standard 1-1: Program Measurable Objectives

a. Mission Statement

Mission Statement of SZABIST

The Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST) has been established with the objectives of producing highly qualified, scientific and technical personnel to meet the country's requirements; of conducting state-of-the-art scientific and technological research and development in support of the private and public sector; of providing hi-tech scientific and technological assistance to the Pakistan industry to enable it to compete with the world industries in global trading; of providing highly trained scientific and technological personnel to be able to attract the growth of high-tech industries and foreign and Pakistani investment; and of providing a sound socio-economic and scientific base and infrastructure to Pakistan to be able to meet the economic and technological challenges of the 21st century.

Mission Statement of Department of Management Sciences

We are committed to nurturing business professionals by facilitating inquisitive minds in the field of business operations and development through qualified and dedicated faculty and staff without discrimination in the learning process on the basis of financial or physical constraints. Our business management program aims to be the flagship of SZABIST by staying ahead in terms of course development and application leading to excellence in the practical world. We also believe in building a strong alumni network that serves as a beacon to our graduating students.

Program Mission Statement

The program aims to groom the students to be market leaders in the current competitive environment through imparting specialized business knowledge, desired business skills and equip the individuals to perform at challenging managerial positions in the market.



b. Program objectives

Following are the project objectives of MBA-90 Credit hours

The program is intended to:

- i. Provide theoretical knowledge of functional areas at strategic level of local and global organizations.
- ii. Equip with tools for efficient and ethical decision making in a diverse global business organizations.
- iii. Enhance the knowledge and skills in the specialized field of interest.
- iv. Acquaint with advanced research tools and report writing.
- v. Develop teamwork, leadership and entrepreneurial skills.

c. Program Outcomes

By fulfilling the objectives of the MBA program, the department set the following measurable outcomes at the time of graduation.

- i. Acquire, assimilate, process and interpret complex information for strategic level decision making
- ii. Critically develop solutions for typical business problems while recognizing the opportunities and challenges of globalization.
- iii. Understand and balance costs and benefits, develop alternatives and systematically apply tools of analysis by choosing among alternatives policies.
- iv. Work within teams and multi-disciplinary environments.
- v. Utilize analytical tools for decision making in a business world of complex business issues and problems.
- vi. Apply the body of knowledge in the functional areas of business at strategic level.
- vii. Recognize the need for, and ability to engage in continuing professional development.
- viii. Appreciate the importance of diversity issues and opportunities in the business world.
- ix. Identify the business research problems and suggest viable solutions through scientific research.
- x. Prepare and present research project report in diverse academic and business forums.



d. Describe how each Objective is aligned with the Program, and Institution Mission Statements

Objectives	Alignment with program, and institution mission statement
Provide theoretical knowledge of functional areas at strategic level of local and global organizations.	Understanding of Strategic business environment and high level critical Thinking for applied business insight
Equip with tools for efficient, effective and ethical decision making in a diverse global business environment.	Imparting quality theoretical knowledge using lectures and up to date real world cases, and business research projects
Enhance the knowledge and skills in the specialized field of interest.	Contemporary and renowned Real-world business cases in the specialized fields of, HRM, Finance, Marketing and Supply Chain Management
Acquaint with advanced research tools and report writing.	Conducting research on contemporary academic debates in the specialized business areas of HRM, Finance, Marketing and Supply Chain Management through the use of thorough and robust literature reviews coupled with the appropriate statistical and qualitative research tools.
Develop teamwork, leadership and entrepreneurial skills.	Preparing the individuals to work in physical and geographically dispersed teams which have become a norm for global MNCs, and to be able to handle leadership and entrepreneurial roles in both new startups and mature MNC environments.

Table 1.1: Objective is aligned with program, department, and institution mission statements



e. Elements of Strategic Plan

Our academic strategic plan is based on our mission to be a student-centered department that prepares broadly educated, technologically proficient and highly productive citizens.

1. **An Integrated Academic Experience:** An integrated academic environment fosters connections among disciplines, between faculty and students, and with campus and community. Such an integrated experience is rich in opportunities for exploration, discovery and learning. It provides diverse perspectives, and it prepares students to be thoughtful competent citizens able to contribute to the common good. We achieve this goal through ongoing collaborative efforts that involve administration, faculty, students and staff.
2. **Diverse Curriculum:** Keeping in mind that a well-designed academic curriculum needs not only to be comprehensive and effective but also flexible. Therefore, global changes emerge and demands of the field evolve, the curriculum is revised without losing its commitment to quality. For this purpose, a wide range of core and electives courses are offered to ensure that the curriculum is responsive to the ever changing needs of business field.
3. **Research and Development:** Student research, especially which is connected to real world concerns, not only enhances critical thinking and analytical skills for students, it also enriches research scholarship and benefits the country. The Management Sciences department engages students as researchers by integrating research opportunities into the curriculum.
4. **Co-curricular Learning:** In order to promote learning that is active, self-motivated, exploratory and attentive, a wide range of learning opportunities, both curricular and co-curricular are used. It includes student research, internships, recreational and athletic programs, and co-curricular opportunities, such as, academic societies and student councils. It should be noted that a 6 week internship with a reputable company is a compulsory pre-requisite for graduation. This is to give the students a foretaste of what actually happens in industry, an effort to bridge the gulf between the classroom and the industry.



f. Program Objectives Assessment¹

Objective	How measured	When measured	Improvement/issues	Improvement made
Provide theoretical knowledge of functional area at strategic level of local and global organizations.	Course Outline, midterm examination, final examination, assignments and project reports	Every Semester	Curriculum needs to be updated periodically, latest edition books with contemporary real world business cases need to be included in the curriculum.	Curriculum Committee informed to bring in the requisite changes.
Equip with tools for efficient, effective and ethical decision making in a diverse global business environment.	Course Outline, midterm examination, final examination, assignments and project reports	Every Semester	Need more focus on business analytics systems in vogue for informed decision making in modern MNCs and ethical decision-making concepts and their applications.	Pertinent Guest speakers are invited to class sessions to enhance awareness regarding industry standards in vogue.
Enhance the knowledge and skills in the specialized field of interest.	Relevant Practical Project Reports, and Assignments	Every Semester	Need to bring in effective guest speakers from the relevant industries.	Courses introduced to rectify this issue Further, in discussion to add foundation courses in the first-year of the program.
Acquaint with Advanced research tools and report writing.	Final Project/Research Report	Every Semester	English-writing skills are sub par	Voluntary registration based English proficiency sessions have been arranged to improve the situation.
Develop teamwork, leadership and entrepreneurial skills.	Group assignments, final reports and presentations.	Every Semester	Need better documentation	

Table 1.2: Program Objectives Assessment²

¹ Source of Information: Program Manager

²Table 1.2 of PT Report is the Table 4.1 (Program Objectives Assessment) of AT Report



Standard 1-2: Program documented outcomes for graduating students.

a. Program Measureable Objectives³

Program Objectives	Program Outcomes									
	1	2	3	4	5	6	7	8	9	10
1	S	S	S	X	M	S	M	S	S	X
2	S	S	S	S	S	S	M	M	S	X
3	S	S	S	M	S	S	M	M	S	X
4	S	S	M	S	S	S	S	S	S	S
5	M	M	M	S	S	S	S	S	M	M

Table 1.3: Outcomes versus Objectives⁴

Legend:

S = Substantial contribution to the objectives

M = Moderate contribution to the objective

X = No contribution to the objective

³ Source of Information: Program Manager

⁴ Table 1.3 of PT Report is the Table 4.2 (Outcomes versus Objectives) of AT Report



b. Employer Survey⁵

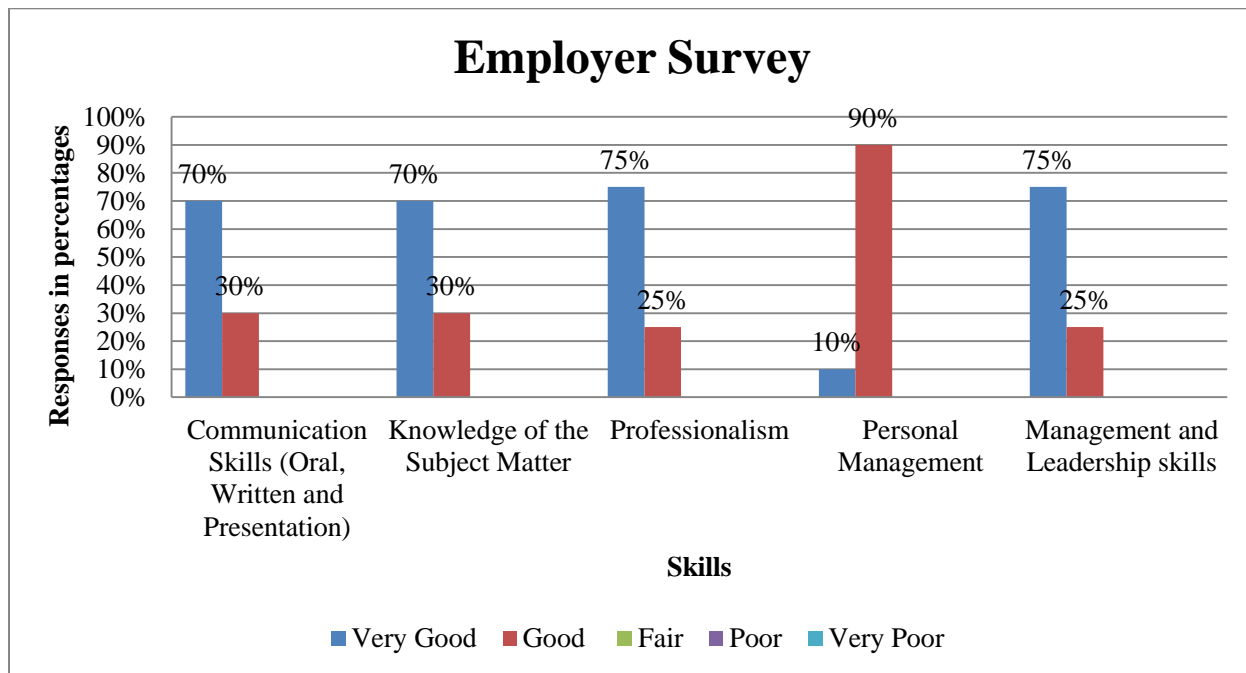


Figure: 1.1

c. Alumni Survey⁶

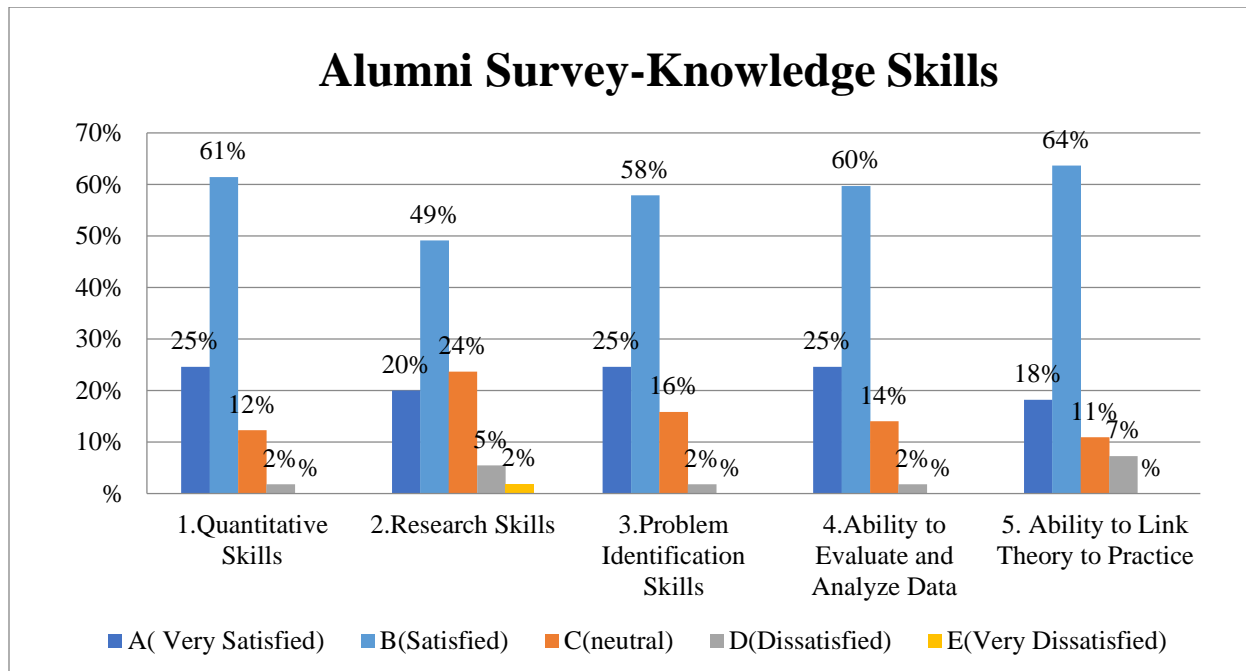


Figure: 1.2

⁵ Source of Information: Employers' Survey

⁶ Source of Information: SZABIST Alumni Survey

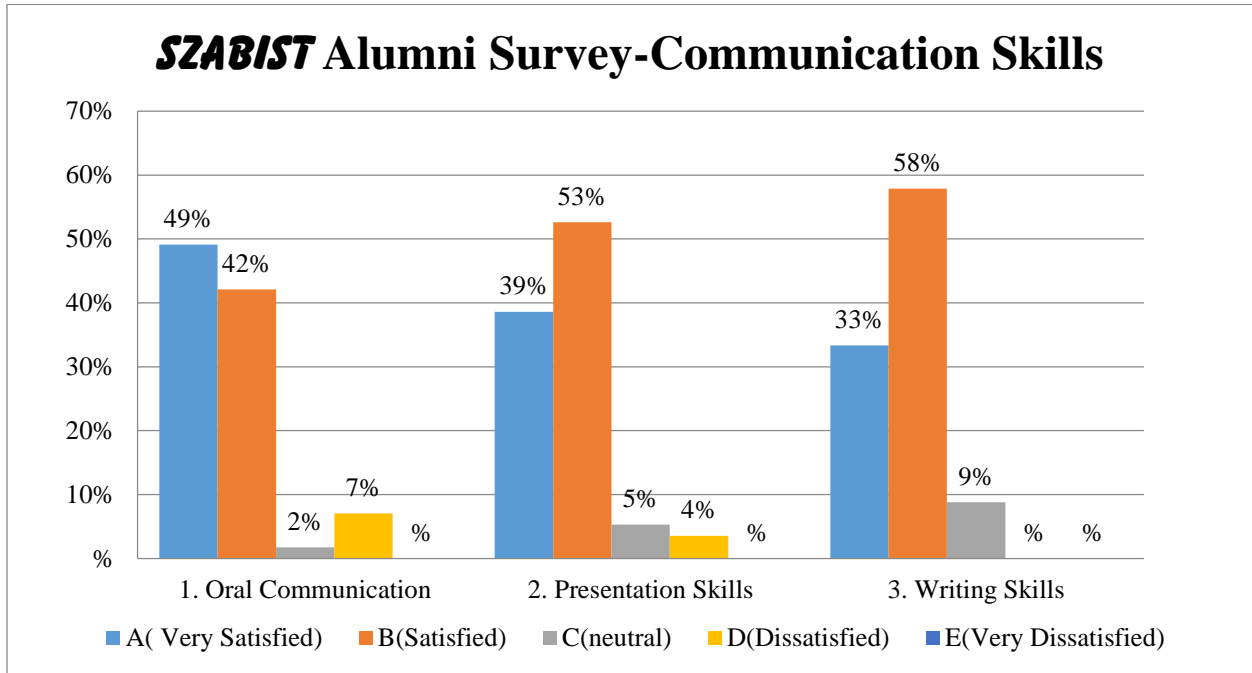


Figure: 1.3

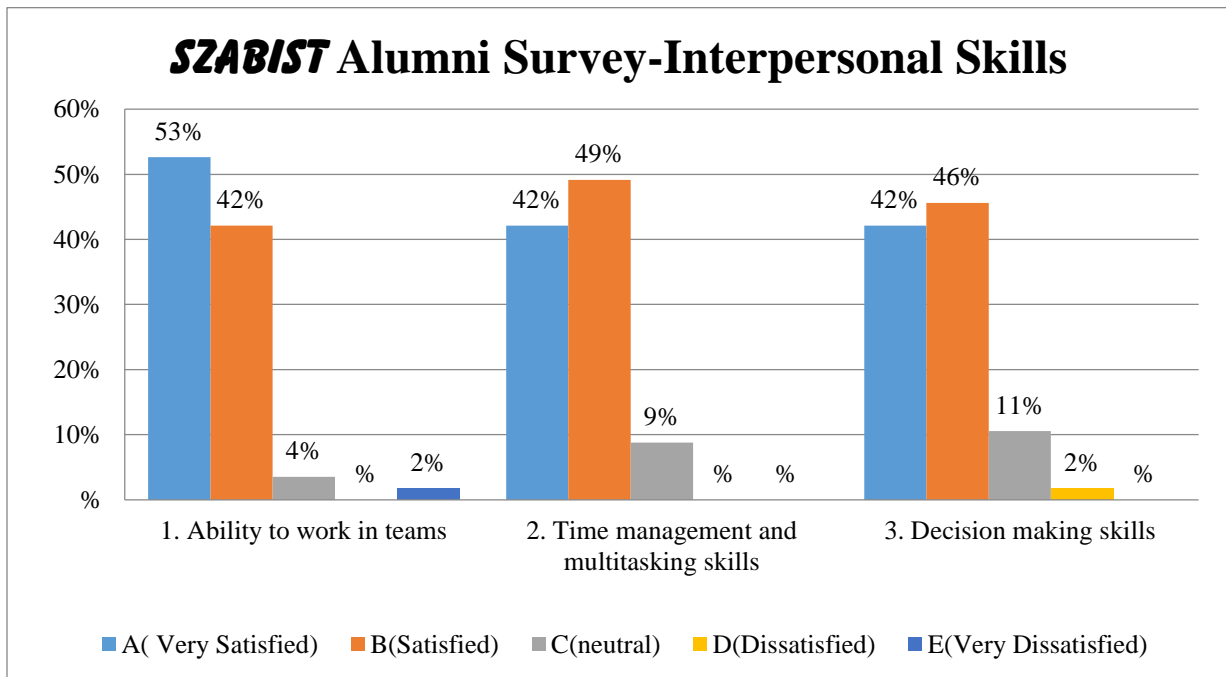


Figure: 1.4



d. Graduating Student Survey⁷ - MBA 90

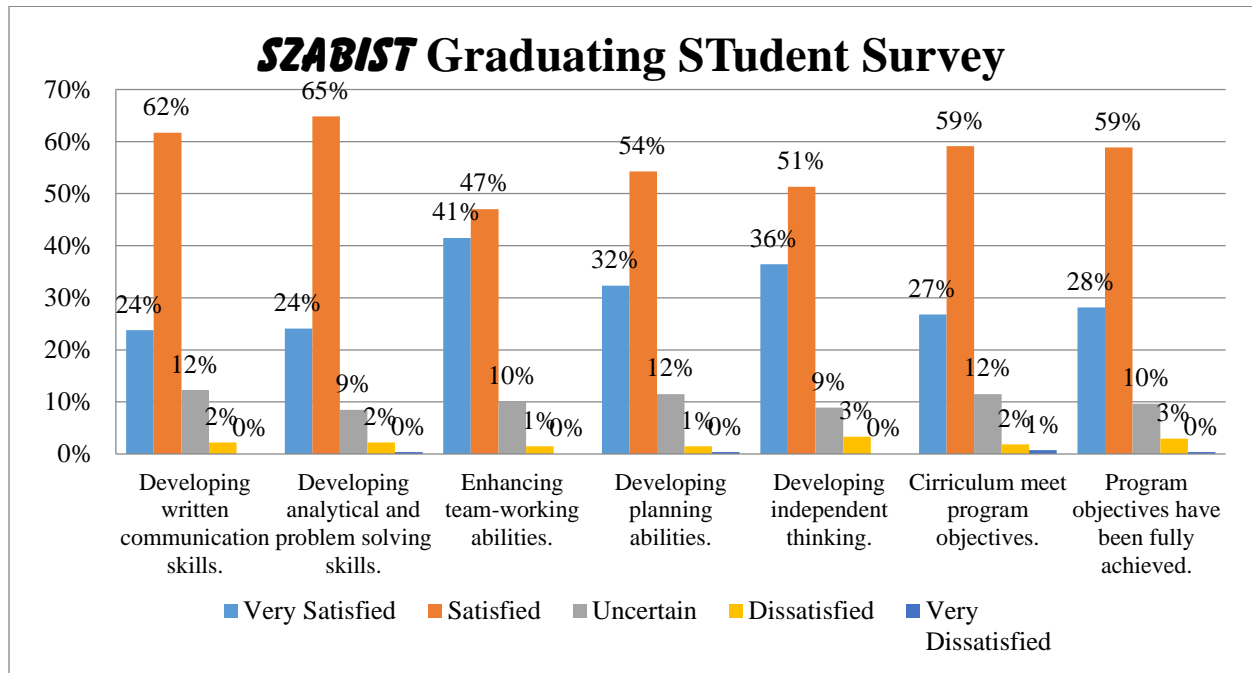


Figure: 1.5

Standard 1-3 Assessment Results and Improvement Plans⁸

a. Describe the action taken based on the periodic assessments

Assessments occur periodically in the following manner:

Student evaluation of course instructors and the course in the 5th week in order to determine “gaps” in the overall learning processes. Instructors with weak evaluations are asked to improve course delivery in the weak areas identified through the evaluation process. If this fails, retention of such course instructors is not maintained for the requisite course and if the issue persists in others relevant area courses, then the instructor is let go of by the program.

b. Describe program improvement plans based on recent assessments

- i. Periodic Preparation of Program Improvement Plan based on Recent Assessment.
- ii. Revamp finance courses and introduce strategic level finance and economics course to provide global perspective of the world economy.

⁷ Source of Information: SZABIST Graduating Students’ Survey

⁸ Source of Information: Program Manager



- iii. Course outlines are being updated to include the latest edition books with contemporary real world business cases.
- iv. Integrate research project with the areas of specialization by reducing the group size and include industry projects as well along with theoretical and academic research.
- v. Introduce new specialization areas changing course delivery from traditional classroom lectures to a multifaceted practical projects, real world scenario based discussions, applied real world assignments and case-based teaching methodology.

All above depends on the approval of board of studies (BoS).

c. Strengths and weaknesses of the program

Strengths of the MBA 90 Credit-hour program include:

- i. A sizable number of competent permanent faculty.
- ii. Seminars and workshops conducted on a frequent basis.

Weaknesses of the MBA 90 Credit-hour program include:

- i. Lack of industry/corporate professionals teaching elective courses.
- ii. Need to develop practical lab-related skills building exercises in areas of accounting and finance
- iii. Dismal alumni relations management (by the EDC/EDO) resulting in poor institutional placement efforts being possible.

d. Significant future plans for the program

- i. Appointment of even more permanent faculty
- ii. Accreditation from professional body of NBEAC
- iii. Membership of professional bodies
- iv. Introducing the numerical subject in first semester
- v. Establishment of Alumni association
- vi. Establishment of Executive Development Center



Standard 1-4 Overall performance using Quantifiable Measures

- a. Indicate percentage of successful students during study years showing their average CGPA per semester, time required to complete the program, and dropout ratio of students.

Average CGPA (MBA-90)⁹

Semester GPA	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Total Average
Average GPA	3.1	3	3	3	3	3.19	3.02

Table 1.4: Average CGPA

Drop-out ratio of student every semester¹⁰

	Fall - 2012	Spring - 2013	Fall - 2013	Spring - 2014	Fall- 2014	Spring - 2015	Total Average
Dropout	0	0	0	1	0	0	0
Enrollment	0	3	9	9	4	9	5.67
Drop out Ratio	0	0	0	0.11	0	0	0

Table 1.5: Dropout Ratio

⁹ Source of Information: Records

¹⁰ Source of Information: Records and Academic Support Office



b. Indicate the percentage of employers that are strongly satisfied with the performance of the department's graduates (Use employer's survey)

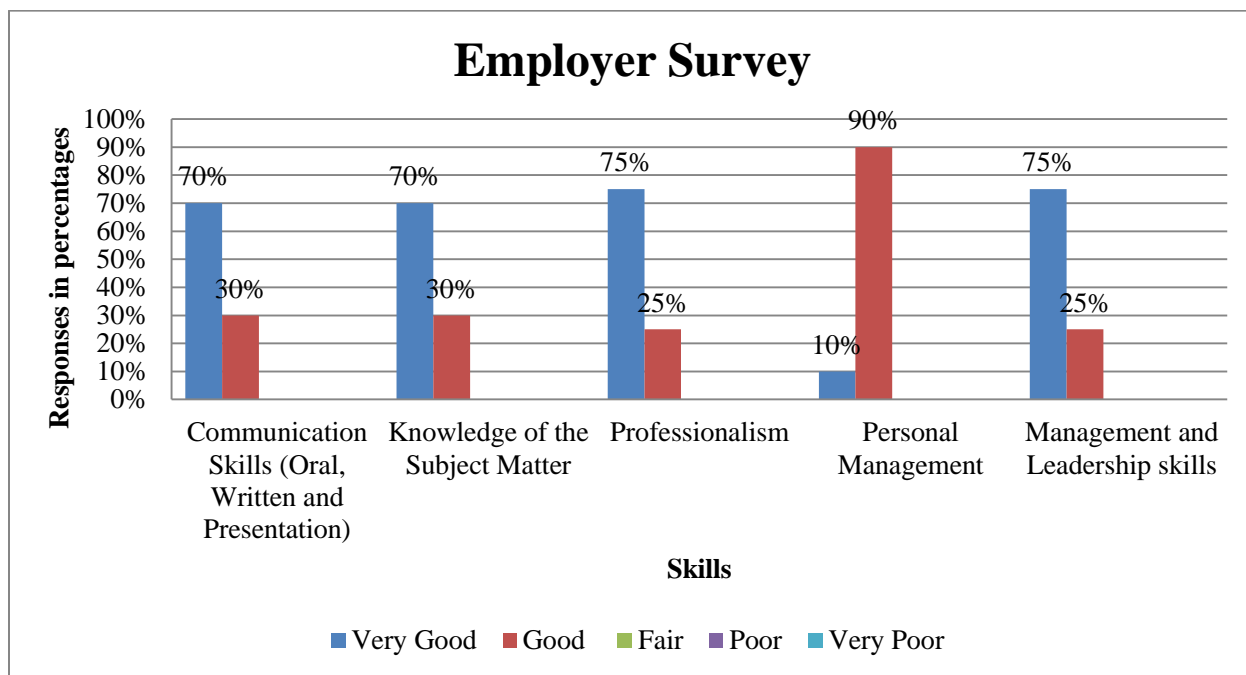


Figure 1.6

c. Percentage of student evaluation/assessment results for all the courses and faculty¹¹

MBA 90							
Faculty & Course Rating							
Year	Semester	Excellent	Very Good	Good	Satisfactory	Not Satisfactory	Poor
2012	Spring	12.5	25	25	37.5	0	0
	Fall	21.42	28.57	21.42	28.57	0	0
2013	Spring	50	42.8	0	7.2	0	0
	Fall	33.3	33.3	26.6	6.8	0	0
2014	Spring	68.75	12.5	6.25	12.5	0	0
	Fall	60	20	20	0	0	0
2015	Spring	40.47	40.74	4	14.79	0	0

Table 1.6: Faculty & Courses Rating

¹¹ Source of Information: Academic Support Office



- d. Percentage/list/number of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research.

Publications (July 1st, 2014 – June 30th, 2015¹²)

Publications of Faculty

Publications in International Journal(s)

- Muhammad Azam, Abdul Qayyum Khan, Khalid Zaman, **Mehboob Ahmad** (2015), Factors determining energy consumption: Evidence from Indonesia, Malaysia and Thailand, *Renewable and Sustainable Energy Reviews*, Volume 42, February 2015, Pages 1123-1131, ISSN 1364-0321, <http://dx.doi.org/10.1016/j.rser.2014.10.061>.
- **Mahvesh Ali Khan**, Dr. Muhammad Nouman (2015) Women Entrepreneur's Leadership Style: Individual Level Qualitative Study Using The Case Study Strategy. *Business and Economic Review*. Vol 4. No. 2.

Publications in International Conference(s)

- **Khan, M. A.** (2015). An Empirical Study of Determinants of Teachers' Effectiveness in Higher Education Institutions in Pakistan. In S.F. Tang, L. Logonnathan, (Ed.), *Taylor's 7th Teaching and Learning Conference 2014 Proceedings, Holistic Education: Enacting Change* (pp. 295-310). Springer Publication, New York, USA.
- **Khan, M. A.**, & Usman, M. (2015). Education Quality and Learning Outcomes in Higher Education Institutions in Pakistan. In S.F. Tang, L. Logonnathan, (Ed.), *Taylor's 7th Teaching and Learning Conference 2014 Proceedings, Holistic Education: Enacting Change* (pp. 449-463). Springer Publication, New York, USA.

- e. Number of short courses, workshops, seminars organized on community service level¹³

¹² Source of Information: Faculty Members

¹³ Source of Information: Student Adviser



Seminars		
Sr. No.	Activity	Year
1	Seminar on “Importance of International Humanitarian Law & Working of ICRC”	2015
2	Seminar on Iqbal, as a Re-structor of Religious Thought in Islam	2015
3	"Harassment" Awareness Seminar	2015
4	Seminar on Electoral Reforms	2015
5	Seminar on Entrepreneurship and Corporate Culture	Fall 2015
6	Seminar by AISEC	2015
7	Seminar on Kashmir	2015
8	Seminar on "Role of Drama in Our Society"	2015
9	Awareness Seminar: United States Exchange Programs	2015
10	Seminar on Pak-China Corridor	2015
11	Seminar on Self Awareness by Mr. Rizwan	2015
12	Thalassemia Seminar and Blood Donation Camp by Pakistan Bait-ul-maal	2015
13	Seminar on Nazaria-e-Iqbal	2015
14	Seminar on National Action Plan	2016
15	Seminar on Entrepreneurship and Corporate Culture	Fall 2015
16	Seminar by AISEC	2015
17	Awareness Seminar: United States Exchange Programs	2015
18	Seminar on Pak-China Corridor	2015
19	Seminar on Self Awareness by Mr. Rizwan	2015
20	Thalassemia Seminar and Blood Donation Camp by Pakistan Bait-ul-maal	2015
21	Seminar on National Action Plan	2016
Workshops		
Sr. No.	Activity	Year
1	Workshop on NVIVO	2015
2	Workshop on NVivo 11	2015
3	Workshop on Qualitative Research	2015
4	Workshop on Data Analysis using SPSS	2015
5	A workshop on ‘Research Writing, Formatting and Style Guidelines’	2015
6	Workshop on E-Views	2015
7	Workshop on NVIVO	2015



8	Workshop on NVivo 11	2015
Others		
Sr. No.	Activity	Year
1	Plantation Day	2015
2	Book Fair	2015
3	Rise for Pakistan Campaign	2015
4	Pakistan Day/Cultural Day/Fun Fair	2015
5	Blood Donation	2015
6	SZABIST Islamabad in Express Education & Career Expo	2015
7	Guest Lecture on 'Cyber Terrorism'	2015
8	IDP's: A Challenge	2015
9	SZABIST Islamabad Participates in "The News Education Expo"	2015
10	Visit of Information Resource Center	2015
11	ZabFM 106.6 Catching up with "Manto" Maestro	2015
12	In Conversation with Manto Team	2015
13	Double Wicket Cricket Tournament October 2015	2015
14	Blood Donation Camp October 2015	2015
15	Career Counselling Session for BSSS Student	2015
16	Movie Night	2015
17	Scavenger Hunt, 2015	2015
18	ZAB-FM 106.6 Auditions	2015
19	Welcome Party 2k15	2015
20	Role of Film-making and Theatre in Society	2015
21	Field Trip of MPM Students to the PMI 4th Annual Conference	2015
22	Retro- with a twist of 90s	2015
23	Sports Week Fall 2015	2015
24	Minute to Win it (Media Sciences Department)	2015
25	Entrepreneur Incubator: Motivation (Information Resource Center)	2015
26	EasyPaisa; Developing Marketing Plan for Corporate Services	2015
27	Entrepreneurship & Freelancing	2015
28	CIMA Knowledge Sharing Session	2015
29	ACCA Information Session	2015
30	PTCL Awareness Program	2015



31	Cultural Event: Gilgit Baltistan Day	2015
32	A Trip to PunjPeer	2015
33	Ajrak and Topi Day	2015
34	Peace in Asia (A Geopolitical Perspective)	2015
35	People Do Not Have Time to Think So They Judge	2015
36	The Jaliawala Affect	2015
37	Speed Programming Competition	2015
38	Career Talk Session	2015
39	Due-e-Fatiha in the Memory of APS Peshawar Attack	2015
40	Presentation on OD Practices	2016
41	Reinvigorating The Vision of Shaheed Zulfikar Ali Bhutto	2016
42	SZABIST Islamabad 6th Convocation	2016
43	Orientation Spring 2016	2016
44	First Aid Training by Pakistan Red Crescent	2016
45	Blood Donation Camp by Pakistan Bait-ul-Mal	2016
46	Plantation Week	2016
47	Screening of Pakistan Vs India Match (Asia Cup 2016)	2016
48	Guest Lecture on Islamic Banking	2016
49	Speaker Program on Effective Business Communication	2016
50	Theme based Painting Competition	2016
51	ZABCOM Knowledge Builder Session; the Cloud Phenomon	2016
52	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016
53	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016
54	All Pakistan Business Plan Competition Winner (FAST Islamabad)	2015
55	Quest 2015: A Business Plan Competition	2015
56	Zab Extravaganza	2015
57	IBP's Superior Qualification (ISQ) Briefing Session	2015
58	Guest Lecture on Social Entrepreneurship	2015
59	Emerging Trends in Strategy	2015
60	An awareness Session on CDC	2015
61	Organizational Development and Change	2015
62	Visit of Information Resource Center	2015
63	Double Wicket Cricket Tournament October 2015	2015
64	Blood Donation Camp October 2015	2015
65	Movie Night	2015
66	Scavenger Hunt, 2015	2015



67	Welcome Party 2k15 Field Trip of MPM Students to the PMI 4th Annual Conference	2015
68	Sports Week Fall 2015	2015
69	Entrepreneur Incubator: Motivation (Information Resource Center)	2015
70	EasyPaisa; Developing Marketing Plan for Corporate Services	2015
71	Entrepreneurship & Freelancing	2015
72	CIMA Knowledge Sharing Session	2015
73	ACCA Information Session	2015
74	PTCL Awareness Program	2015
75	A Trip to PunjPeer	2015
76	Ajrak and Topi Day	2015
77	Peace in Asia (A Geopolitical Perspective)	2015
78	People Do Not Have Time to Think So They Judge	2015
79	The Jaliawala Affect	2015
80	Career Talk Session	2015
81	Due-e-Fatiha in the Memory of APS Peshawar Attack	2015
82	Presentation on OD Practices	2016
83	Reinvigorating The Vision of Shaheed Zulfikar Ali Bhutto	2016
84	SZABIST Islamabad 6th Convocation	2016
85	Orientation Spring 2016	2016
86	First Aid Training by Pakistan Red Crescent	2016
87	Blood Donation Camp by Pakistan Bait-ul-Mal	2016
88	Plantation Week	2016
89	Screening of Pakistan Vs India Match (Asia Cup 2016)	2016
90	Guest Lecture on Islamic Banking	2016
91	Speaker Program on Effective Business Communication	2016
92	Theme based Painting Competition	2016
93	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016

Table 1.7: Workshops/Seminars/Guest speaker session



f. Faculty and student surveys results to measure the administrative services provided.¹⁴

Following is the survey results to measure the services provided.

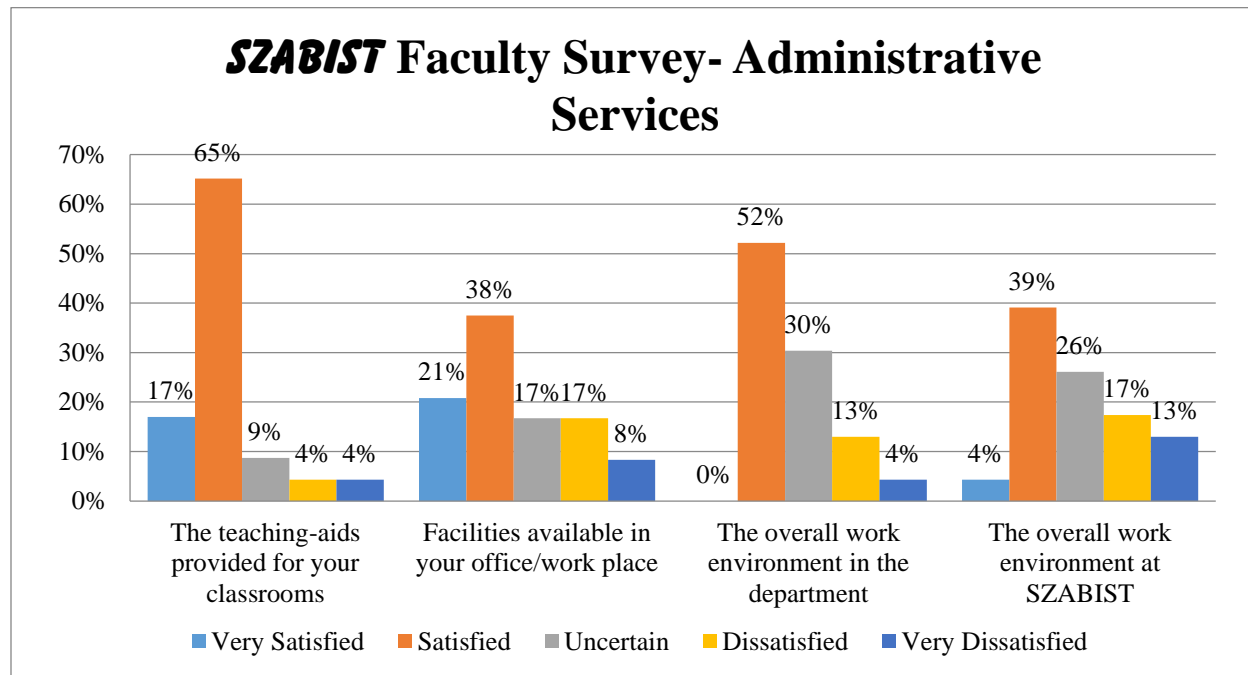


Figure 1.7

¹⁴ Source of Information: SZABIST Faculty Survey



CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Standard 2-1	Courses vs. Objectives
Standard 2-2	Theory, Problem Analysis / Solution and Design in Program
Standard 2-3	Mathematics & Basic Sciences Requirements
Standard 2-4	Major Requirements as Specified by Accreditation Body
Standard 2-5	Humanities, Social Sciences, Arts, Ethical, Professional & Other Requirements
Standard 2-6	Information Technology Content Integration throughout the Program
Standard 2-7	Communication Skills (Oral & Written)



Criterion 2: Curriculum Design and Organization

Standard 2-1: Courses vs. Objectives

a. Title of degree program

Masters in Business Administration (90 credit hours)

b. Definition of Credit Hour

All of the courses comprise 3 credits each resulting in a total of 90 credits for the whole program.



c. Degree Plan

First Semester	Second Semester	Third Semester	Fourth Semester	Fifth Semester	Sixth Semester
BA 5301 Financial Accounting (3)	BA 5401 Introduction to Business Finance (3)	BA 5105 Financial Management (3)	BA 5411 Cost and Management Accounting (3)	BA 5208 Strategic Finance (3)	BA 5203 Strategic Marketing (3)
BA 5311 Personal Management (3)	BA 5305 Statistics and Mathematics for Business (3)	BA 5405 Statistical Inference (3)	BA 5xxx Elective-II (3)	BA 5xxx Elective-IV (3)	BA 5xxx Academic Research Project (6)
BA 5602 Oral Communication and Presentation Skills (3)	BA 5418 Managerial Communication (3)	BA 5503 Logical and Critical Thinking (3)	BA 5xxx Elective-I (3)	BA 5xxx Elective-III (3)	Or BA 5xxx Business Research Project (6)
BA 5317 English Writing Skills (3)	BA 5404 Marketing Principles (3)	BA 5106 Marketing Management (3)	BA 5501 Applied Research Methods (3)	BA 5406 Entrepreneurship (3)	BA 5308 International Business (3)
BA 5419 Business Management and Ethics (3)	BA 5408 Business Economics (3)	BA 5207 Organizational Behavior (3)	BA 5205 Human Resource Management (3)	BA 5104 Strategic Management (3)	BA 5601 Strategic HRM (3)

Table 2.1: Degree Plan

Arrow shows the pre-requisite course.

All courses are of 3 credits except research project which is of 6 credits.



d. Table 4.3 Curriculum Course Requirements

Semester	Code	Core Courses		Elective Courses
		Business	Support	
1.	BA 5301	Financial Accounting (3)		
	BA 5311		Personal Management (3)	
	BA 5317		English Writing Skills (3)	
	BA 5419	Business Management and Ethics (3)		
	BA 5602		Oral Communication and Presentation Skills (3)	
2.	BA 5305		Statistics and Mathematics for Business (3)	
	BA 5401	Introduction to Business Finance (3)		
	BA 5404	Marketing Principles (3)		
	BA 5408		Business Economics (3)	
	BA 5418	Managerial Communication (3)		
3.	BA 5105	Financial Management (3)		
	BA 5106	Marketing Management (3)		
	BA 5207	Organizational Behavior (3)		
	BA 5405		Statistical Inference (3)	
	BA 5503		Logical and Critical Thinking (3)	
4.	BA 5205	Human Resource Management (3)		
	BA 5411	Cost and Management Accounting (3)		
	BA 5501	Applied Research Methods (3)		
	BA 5xxx			Elective-I (3)
	BA 5xxx			Elective-II (3)
5.	BA 5104	Strategic Management (3)		
	BA 5208	Strategic Finance (3)		
	BA 5406		Entrepreneurship (3)	
	BA 5xxx			Elective-III (3)
	BA 5xxx			Elective-IV (3)



6.	BA 5203	Strategic Marketing (3)		
	BA 5308	International Business (3)		
	BA 5601	Strategic HRM (3)		
	BA 5xxx	Academic Research Project (6) Or Business Research Project (6)		
	Total	54	24	12

Table 2.2: Curriculum Course Requirements¹⁵

All courses are of 3 credits except research project.

e. Describe how the program content (courses) meets the program Objectives.¹⁶

Group of Courses	Objectives				
	1	2	3	4	5
Basic Business Courses	X	X	X		
Communication Skills Courses				X	X
Information Technology Courses			X	X	
Support Courses		X	X		
Advanced Business Courses	X	X	X		
Specialization Courses			X		
Research Courses			X	X	

Table 2.3: Courses versus Objectives

Basic Business Courses: Financial Accounting, Marketing Principles, Management Principles.

Communication Skills Courses: English writing Skills and Electronic & Business Communication.

Information Technology Courses: Applications of IT in Business and Management Information Systems.

Support Courses: Statistics & Mathematics for Business, Business economics and Statistical Inference.

Advanced Business Courses: Cost & Management Accounting, Business Finance, Marketing Management, HRM, Organizational Behavior, Entrepreneurship, Financial Management and Strategic Management, Strategic HRM, Strategic Finance, Strategic Marketing.

¹⁵ Table 2.2 of PT Report is the Table 4.3 (Curriculum Course Requirements) of AT Report

¹⁶ Source of Information: Program Manager



Specialization Courses: Four electives in the specialization field of marketing, finance, HRM and general management.

Research Courses: Applied Research Methods and Research Project.

f. Courses versus Outcomes¹⁷

Group of Courses	Outcomes									
	1	2	3	4	5	6	7	8	9	10
Basic Business Courses	X	X		X				X	X	X
Communication Skills Courses	X	X		X	X		X	X	X	X
Information Technology Courses	X	X		X	X	X		X	X	X
Support Courses	X	X	X		X	X	X	X		X
Advanced Business Courses	X	X	X	X		X		X	X	X
Specialization Courses						X		X		X
Research Courses	X		X						X	X

Table 2.4: Courses versus Outcomes¹⁸

Basic Business Courses: Financial Accounting, Marketing Principles, Management Principles.

Communication Skills Courses: English writing Skills and Electronic & Business Communication.

Information Technology Courses: Applications of IT in Business and Management Information Systems.

Support Courses: Statistics & Mathematics for Business, Business economics and Statistical Inference.

Advanced Business Courses: Cost & Management Accounting, Business Finance, Marketing Management, HRM, Organizational Behavior, Entrepreneurship, Financial Management and Strategic Management, Strategic HRM, Strategic Finance, Strategic Marketing.

Specialization Courses: Four electives in the specialization field of marketing, finance, HRM and general management.

Research Courses: Applied Research Methods and Research Project.

¹⁷ Source of Information: Program Manager

¹⁸ Table 2.4 of PT Report is the Table 4.4 and Table 4.5 (Courses versus Objectives Outcomes versus) of AT Report.



Standard 2-2 Theory, Problem Analysis / Solution and Design¹⁹

The courses comprise of theoretical knowledge and practical applications. In almost all courses students undergo through rigorous projects to apply the knowledge and skills they acquire in a course. Also these diverse projects help them to equip various skills like team building, conflict resolution, and ethical decision making etc., which are necessary for today's complex organizations.

Element	Courses
Theoretical Background	BA 5301, BA 5419, , BA 5305, BA 5401, BA 5404, BA 5408, BA 5418, BA 5105, BA 5106, BA 5207, BA 5205, BA 5411, BA 5104, BA 5208, BA 5203, BA 5308, BA 5601, BA 5602, BA 5405, BA 5503, BA 5406
Problem analysis and solution (Students select any four courses)	BA 5121, BA5122, BA5123, BA5124, BA5129, BA5224, BA5225, BA 5227 BA5132, BA5133, BA5134, BA5135, BA5137, BA5231, BA5232, BA5235 BA5114, BA5117, BA5118, BA5215, BA5216
Research & Applications	BA 5501, BA 5219

Table 2.5: Standard 2-2 Requirements²⁰

Standard 2-3 Major Requirements by Accreditation Body²¹

Major requirements of HEC as specified in “Business Education Plan” July 2007 are met. This document is available at HEC website.

Standards 2-3, 2-5, 2-6 and 2-7 are already specified in the curriculum course requirements and program requirements tables. The course conduct plan is also given in the course outlines.

¹⁹ Source of Information: Program Manager

²⁰ Table 2.5 of PT Report is the Table 4.5 (Courses versus Outcomes) of AT Report

²¹ Source of Information: Program Manager



Standard 2-4, 2-5, 2-6 indicate how courses within the program satisfy requirements of the Accreditation Bodies²²

Program	Basic Business Courses	Communication Skills Courses	Information Technology Courses	Support Courses	Advanced Business Courses	Specialization Courses	Research Courses
MBA 90Credit Hours	BA 5301, BA 5419, BA 5401, BA 5404	BA 5317, BA 5602, BA 5418	BA5306, BA5403	BA 5408, BA 5305, BA 5503, BA 5405	BA 5105, BA 5601, BA 5207, BA 5205, BA 5104, BA 5208, BA 5203, BA 5308, BA 5106	BA5121, BA5122, BA5123, BA5124, BA5129, BA5224, BA5225, BA5227 BA5132, BA5133, BA5134, BA5135, BA5137, BA5231, BA5232, BA5235 BA5114, BA5117, BA5118, BA5215, BA5216	BA5501, BA5219,

Table 2.6: Standard 2-3, 2-4, 2-5, 2-6, and 2-7

Basic business, communication skills and support courses are offered in first two semesters (please see course plan). Advanced and strategic business courses along with specialization courses are offered in second year. Research project, based on business research and specialized courses, is offered in last semester.

²² Source of Information: Program Manager



CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Standard 3- 1	Lab Manuals / Documentation / Instructions
Standard 3- 2	Adequate Support Personnel for Labs
Standard 3- 3	Adequate Computing Infrastructure and Facilities



Criterion 3: Laboratories and Computing Facilities

SZABIST Islamabad is equipped with state-of-the-art computer facilities with around-the-clock high bandwidth connectivity to the Internet. Moreover, the campuses are equipped with Wi-Fi enabled devices providing students with unlimited access to the Internet.

Computer Labs are open to all students for computing and printing facilities from 8:00 am to 09:30 pm from Monday to Saturday and from 09:00 am to 05:30 pm on Sunday.

To avoid disruptions, students are not allowed to enter the labs while classes are in progress. Color and laser printing is available at nominal cost.

To ensure the integrity of the network, students are not allowed to install their own software programs on SZABIST computers. Should additional software be required to undertake a course-related assignment, students first seek the written approval of the concerned faculty and contact the Computer Lab Administrator well in advance to make arrangements for loading the software only on specific workstations.

To handle sudden and abrupt power interruptions, a five minutes power backup is available for all computers. All users are advised to regularly save their work. Students are also strongly encouraged to maintain a backup of their data, as the Lab staff will not be responsible for any loss of data.

Standard 3-1 Lab Manuals / Documentation / Instruction²³

a. Explain how students and faculty have adequate and timely access to the manuals / documentation and instructions

Instructions are clearly written on the Notice Boards pertaining to:

- Lab student IDs
- Uniquely generated E-mail IDs for Student and SZASBIST Islamabad official Correspondence
- Plagiarism Testing (*plagiarism@szabist-isb.edu.pk*)
- Help Desk for students e.g. Software Installation (*systems@szabist-isb.edu.pk*)
- Installed Software with version.
- Internet Usage Proxy Settings
- Instructions and settings to use Printer
- Rules and Regulations for Lab usage

²³ Source of Information: Systems / IT Department



- Lab classes schedule
- ZABDESK queries (support@szabist-isb.edu.pk)

However, No written easy to use manuals are available in the computer Labs for learning to use ZABDESK, Microsoft Office and other related Programs and software.

b. Resources Sufficient

Yes, the resources are sufficient for the program.

Standard 3-2 Adequate Support Personnel in Labs

Indicate for each laboratory adequate support personnel, level of support, nature and extent of instructional support

Computer Laboratories are furnished with a reasonable number of professional personnel's to provide continuous support to the labs, students and faculty.

At SZABIST Islamabad, we have five functional Computer labs. A total of 11 dedicated staff members working at different time slots to ensure unhindered delivery of knowledge.

Shifts	Time Slots	Personnel(s)
Morning	8:00 am -04:00 pm	5
Evening	2:00 pm -10:00 pm	3
General	10:00 am -06:00 pm	3

Table 3.1: Time Slots

Computer Lab 01

Laboratory Title	Computer Lab 01
Location and area	SZABIST Islamabad Campus Ground Floor-Academic Block
Objectives	<ol style="list-style-type: none"> i. General Purpose Lab equipped with General purpose software, Operating Systems ii. Internet connectivity with 1GB/Sec LAN and 20 MB bandwidth iii. Access online digital libraries, SZABIST Islamabad E-Library



	<ul style="list-style-type: none"> iv. Printing Assignments, Articles, research papers, Thesis. v. Available throughout the week for every student vi. Provide adequate computing facilities to every individual with diverse study programs vii. Available Dedicated Print Server and enterprise Printers for fast and controlled printing.
Adequacy for instruction	<ul style="list-style-type: none"> i. 52 Desktop Computers with adequacy of 50-60 students ii. Four AC's (2 Ton) are available for keeping the Computer Labs environment best for sitting and work iii. Multimedia and Public addressing system is available on request. iv. One System Engineer is available for any IT support and help of any faculty students v. One Central 20 KVA UPS Power Supply for more than 8-10 minutes backup
Courses taught	<ul style="list-style-type: none"> i. General Purpose Lab ii. Trainings and Workshops iii. Oracle Primavera iv. SAP v. SPSS vi. E-views
Software available if applicable	Microsoft Windows 7 Professional, MS-Office, Oracle Primavera, etc.
Major Apparatus	Computer Systems
Major Equipment	Dell OptiPlex 330, HP LaserJet P3015, HP Color LaserJet 500 m551
Safety regulations	Available

Table 3.2: Computer Lab Information



Computer Lab 02

Laboratory Title	Computer Lab 02
Location and area	SZABIST Islamabad Campus Ground Floor-Academic Block
Objectives	<ul style="list-style-type: none"> i. For Management courses, prepared for the different Workshops, SPSS, E-views, MS Office etc. ii. File sharing and Printing services
Adequacy for instruction	<ul style="list-style-type: none"> i. 50 Desktop Computers with adequacy of 50-60 students ii. Four 2-Ton ACs are available for keeping the Computer Labs environment best for sitting and work iii. Multimedia and Public addressing system. iv. One System Engineer is available for any IT Technical support and help for any need of faculty members/students v. One Central 20 KVA UPS Power Supply for more than 8-10 minutes backup
Courses taught	Management
Software available if applicable	Windows 7 Professional, SQL Server 2008, MS Office
Major Apparatus	Computer Systems
Major Equipment	HP Compaq dx2310, Sony VPL-DX 120
Safety regulations	Available

Table 3.3: Computer Lab Information

Standard 3-3 Adequate Computing Infrastructure and Facilities²⁴

a. Describe how the computing facilities support the computing component of your program

The MBA-90 (E) is heavily dependent on the facilities provided by SZABIST, Islamabad, in the form of technology as listed below.

²⁴ Source of Information: Systems / IT Department



All labs are equipped with latest software to help in imparting education in a professional manner. Before the start of each term, all computers are checked, repaired, and replaced if needed. Once the term begins, things usually proceed without a hitch.

No.	Particulars	Quantity
1	Servers	10
	IBM Blade Centre HS 21 Chassis S	1
	IBM Blade Centre HS-21	2
	IBM Blade Centre HS-22	1
	Dell PowerEdge R730	2
	Dell PowerEdge T430	1
	Dell PowerEdge 2900	2
	HP Proliant ML370	1
	Dell PowerEdge 1500	1
2	Desktop Computers	206
	Dell OptiPlex 330	52
	HP Compaq dx2310	60
	Dell OptiPlex 7010 Core i7	10
	HP Compaq 8200 Core i7	14
	HP ProDesk 400 Core i7	40
	Apple I Mac systems	8
	Dell OptiPlex 760 core 2 duo	22
3	Multimedia	26
4	Printers	3
	LaserJet Black	2
	Color	1
	Scanner	1
5	UPS	16
	20 KVA	2
	10 KVA	3
	5 KVA	1
	1 KVA	6
	2KVA	4

Table 3.4: Computer Support Facilities

b. Are there any shortcomings in the Computer Science Infrastructure and facilities?

Based on the information given above, it can be concluded that the computer lab facilities are adequate and up to par for the MBA-90 (E) program at SZABIST, Islamabad.

Although the above facilities are shared among SZABIST programs, however the schedules are managed so that each program gets sufficient lab time.



CRITERION 4: STUDENT SUPPORT AND ADVISING

Standard 4-1	Sufficient Frequency of Course Offering
Standard 4-2	Effective Faculty / Student Interaction
Standard 4-3	Professional Advising and Counseling



Criterion 4: Student Support and Advising

Standard 4-1 Sufficient Frequency of Course Offering²⁵

a. Provide the department's strategy for course offering

Department offers Core courses from the beginning and electives are for the final year of program. If 15 or more students who are repeating the course register then we offer the same course again. We continually review course and curriculum as to make these markets competitive.

Generally, the class strength is 8 to 15 students, and classes are merged with classes of MBA (90) credit hours to bring the class strength to 18-25 students.

b. Explain how often required courses are offered

- All courses are offered as per course plan required provided it satisfies the minimum number of student's criteria.
- Various core courses are offered in every semester.
- Course offering is also repeated in summer depends on the requirement of specific courses by the students.
- Research project course is offered in every semester to facilitate those students who are taking less course load.

c. Explain how often elective courses are offered

Elective courses are **offered** for specialization and these are offered in the final year. Students select from the given set of electives courses depending on which discipline of Management Sciences they intend to adopt in future. Required courses outside the department are managed to be offered in sufficient number and frequency.

d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency

- MBA Students are allowed to take courses in other programs on the basis of defined equivalency in course catalogue.
- All elective courses are offered combined for MBA 36, 72, and 90 Credit-hour programs, hence students are allowed to take these electives from all three programs.

²⁵ Source of Information: Program Manager



- Specific elective courses are co-offered with BBA and in that case BBA and MBA students take the course simultaneously.
- Students of MBA are not allowed to take courses in other departments like computer science, social science or media science.

Standard 4-2: Effective Faculty and Student Interaction²⁶

Describe how you achieve effective student/faculty interaction in courses taught by more than one person such as from faculty members, a faculty member, and a teaching assistant or a lecturer.

The department achieves student / faculty interaction through class room discussions and faculty spare exclusive counseling time for individual students.

Standard 4-3: Professional Advising and Counseling²⁷

a. Describe how students are informed about program requirements

Students are informed about program requirements to prospective students through admissions by advertisements, prospectus, and brochures. Once the student has submitted the fee the same is done through student hand book, program managers, orientation, Program representative of SSC- ISB, website and ZABDESK guideline.

b. Describe the advising system and indicate how its effectiveness is measured

The advising services are provided to the students of SZABIST-Islamabad campus through seminars, workshops, faculty members, student advisor, and program managers, SSC-ISB student representatives and industrial tours. The department makes serious efforts to ensure that the students are provided counseling as and when required by visiting the faculty in counseling hours or by appointment.

c. Describe the students counseling system and how students get professional counseling when needed

Student Counseling

Student counseling is pursued when a student needs trusted support and advice about areas of study and possible career whereabouts, growths or changes. This provides an opportunity for

²⁶ Source of Information: Program Manager

²⁷ Source of Information: EDC



students to discuss and discover opportunities in their career plans and works with a qualified professional who understands the difficulties of navigating a career that is rewarding and makes you feel fulfilled. The mission of career counseling department in SZABIST is to promote psychological and social well-being of the student so that would help them better understand their thoughts and feelings about work and education.

How students get benefitted?

Students who seek career guidance and support, the types of issues and topics that will be addressed in sessions may include the following:

- i. Assist students to isolate any deleterious thoughts and behaviors which need to be resolved.
- ii. Pointing out what career path, role, and prospects would make them truly satisfied.
- iii. What could be personal issues that can affect their work life in future and how to confront them?
- iv. Addressing problems which they are facing in work environment that are holding students back.
- v. Guiding students how to make a presentable CV and Cover Letter.
- vi. Assisting students how to find the most suitable job related to their studies and interests.
- vii. Conveying a set of possible goals and a plan of action.
- viii. Taking steps to change one's life and become improved and happier.

d. Indicate if student have access to professional counseling; when necessary Executive Development Centre (For Student Convenience)

The EDC Office's agenda is no less than student facilitation and professional advising. It encourages students seeking counsel, to make the most out of it. Student aspirations and future plans are the driving forces behind his/her motivation. For a sustained motivational environment, the concerned office assists and suggest the students the most appropriate and contemporary ways to achieve desired career outcomes.

Open-Door Policy

The Executive Development Centre believes in an interactive environment. Any student stressed out with bleak career options, is facilitated to the best of EDC's capability. The office incorporates an Open-Door policy for greater accessibility and student convenience.



- e. **Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies.**

Student Development and Counseling Workshops

EDC arranges Workshops comprising of training sessions to acquaint students with the realities of the corporate world, enabling them to make a career congruent with their natural inclinations, aptitudes and interests, and identify several skills and important work-related values that are required on the job. The workshop also coaches students on how to target appropriate jobs and employers.

EDC also arranges interview simulations for graduating students, in collaboration with alumni and corporate sector, to assess and provide feedback for improvement. Relevant students are required to register as per schedule announced by EDC.

Internship Placements

To bridge the gap between classroom and work situation, SZABIST has instituted a mandatory minimum 6-week internship as requirement for degree completion.

Relevant students are required to register as per schedule announced by EDC.

After internship is completed, students are required to write a report on how well the internship enriched the student's learning. This report, along with the 'Internship Certificate' issued by the company and 'Internship Evaluation Form' filled by the company, are to be submitted to the EDC within given deadline.

Those who are already employed may request a waiver by submitting the 'Internship Waiver Form' with minimum 6 month employment certification and any necessary documentation at the time of degree completion. Such requests are approved on a case-to-case basis.

Job Placements

EDC arranges on-campus recruitment drives of reputed national and multinational companies, throughout the year. EDC keeps students informed about various placement opportunities through notice boards, e-groups, and social networking platforms.

Relevant students are required to register as per schedule announced by EDC.

Career Fair

A 'Career Fair' is held on campus, in which leading companies discuss their recruitment procedures, their current resource requirements, and future vacancies, thereby availing the opportunity to interact directly with students.

Most companies also interview potential candidates for job and internship opportunities. Relevant students are required to register as per schedule announced by EDC, so students are required to be formally attired and bring copies of well-written resumes along with them.



Graduate Directory

EDC compiles students' profiles and publishes the annual Graduate Directory for improving the employability of SZABIST graduates in credible organizations. Relevant students are required to provide updated information in required format, as per schedule announced by EDC.

Alumni Relations

EDC endeavors to keep in touch with the SZABIST Alumni and update their contact details and current employment status. To strengthen the bond with their alma mater, the alumni are invited as guest speakers, motivational speakers, and mentors.

EDC hosts reunion dinner for the alumni to provide them with an opportunity for networking.



CRITERION 5: PROCESS CONTROL

Standard 5-1	Admission Process
Standard 5-2	Registration and Students
Standard 5-3	Faculty Recruitment and Retention Process
Standard 5-4	Effective Teaching and Learning Process
Standard 5-5	Program Requirements Completion Process



Criterion 5: Process Control

The processes by which major functions are delivered must be in place, controlled, periodically reviewed, evaluated and continuously improved. To meet this criterion a set of standards must be satisfied.

Standard 5-1: Admission process

- a. Describe the program admission criteria at the institutional level, faculty or department if applicable.²⁸

MBA Program	Criteria
MBA 90 credit hours	For students with a 2-3-year bachelor degree, the MBA Program is a 3-3.5-year program. Thirty courses (90 credits) are needed to graduate. Students are also required to complete a 6-week internship and clear the SZABIST comprehensive exam.

Table 5.1: Admission Process

Admission Process after Announcement of Admission Dates

- Candidate registers online and receives ID and Password
- Candidate fills the form online and submits. (Can also use SZABIST Lab Facilities)
- Application goes to pending area. Admission staff checks the application form in pending area.
Admission staff sends an email to candidate about his/her status i.e. either accepted or rejected or returned to applicant if not filled properly (whatever the decision is)
- Application goes back to applicant for correction and re-submission.
- Students comes along with documents and application processing fee of Rs.1500/-
- Admission staff check documents & issues admit card, (Information regarding test date, time and place)
- Candidate appears for the test
- Test results along with date, time an venue of interview are made available on notice boards, website and online admission site.
- Arrangements for admission test & Interview process, i.e. arrangement of Rooms, Faculty, Food & Refreshments, sitting area for candidates and their parents, Duties of staff and preparation of attendance sheet & score sheet with consultation & help of the office of V.P academics .
- List of accepted & waiting candidates as per merit are made available on Notice Boards, Website and Online Admission Site, Admission letters are sent to the accepted and waiting candidates through courier.

²⁸ Source of Information: Admissions



- Accepted & Writing candidates pay fee before deadline. Preparation of final list by (Records Office) is displayed on Notice Boards, Website and Online Admission System.
- Arrange Orientation.

Admission Criteria

For students with a 2-3-year bachelor degree, the MBA Program is a 3-3.5-year program. Thirty courses (90 credits) are needed to graduate. Students are also required to complete a 6-week internship and clear the SZABIST comprehensive exam.

Continuing of Education for Higher Degree:

Students completing their MBA from SZABIST and desiring to continue their studies in the MS/PhD Program should fill out a Program Continuation Form and submit to the Admission Office during their graduating semester. All requisites have to be completed before advancing to a higher degree program. Updated documentation will be required and new registration number will be allocated at the time registration.



b. Make a flowchart of admission process.²⁹

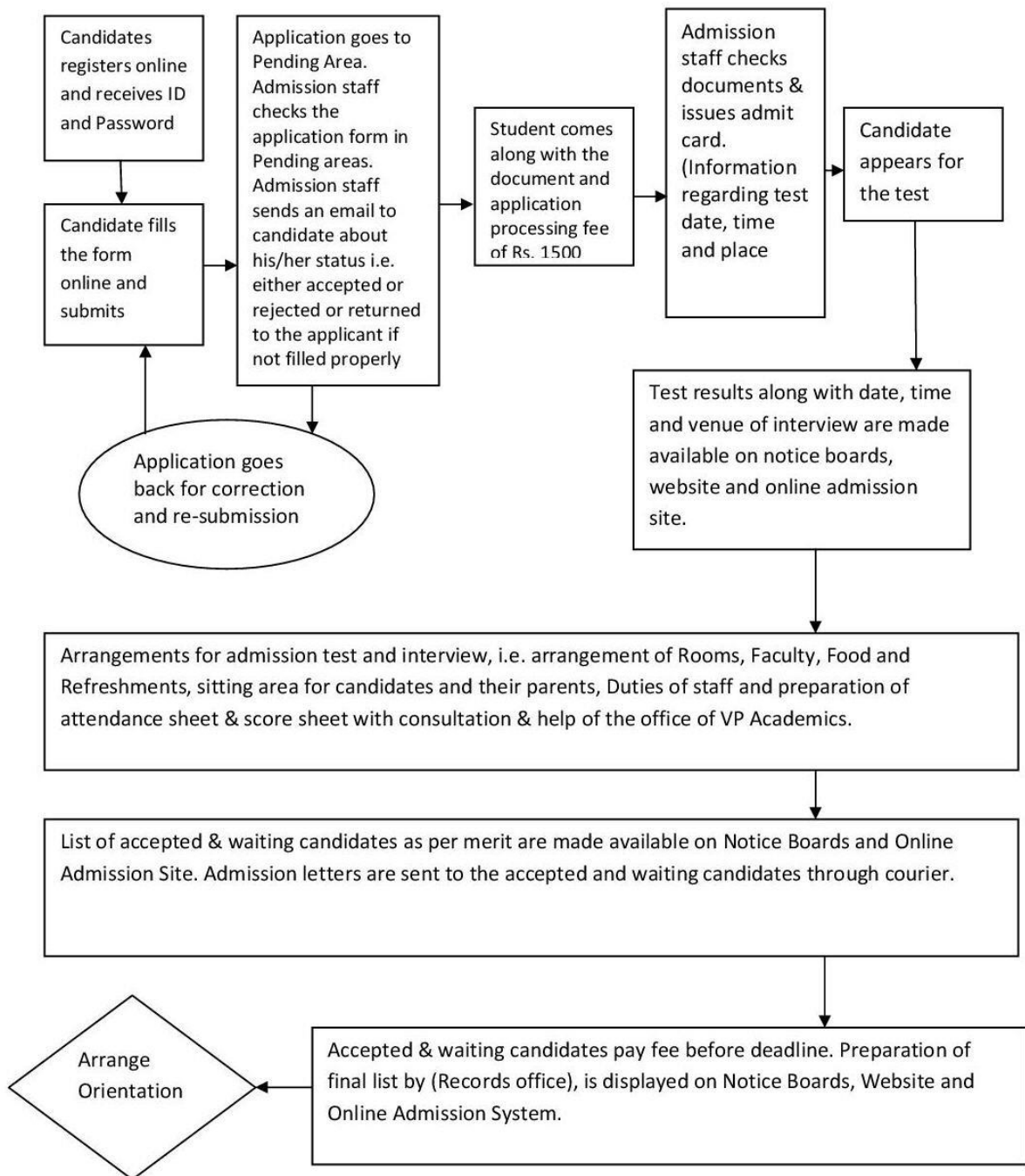


Figure 5.1

²⁹ Source of Information: Admissions



c. Describe policy regarding program/credit transfer.³⁰

• **Transfer**

Following are two types of transfer:

1. Transfer in (Student from other SZABIST campuses come to Islamabad Campus).
2. Transfer out (Student from Islamabad Campus get transferred to other SZABIST campuses).

Transfer In:

- i. Relevant campus contacts us.
- ii. Correspondence with the relevant campus
- iii. Receiving of file
- iv. Checking of documents received in student files.
- v. Conduct student interview with the relevant Program Manager, if recommended.
- vi. Final approval by HOC Academics
- vii. Provide transfer acceptance letter to student
- viii. Submission of fee
- ix. Get clearance of Finance Office.
- x. Send documents to Records Office for registration number.
- xi. Update Profile with the registration number in ZABDESK.
- xii. Inform Students

Transfer out:

- i. Receive application of the students
- ii. Check transfer criteria of the students (completion of 25% courses at original campus)
- iii. Contact and correspond with the relevant campus
- iv. Get approval for the relevant campus
- v. Prepare campus transfer file
- vi. Get clearance by Finance Office, Labs and Library

³⁰ Source of Information: Admissions



- vii. Transfer from approval by relevant Program Manager
 - viii. Send form to Records Office for closing of account and letter grade issuance
 - ix. Get final approval from the VP Academics
 - x. Dispatch form and file to the relevant campus
 - xi. Keep a photocopy of file with Karachi Campus.
- A maximum of up to 50 credits may be considered for transfer into Bachelor program.
 - **Internal Transfer policy**

SZABIST Inter-Campus Transfer

For transfer candidate from other SZABIST campuses, the candidate must fulfill the admission requirements of the local campus he / she wishes to transfer into.

All courses / grades are transferable. A transfer fee will be applicable for students transferring from any other SZABIST campus.

Certificate Course Transfer

For transfer candidates from the SZABIST Certificate Programs, all courses having a letter grade C- or above for the MBA are transferable within one year.

- d. Indicate how frequently the admission criteria are evaluated and if the evaluation results are used to improve the process.³¹**

Admission Criteria and processes are reviewed in the Academic Council meeting, which is held twice a year.

Some of the positive changes in the Admission process during the last year is:

- i) Extended office hours from 9am to 9pm to facilitate applicants during June and July.

Standard 5-2: Registration and Students

- a. Describe how students are registered in the program³²**

The following registration procedure is strictly followed at the beginning of each semester:

- i. Academic Department sends a formal request to ZABSOLUTION which opens all interface of registration for course registration.

³¹ Source of Information: Admissions

³² Source of Information: Academic Support Office



- ii. Program Managers offers courses on ZABDESK and then notices for the registration of courses is announced to the students through Emails and website.
- iii. Students must register through ZABDESK, the automated SZABIST Online Registration System and after that they can do manually which is allowed for 2 days only. For further assistance, they can contact Academic Office.
- iv. Registered students who have paid their fee, but have remained absent for the first four classes, will be forced to de-register from the course.
- v. Students not registered will not be allowed to attend classes. No registration will be allowed two weeks after classes begin.
- vi. For continuing students, only students with a CGPA of 2.00 will be allowed to register in one additional course, which has to be approved by the Program Manager.
- vii. Student on probation will be allowed to register for only N-2 courses.
- viii. Students can register for maximum 02 courses 06 Credit Hours in Summer semester. Summer semester is a remedial semester.

b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements³³

Absence Rules: Students are required to maintain a minimum of 80 percent attendance throughout the semester in order to qualify for the Final Examination. Maximum 3 absences (for courses of 3 hour duration classes) allowed per semester per course; these absences are to be used for any emergency purposes like health problem, family death etc. Please note that two late arrivals are equal to 1 absence. Registered students who have remained absent for more than three classes during the semester, will be awarded an 'F' grade in that course.

Leave Rules: There are no leaves at SZABIST. Students are required to manage their attendance as per above guidelines. However, one additional absence is allowed if the student is travelling for Hajj, subject to submission of documentation and requisite approval by Program Manager.

General Marks Distribution: General marks distribution (not applicable to all courses/programs) is as follows:

Tests (for 1.5 hour session courses) optional 20 %

Midterm Examination 30 %

³³ Source of Information: Academic Support Office



Assignments 5-10 %

Quizzes 5-10 %

Term Paper, Project and Presentation 10-15 %

Final Examination 35-40 %

Depending on the course content, a deviation of 10 percent is permissible at faculty's discretion. Thesis policies vary between departments. For further details consult the relevant Program Manager or Head of Department.

Grading Plan: The following Letter Grade Plan is followed at SZABIST:

Letter Range Grade Point

A+ 95 – 100 4.00

A 91 – 94 3.75

A- 87 – 90 3.50

B+ 83 – 86 3.25

B 79 – 82 3.00

B- 75 – 78 2.75

C+ 72 – 74 2.50

C 69 – 71 2.25

C- 66 – 68 2.00

D+ 64 – 65 1.75

D 62 – 63 1.50

D- 60 – 61 1.25

F < 60 0

In certain cases, the following Letter Grades are assigned.

Letter Remarks:

S Satisfactory

U Unsatisfactory

I Incomplete



- W Withdrawn
J Result withheld

All grade points earned will be averaged towards the final grade point for graduation; in case a course is retaken, better grade will be used for calculation.

- i. There is no provision for giving or requesting grace marks.
- ii. Minimum CGPA required for graduation is given in section on Rules Governing Degree Completion.
- iii. If incomplete grade 'I' is not completed before the specified deadline, the default grade is 'F'.

Minimum Passing Grade: Minimum passing grade for MBA-90 is C-.

Compulsory Repeat Grade

- i. A course in which low grades are earned, are to be repeated compulsorily. These are as follows:
- ii. For Undergraduate programs, a course in which 'D-' or below is earned must be repeated with full registration (no attendance or assessment waivers).
- iii. For Masters' programs, courses with earned grades of 'D+' and below must be repeated.
- iv. 'F' grade in a course does not count as having met the pre-requisite for taking an advanced course, and there will be no attendance or assessment waivers the next time students take the course.
- v. Students with repeat grades must take the course next time when it is offered.
- vi. Non-undergraduate program students may get attendance waiver in Compulsory Repeat Grade courses, except courses in which they received an 'F' grade.
- vii. However, if a student wants to improve a 'Pass Grade,' he/she is required to take all assessments as assigned for the course, and no attendance waiver is given.
- viii. A student repeating course(s) that is/are no longer offered will be allowed an appropriate replacement course, which will be approved by the Program Manager.

Required Maintenance CGPA: Minimum required CGPA for Masters' programs is 2.50.

Dismissal: A student shall be considered for dismissal under the following conditions:



1. Dismissal on Academics through Probation

SZABIST follows the probation and dismissal policy as recommended by HEC, “Whenever CGPA of a student falls below the required CGPA, he/she will be placed on “First Probation” for the next semester. If in the First Probation semester the student does not increase his/her CGPA to the required CGPA, he/she will be placed on “Second Probation” for the next semester. If in the Second Probation semester the student does not increase his/her CGPA to the required CGPA, he/she shall be dismissed from SZABIST.

The required maintenance CGPA for different program levels, below which a student shall be on First or Second Probations or Dismissed, are as under:

All Master’s Programs: CGPA of 2.50

Summer semesters are not counted for probations/dismissals, as they are remedial semesters.

2. Degree Time-Barring Dismissal

The registration will stand terminated if a student has not completed the degree requirements within seven years for Bachelors Program and five years for Masters, and MS and, five years for PhD programs.

3. Dismissal Due to Academic Dishonesty

The registration will stand terminated if the student is involved in a case of academic dishonesty e.g. submission of fake documents etc.

4. Dismissal on Disciplinary Grounds

The registration will stand terminated if a student is dismissed on disciplinary grounds by the Disciplinary Committee.

On dismissal, a notification shall be issued by the Campus, and forwarded to the Office of Vice President (Academics) for dissemination to other SZABIST Campuses for information.

A student, once dismissed shall not be allowed to register for any certificate courses, at any campus.

A dismissed student may apply for “Letter Grade” as documentation for credits taken at SZABIST, after dismissal.



c. **Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process³⁴**

Evaluation of Registration and Student Monitoring Process

The Student Registration and Student Progress Monitoring processes are regularly reviewed through ZABDESK by the relevant Program Managers. A Program Managers meeting is held once in a month chaired by head of the Campus to discuss all the relevant issues in the Program. If needed, meeting could be held before the completion of one month. Any necessary amendment in policy and resolving certain individual cases is carried out in these meetings.

Standard 5-3: Faculty Recruitment and Retention Process³⁵

a. **Describe the process used to ensure that highly qualified faculty is recruited to the program.**

Recruitment Process:

Human Resource department of SZABIST Islamabad advertises the faculty positions every year in national newspapers and official website for attracting a pool of qualified candidates for recruitment.

HR department receives the applications and files the relevant ones according to discipline & position. HR department sends the CVs to the committee of program managers along with HEC criteria of faculty appointment. Further, they are shortlisted by the relevant HOD at Head office i.e. SZABIST Karachi.

Then, a selection committee (consisting of Head of Campus, Program Managers, Director Academics, and relevant HOD and Program Managers at SZABIST Karachi) is formed to conduct the interviews of screened candidates. For effective evaluation, there is a standard interview criterion (faculty interview form) for faculty positions. Those who qualify the interviews are invited for a demo session in which selection committee evaluates effectiveness of lecture delivery as per standard demo evaluation form.

³⁴ Source of Information: Academic Support Office

³⁵ Source of information is SZABIST Human Resource Department



b. Flow Chart³⁶

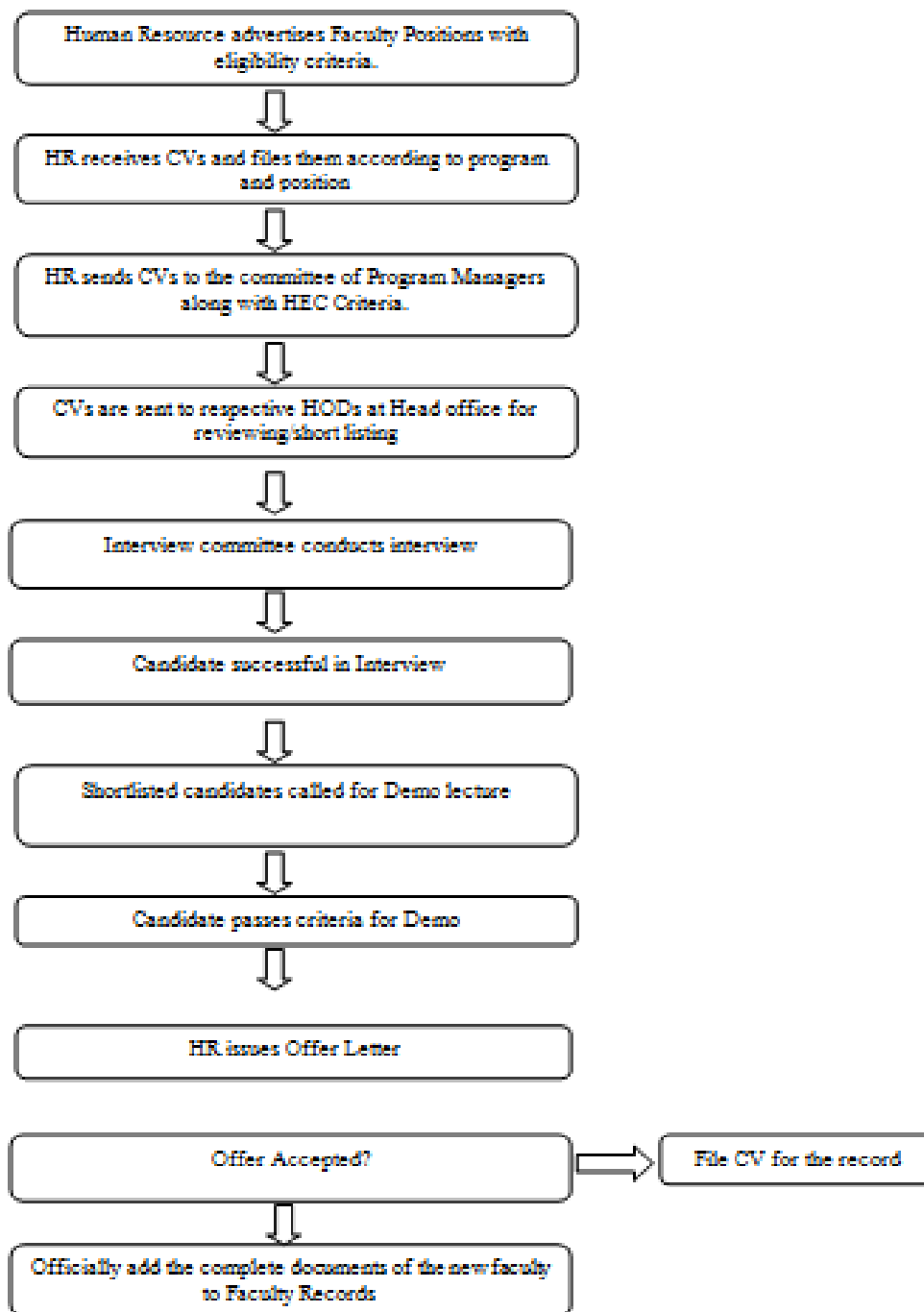


Figure 5.2

³⁶ Source of information is SZABIST Human Resource Department



c. Indicate methods to retain excellent faculty member.

Retention Process

For permanent faculty members, SZABIST Islamabad Campus has incorporated such aspects of employee motivation into the incentives being offered that help in retaining faculty members. Besides, encouraging research and development activities through publication honorarium, continuing education program and financial support for participation in national international conferences, some other benefits offered are car loan, provident fund, life insurance etc.

d. Indicate how evaluation and promotion processes are in line with institution mission statement.

The SZABIST Islamabad Campus aims to produce highly qualified, scientific and technical personnel to meet the economic and technological challenges of the 21st century. In order to support the mission statement of the institute, SZABIST Islamabad makes sure that HEC criteria be incorporated into recruitment, appraisal and faculty promotion processes. For promotion, faculty members are evaluated as per HEC guidelines i.e. qualification, experience and publication etc. Promotion cases of faculty members are reviewed every year by the promotion committee at Head Office i.e. SZABIST Karachi. Faculty members meeting the promotion criteria of HEC submit the required documents to HR office for case preparation and submission to Head office. Cases are reviewed by the committee considering the HEC criteria and availability of positions in respective department/area.

HEC Criteria for the Promotion of Higher Grade Position

(Source: HR Manual, Faculty Promotion Policy)

The Higher Education Commission of Pakistan enumerates the following criteria for each faculty promotion in various ranks.

- i. Qualification
- ii. Research: The publications in Journals with high impact factor will be preferred.
- iii. Length of service

1. Faculty of Management Sciences

a. Lecturer to Assistant Professor

Option I

Degree requirement

The candidate is eligible for promotion if s/he has got a MS/M.Phil or equivalent degree awarded in the field of Management Sciences or allied field of studies.



Experience

At least four years of teaching/research experience in an HEC recognized University/DAI or equivalent professional experience in the relevant field in a national or International organization.

Publications

No publications are required.

Option II

Degree requirement

The candidate is eligible if s/he has earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience

No teaching experience is required for a candidate with PhD degree.

Publications

No publications are required.

b. Assistant Professor to Associate Professor

Degree requirement

The candidate must have earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience

At least ten years of teaching/research experience in an HEC recognized University / DAI or equivalent professional experience in the relevant field in a National or International organization.

Publications

The candidates applying for promotion must have eight scholarly publications in Journals recognized by the Higher Education Commission of Pakistan.

c. Associate Professor to Professor

Degree requirement

The candidate must have earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience



At least fifteen years of teaching/research experience in an HEC recognized University/ DAI or equivalent professional experience in the relevant field in a National or International organization.

Publications

The candidates applying for promotion must have twelve scholarly publications in Journals recognized by the Higher Education Commission of Pakistan.

Faculty of Management Sciences

	Designation	Options	Qualification	Experience	Publications
A	Lecturer to Assistant Professor	Option I	MS/M. Phil	4-years teaching/research experience in a recognized university or a post graduation Institution or professional experience in the relevant field in a National or International organization	Nil
		Option II	PhD in relevant field from HEC recognized University / Institution.	No experience required	Nil
B	Assistant Professor to Associate Professor		PhD in the relevant field from an HEC recognized University / Institution.	10-years teaching/research in an HEC recognized University or a postgraduate Institution or professional experience in the relevant field in a National or	The applicant must have 8 publications in the HEC recognized Journals.



				International Organization.	
C	Associate Professor to Professor		PhD in the relevant field from an HEC recognized University / Institution.	15-years teaching/ research in an HEC recognized University or postgraduate Institution or professional experience in the relevant field in a National or International organization.	The applicant must have 12 research publications in HEC recognized Journals.

Table 5.2

b. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement.

Presently, faculty development programs are evaluated through following processes which are a part of HR manual for this purpose:

- i. Promotion policy (as per HEC criteria)
- ii. Performance appraisal (based on teaching, research & development, participation in academic and non-academic activities etc.)

Clarification for Continuing Education policy:

As per Continuing education policy (HR manual), faculty members can pursue their education up to PhD level. However, presently PhD degree is being awarded in management and computer sciences programs.

Standard 5-4: Effective Teaching and Learning Process

- a. Describe the process and procedures used to ensure that teaching and delivery of course material is effective and focus on students learning process and procedures used to ensure active learning and that courses' learning outcomes are met.



Class size is limited to only 8-15 students, which allows the delivery of high quality education on an interactive basis. The teachers' pay individual attention and encourage participation and constructive discussion.

All class rooms are air-conditioned and equipped with overhead projectors, wall-mounted screens, white boards and multi-media projectors, PCs and internet connectivity.

Course related interactive lectures are regularly augmented by co-curricular activities such as: corporate analysis.

The entire above are planned in line with the Learning Outcomes that are clearly stated in the Course Outline at the beginning of the semester.

b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process.³⁷

As a matter of policy and procedure the Teachers and Course Evaluations are conducted each semester for every program offered at SZABIST. Specifically in the 5th week all the faculty members are evaluated by the students for their methods of teaching and delivery of course material, along with the course content and its relevance to the objectives of the program.

These evaluations are reviewed by the head of campus for comments and ranking. In case a faculty member scores less than 60% in the evaluation, the Program Mangers discuss possible improvements with the relevant faculty member. After two weeks they are re-evaluated, unless the score is improved, their case is taken to the head of campus for further appropriate actions.

Standard 5-5: Program Requirements Completion Process

a. Describe the procedure used to ensure that graduates meet the program requirements

Program Requirements

Records office will make sure that the student has completed all core courses and all elective courses with minimum credits for the degree requirement.

When student apply for their final transcript his/her credential will be checked and verified through the Zabdesk by records office.

Following points to be noted when students apply for his/her final transcript.

- i. Passed all required courses for completion of degree.

³⁷ Source of information: Program Manager



- ii. Complete minimum 06 weeks internship (internship appraisal form to be filled, attached with final transcript form).
- iii. In case of job, job letter/experience certificate to be attached with request and form internship waiver form to be filled (attached with final transcript request form)
- iv. Student has to filled Survey of Graduating Students (form attached with final transcript form)
- v. Student has to fill the Alumni Database Form.
- vi. Submission of final transcript request form in records office.
- vii. Submission all necessary documents (previous documents) with final transcript request form.
- viii. After submission of final transcript request form, records office is scrutinize all the documents and information given by the student on final transcript form. In case of any deficiency records office is informed to the student to complete all the necessary requirements.
- ix. After getting final transcript form records office will update Survey of Graduating Students in soft copy.

Completion Progress

Final transcript will be duly signed by Controller Records, Controller Examination, Head of Campus and then President. Degree will be conferred in Convocation which will be duly signed by President and Chancellor. SZABIST Islamabad is arranging graduation ceremony every year to award the degree to their graduates, gold medals, special certificates and awards to position holders' degree.

- b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process³⁸**

Periodic Evaluation of above Procedure and its Improvement

The monthly Academic Heads meeting, the bi-annual Academic Council meeting and the bi-annual meeting of the newly formed Board of Studies, regularly discuss, evaluate the procedures that ensure completion of MBA Degree program requirements. These discussions lead to improvements and amendments in the processes and procedures.

³⁸ Source of Information: Records



CRITERION 6: FACULTY

Standard 6-1	Program Faculty Qualifications and Number
Standard 6-2	Current Faculty, Scholarly Activities & Development
Standard 6-3	Faculty Motivation and Job Satisfaction



Criterion 6: Faculty

Standard 6-1 Program Faculty Organizations and Number

a. Faculty Resume

Launched

Faculty Information³⁹

S#	Name	Experience Years	H&A*	Members hips	IS/Thesis supervised				SA*	Publications	GC/CA/PP*
					PhD	MS	MBA	BBA			
1	Kashif Ahmed	8	N/A	1	0	19	17	8	11	5	-
2	Bilal Ahmed	4	1	1	0	0	0	0			1
3	Sabeen H Bhatti	11	1	1	0	0	0	0		3	1/0/1
4	Dr Daniel S Pirzada	9	6	1	1	10	0	0		15	1
5	SanaUllah Ansari	23	2	3		44	8	6		23	-
6	Faryal Razzaq	5	2	1	0	6	2	2	5	4	1
8	Ahmad Aslam	9	2	2	-	-	-	-	-	-	4
9	Shumaila Zeb	6	-	-	-	-	-	-	-	1	-
10	Atif Bilal	6	-	1	0	30	14	-	-	10	-

Table 6.1: Faculty Information

H&A*= Honors and awards

SA*= Service Activity

G/CA/PP*=Research Grants and Contracts/Creative accomplishments/Professional presentations

PS: the detailed Faculty Resume forms are attached in the appendices.

³⁹ Source of Information: Faculty Members



b. Faculty distribution according to area

Management Sciences

Program area of specialization	Number of faculty members in each area	Number of faculty with Ph.D. degree	No. of Permanent Faculty members teaching the courses
HRM/Management	4	1	1
Finance	5	0	2
Marketing	1	0	1
Research Course	1	0	1
Supply chain	2	1	0
Total	10	1	5

Table 6.2: Faculty distribution according to area⁴⁰

List of Permanent Faculty – Management Sciences⁴¹

Sr. No	Name	Area of Specialization	Course in current semester (Semester)
1.	Mr. Atif Bilal	HRM	Recruitment and Selection
2.	Ms. Sabeen Hussain Bhatti	Engineering Management	Business Management and Ethics
3.	Aziz Ahmed Chaudhry	HRM	Brand Management
4.	Ali Moin	Finance	Financial Accounting
5.	Kashif Ahmed	HRM	Advanced Research Methods
6.	Wajid Hussain	Linguistics	English Writing Skill
7.	Sanaullah Ansari	Accounting and Finance	Cost and Management Accounting

Table 6.3: List of permanent faculty members

⁴⁰Table 6.2 of PT Report is Table 4.6 (Faculty Distribution by Program's Areas) of AT Report

⁴¹ Source of Information: Program Manager



Standard 6-2 Current Faculty Scholarly Activities and Development⁴²

- a. Describe the criteria for faculty to be deemed current (updated in the field) in the discipline and based on these criteria and information in the faculty members resume.**

The criteria are as under:

1. Presenting and publishing research papers in national/international conferences
2. Publishing research papers in national/international journals
3. Supervising research related assignments and projects
4. Participation in academic/professional activities i.e. seminars, training sessions, conferences, workshops organized in campus
5. Keeping abreast of latest developments and concepts in the field and incorporating them in lecture delivery
6. Pursuing higher studies under continuing education program and study leave policy

- b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development.**

SZABIST Islamabad Campus understands and values the fact that faculty members should have space enough to concentrate on their professional development with respect to their involvement in research and academic activities with a balanced amalgamation of personal and professional life. Continuing education policy is a great incentive for faculty members pursuing higher studies in the field.

- c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development.**

SZABIST Islamabad Campus motivates the faculty members to actively participate in research activities and publications through financial rewards and appreciation. Continuing education program is another incentive for faculty members to keep them abreast of latest developments and concepts in the field.

⁴² Source of Information: HR



d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement.

Presently, faculty development programs are evaluated through following processes which are a part of HR manual for this purpose:

- i. Promotion policy (as per HEC criteria)
- ii. Performance appraisal (based on teaching, research & development, participation in academic and non-academic activities etc.)

Clarification for Continuing Education policy:

As per Continuing education policy (HR manual), faculty members can pursue their education up to PhD level. However, presently PhD degree is being awarded in management and computer sciences programs.

Standard 6-3 Faculty Motivation & Job Satisfaction⁴³

a. Describe programs and processes in place for faculty motivation

1. Performance merit increment
2. Performance bonus
3. Conference sponsorship one per year for main author in a reputed conference nationally that is completely sponsored by SZABIST and one per two years internationally sponsored 50%.
4. Honoraria for publishing research papers in reputed journals.
5. Continuing education facility
6. Flexible working hours
7. Study leave

b. Indicate how effective these programs are.

1. Performance based increments and bonus encourage the employees to perform more efficiently and effectively.
2. Personal and professional development through continuing education program, honoraria and institutional sponsorship for participation in conferences.

⁴³ Source of Information: HR



3. Flexible work hours help the employees to manage their time on campus without compromising on their academic commitments. Flexible work hours also help the employees to have work-life balance.

c. Obtain faculty input using faculty survey on programs for faculty motivation and job satisfaction⁴⁴

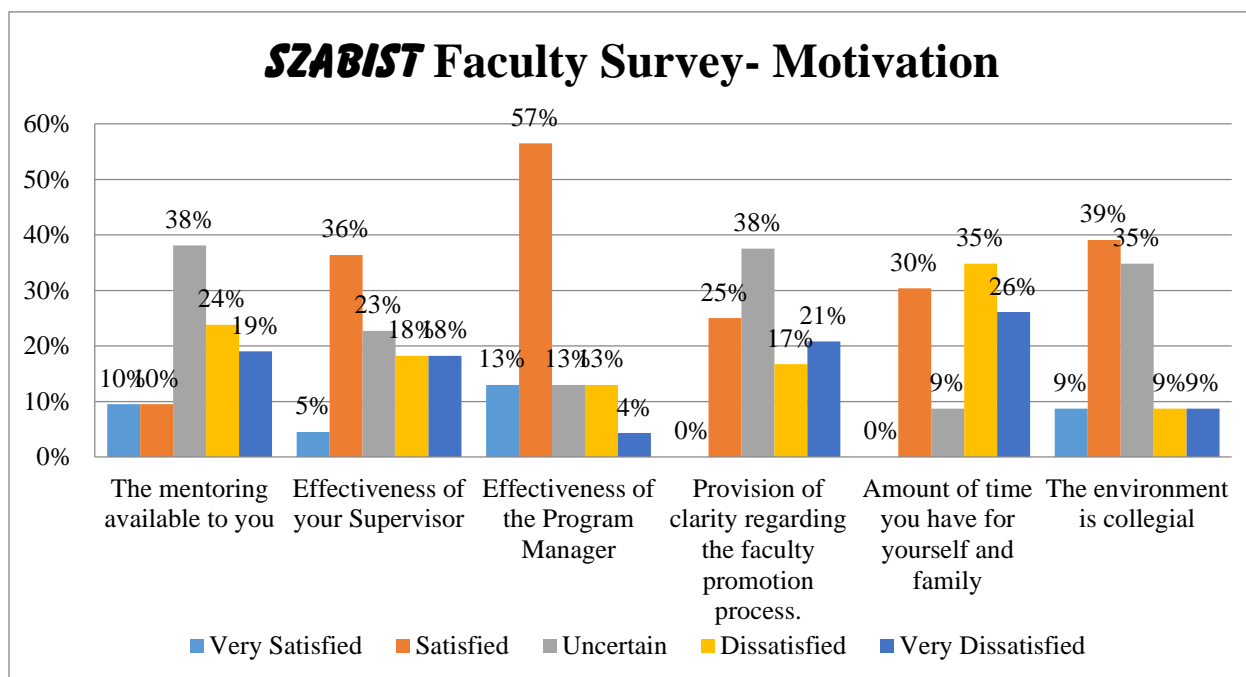


Figure 6.1

⁴⁴ Source of information: SZABIST Faculty Survey

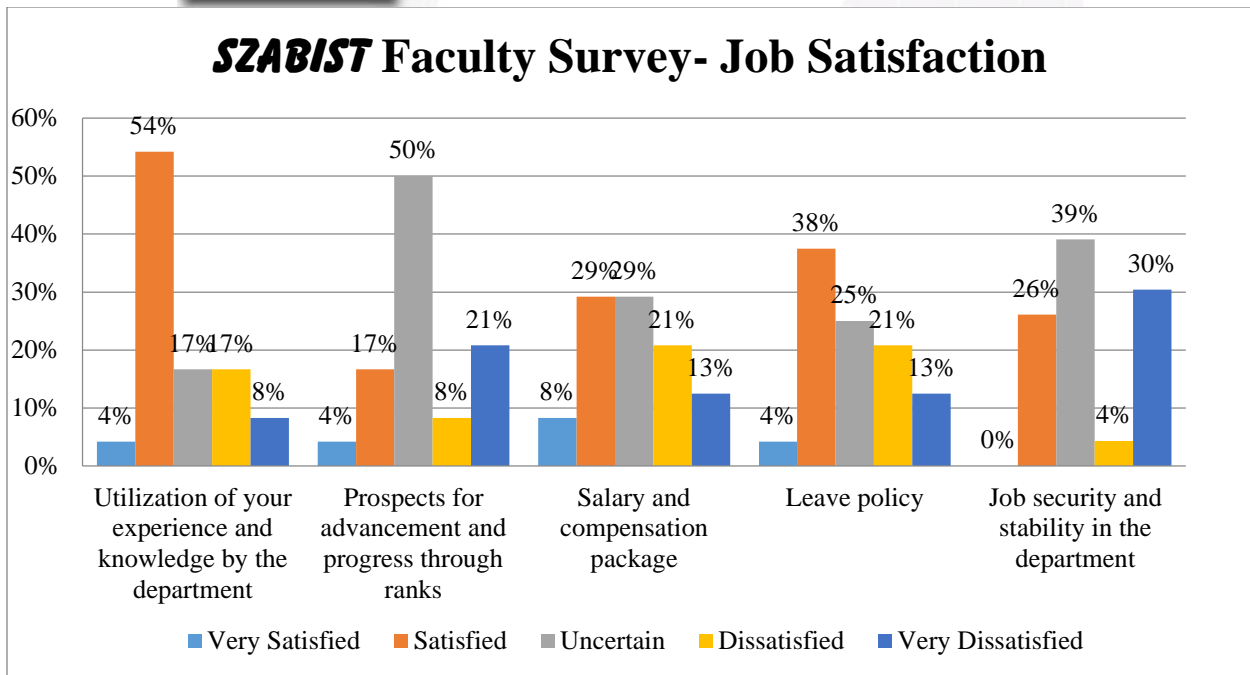


Figure 6.2



CRITERION 7: INSTITUTIONAL FACILITIES

Standard 7-1	New Trends in Learning (e.g. E-Learning)
Standard 7-2	Library Collections & Staff
Standard 7-3	Class-rooms & Offices Adequacy



Criterion 7: Institutional Facilities

Standard 7-1 New Learning Trends⁴⁵

a. Describe infrastructure and facilities that support new trends in learning.

At SZABIST Islamabad, new learning trends are welcomed with great enthusiasm and significant efforts are made to make sure that students are given every chance to excel in their studies by all means possible. This includes the introduction of interactive CBT sessions in class, innovative practical puzzle oriented solutions and most important of all is the HEC digital library which allows some of the best research resources to be accessed by students.

In addition to these there are a lot of digital resources offered through digital library to support e-learning. For Instance,

1. SZABIST Digital library having more than 25,000 eBooks on all discipline developed by the SZABIST librarian.
2. EBSCOHOST Business Source Premier is the industry's most used business research database, providing full text for more than 2,300 journals, including full text for more than 1,100 peer-reviewed titles. This database provides full text back to 1886, and searchable cited references back to 1998. Business Source Premier is superior to the competition in full text coverage in all disciplines of business, including marketing, management, MIS, POM, accounting, finance and economics. This database is updated daily on EBSCOhost.
3. E-library offers a wide variety of content across many subject areas, especially in business and social science and computer science. It acquires integrated collections of eBooks and other content. E-library continues to add quality of eBooks and other authoritative titles to their selection from the world's leading academic and professional publishers.
4. Emerald is a long established publisher with over 200 titles in the field of management, information science and engineering. All of Emerald research journals are peer-reviewed to ensure the highest quality. HEC has provided access to 150 of the total journal titles. You can view by clicking @ [Journals Listing](#)
5. Content in JSTOR spans many discipline s, with over 500 high-quality publications available in the archives.
6. JSTOR provides the ability to retrieve high-resolution, scanned images of journal issues and pages as they were originally designed, printed and illustrated.

⁴⁵ Source of Information: Systems/IT



7. Project Muse provides online access to 430 full-text journals from 108 publishers in humanities, and social science. MUSE pricing meets library needs around the world. Access URL <http://muse.jhu.edu/>.
8. Springer is the world's second largest STM publisher, delivering high quality peer-reviewed journals through its acclaimed online service - Springer Link. Through Springer Link, Springer publishes more than 1,250 journals online of which 1,030 are now available to Institutes within a range of PERI countries. Springer also offers optional pricing for the remaining (new and takeover journals in its program).
9. Taylor & Francis have grown rapidly over the last two decades to become a leading international academic publisher. More than 1,300 titles in humanities, social sciences and applied sciences.

b. Describe how adequate the lab facilities are for e-learning

The details of computer lab facilities are elaborated in Section 3 under criteria 3-1. The details of the backup support i.e. server support to utilize lab equipment in efficient and appropriate manner are described below.

- **Active Directory Server:** HP Proliant ML-370 G4 Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 8GB RAM, 1-TB HDD, RAID controller 5. Installed Windows Server 2008 R2 as a Server operating system with Active Directory and DNS Server roles are deployed for Users Accounts.
- **File and Print Servers:** IBM Blade Centre Servers HS-21 and HS-22 servers with 8GB RAM and large amount of storage capabilities are available for the students for file sharing and printing services.
- **Internet Gateway (Proxy) server:** HP core i7, 8GB RAM 1TB HDD with Linux based operating system Installed running Squid Proxy server for Caching & fast internet access.
- **ZABDESK server:** Dell-R730 rack mount based Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 32GB RAM, 3-TB HDD, RAID controller 5. Installed Windows Server 2012 R2 Hyper-V and IIS roles for ERP based application access for faculty and students ZABDESK.
- **Web server:** Dell-R730 rack mount based Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 32GB RAM, 3-TB HDD, RAID controller 5. Installed Windows Server 2012 R2 Hyper-V and IIS roles, Symantec Mail Gateway Services.
- **VPN Server:** Dell PowerEdge 2900 Series, Technical Specifications are Intel Xeon processor E5410 2.33 GHz, 6GB RAM, 3*72GB SCSI HDD, RAID controller 5.



Installed with MS Windows Server 2008 R2 using VPN over Intranet with other Campuses.

Standard 7-2 Library Collection and Staff⁴⁶

a. Describe the adequacy of the library's technical collection.

- SZABIST library is equipped with KOHA & DSpace, the most modern library automated systems. It contains a rich collection of books, research projects, thesis and dissertations and eBooks etc. The library subscribes to a number of journals and magazines to update students' knowledge on current developments taking place nationally and internationally. The library is also linked to full text online academic journals & magazines through HEC digital library access.
- In addition the library also subscribed EBSCOHOST online digital library through which students can access a lot of journals & magazines.
- The total number of books available in the library to be used by Management Science department for reference purposes is shown in the table below:

Library Resources (Management Science Dept. Data)

No.	Particulars	Quantity	
1	Printed Form		
	A. Books	5,897	
	B. Reports	1,945	
	i. Independent Study		1,819
	ii. Thesis		126
	C. Journal/Magazines (Subscribed)	18	
	D. Newspapers (Daily)	12	
2	Digital Form		
	A. E-Books (SZABIST Digital library developed by the Librarians)	25,000	
	E-Books (Ebrary HEC)	41,000	
	B. CD's	305	
	i. Books Related		305
	C. DVD's	32	
	D. Audio/Video Cassettes	Nil	

⁴⁶ Source of Information: Library



E. Access to Online Journals (Databases)			
	i. Ebscohost		Yes
	ii. Emerald		Yes
	iii. Jstore		Yes
	iv. Springerlink		Yes
	v. Ebrary		Yes
	vi. Project Muse		Yes
	vii. Taylor & Francis		Yes

Table 7.1: Library Resources

b. Describe the support rendered by the library.

Following are the ways in which the library staff supports the faculty and students.

- Library is well furnished with necessary resources which include human and learning materials.
- At SZABIST Islamabad Campus, we have one main library comprising more than 14700 books in printed form and 25000 books in e-form.
- Respond to daily-on-site reissue requests for books.
- Arranged Training & Orientation sessions for the newly enrolled students along with new faculty & staff.
- Book and other reading materials lending services.
- Receiving and preserving all reading materials.
- Information access in digital form.
- To search newly available books in market and on internet and make a list of required ones.
- Provide SDI/CAS (Selective Dissemination of Information & Current Awareness services to Library Users specially to Researchers.
- Update the Digital Library (e-books) and download research papers for students and faculty from external resources on demand.
- Interaction with students to guide them that how to use the HEC e-Databases, Digital library and library resources.
- A total of 5 full time staff members are dedicated to provide continuous support to students and faculty on each working day in the library.



Shifts	Time Slots	Personnel(s)
Morning	08:00am-----04:00pm	02
Evening	01:30pm-----09:30pm	03

Table 7.2: Library Staff Timings

Standard 7-3: Class-rooms and Office Adequacy⁴⁷

a. Describe adequacy of classrooms.

We have following teaching facilities available at SZABIST Islamabad campus

- Classrooms / Lecture rooms 16
- Seminar / Exam Halls: 03
- Computer Labs 02
- Telecom Lab 01
- Digital 01
- Radio Station 01
- Media Lab 01
- TV Studio 01

We have following state of the art facilities in all classrooms;

- Automatic Multimedia
- Computer Systems with UPS backup
- ACs
- Fans
- 24/7 Power Generators
- Heaters
- Whiteboards
- Comfortable Chairs

⁴⁷ Source of Information: Administration



- Rostrum / Dyce
- Marble floors
- Ceiling roofs

Other than these facilities, we have following facilities for seminars;

- Portable sound system
- Electronic Dyce
- Wireless MICs
- Video Conferencing facilities
- Portable/fixed LCDs

The institute is planning to have all classrooms equipped with central and fixed sound systems. However, portable speakers are available which can be used with laptops and systems for video lectures.

b. Describe the adequacy of faculty offices

Rooms are allocated for Permanent and visiting faculty members where Intel Core to Duo PCs is available with full internet facilities, landline extensions, heaters, Split air conditioners, shelves display.

Sr. No.	Description	Total
1.	Class room for students	15
2.	Computer labs	02
3.	Office for faculty members	One for each faculty member

Table 7.3: Class room and faculty offices information



CRITERION 8: INSTITUTIONAL SUPPORT

Standard 8-1	Support and Financial Resources
Standard 8-2	Number and Quality of GSs, Students
Standard 8-3	Financial Support for Library and Computing Facilities



Criterion 8: Institutional Support

The institution's support and the financial resources for the program must be sufficient to provide an environment in which the program can achieve its objectives and retain its strength.

Standard 8-1: Support and Financial Resources⁴⁸

- a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation.**

Competitive compensation package is being offered to the permanent faculty members being appointed at SZABIST Islamabad Campus.

1. Annual and performance increments are awarded on gross salary. Annual (inflationary) increment is 10% whereas performance increment is 5%. A performance bonus is also awarded to every employee annually.
2. After completion of three years of successful teaching, SZABIST Islamabad Campus will provide them vehicle (car) loan.
3. For permanent faculty members, SZABIST Islamabad Campus offers continuing education program to pursue higher studies as per their requirement.

SZABIST Islamabad Campus makes sure that adequate resources are available to facilitate the faculty members i.e. computer, internet, stationery, writing material, phone lines, proper rooms with adequate seating arrangements, photocopying and printing facilities etc. to help them plan their lectures.

- b. Describe the level of adequacy of secretarial support, technical staff and office equipment.**

Academics support office at SZABIST Islamabad Campus provides secretarial and technical support to the department which includes the following:

- Class management
- Attendance sheet circulation
- Time table maintenance
- Schedule circulation

⁴⁸ Source of Information: HR



Standard 8-2: Number and Quality of GSs, RAs, and PhD Students

a. Provide the number of graduate students for the last three years⁴⁹

Number of Graduate Students

Year	No. of Graduates
2012-13	7
2013-14	4
2014-15	3

Table 8.1: Number of Graduate Students

b. Provide the faculty graduate student ratio for the last three years.

Graduate Faculty Ratio⁵⁰

Year	No. of Faculty Members	Ratio
2012-13	15	0.47:1
2013-14	23	0.17:1
2014-15	22	0.14:1

Table 8.2: Graduate Faculty Ratio

Particulars	Faculty		
	2012-13	2013-14	2014-15
Total Number of Faculty	15	23	22
Full Time faculty	9	12	12
Adjunct Faculty ^{***}	6	11	10

Table 8.3: Number of Faculty

* Graduates / Faculty of MBA-90 program only

** 3 Adjunct faculty is equal to 1 permanent faculty. Please note that the adjunct faculty of MBA 90, 72 and 36 program is same as students take combined courses.

*** Adjunct faculty has been counted as per person not according to number of courses taught by them

⁴⁹ Source of Information: Records

⁵⁰ Source of Information: Records / HR



Number of Faculty

Standard 8-3: Financial support for Library and computer Facilities⁵¹

a. Describe the resources available for the library

Particulars	Budgetary Allocation (Rupees)		
	2012-2013	2013-2014	2014-2015
Library	1,000,000	1,000,000	1,000,000

Table 8.4: Resources available for the library

b. Describe the resources available for laboratories.

Not applicable on MBA-90 program.

c. Describe the resources available for computing facilities.

Particulars	Budgetary Allocation (Rupees)		
	2012-2013	2013-2014	2014-2015
Computing Facilities	5,735,000	5,770,000	5,675,000

Table 8.5: Resources available for computing facilities

⁵¹ Source of Information: Finance



APPENDIX

FACULTY & STAFF HANDBOOK

6.0 Academic Policies

6.1 Head of Departments/ Program Managers The Vice President Academics coordinates with the Head of Academic Services, Head of Departments and Program Managers, to ensure that all staff, facilities, and educational infrastructure (library, labs, study rooms, etc.) are functioning smoothly and are well maintained. Vice President Academics also oversees the Academic discipline on campus.

Dean/ Head of Department/ Program Managers are the academic heads of their programs. They are responsible for the scheduling of courses, tests, exams, and day-to-day monitoring of courses to ensure that highest standards of quality instruction are maintained.

The Program Managers should be transparent in the allocation of courses, and in the award of projects, independent studies, theses and dissertations. In case of assigning courses, four things are important;

- Relevant educational qualification,
- Experience,
- Previous student evaluations,
- Professional behavior,
- And a track record of adherence to SZABIST policies.

In case of projects, Independent Studies, etc., a list of prospective approved advisors and topics are distributed to the class. The students are free to choose any topic or advisor they find appropriate.

Students can opt for any advisor, subject to the recommendation of the Program Managers and approval by the Vice President Academics. Program Managers will be responsible for the selection of advisor. If the student wishes to choose an advisor from outside the approved advisor list then it must be approved by the Vice President Academics, Deans, Head of Department and Program Managers. All information should be announced on bulletin boards, including lists of projects, IS, Thesis topics, advisor names and the schedule of submissions and presentations. The whole system should be transparent, disciplined, and streamlined.

Note: Schedule of SZABIST External and Internal meetings are attached in Annexure 10

6.2 Faculty Members



- All full-time Faculty members are required to do research and participate in activities related to the advancement of the institution and their own programs.
- Faculty semester progress form must be filled out at the end of each semester highlighting your activities (curricular, research, and advancement of SZABIST).

6.3 Faculty Teaching and Evaluation

Teaching Evaluation is conducted before mid-term examinations. All faculty members are expected to achieve at least 80% evaluation in all courses (60% maximum in one course as an exception). All full-time faculty members will be re-evaluated for a second time in the following semester.

6.4 Faculty Evaluation

All full-time faculty members are required to perform above 60%.

Rating Scale	Category
90 – 100	Excellent
80 – 90	Very Good
70 —80	Good
60 —70	Satisfactory, should improve further

All faculty members below 60% to be re-evaluated after 3 weeks of the first evaluation

50 —60	Not Satisfactory - Need improvement
40 —50	Bad Evaluation - Need significant improvement
20 —40	Very Bad Evaluation! - Drastic improvement needed
10 —20	Disaster
0 —10	Total Disaster

Table 5: Faculty Evaluation Rating

Faculty members are expected to understand the requirements in their being able to teach the courses of their choice. They must have the relevant academic background and have good teaching evaluation, professional conduct, and collegial behavior, to be able to continue teaching in the same course or program, or to continue to teach at SZABIST. If a faculty member’s evaluation is “Total Disaster” then the Program Manager in coordination with Vice President Academics has the right to terminate their services.

SZABIST

SELF-ASSESSMENT REPORT

Master of Business Administration (MBA) - 90 Credit Hours

Islamabad Campus

Program Self-Assessment Checklist



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Guidelines for Program Team Report and QEC Review

Program: MBA -90CH-Islamabad Campus

Date: 8/31/2016

Prepared by QEC Staff:

Ms. Riffat Mughal



PROGRAM SELF ASSESSMENT CHECKLIST

The following is a summary checklist of the main criteria and the associated standards that need to be addressed in the program self-assessment report.

<u>CRITERIA AND ASSOCIATED STANDARDS</u>		Yes/No	Issue/Observation	Possible Evidences
Criterion 1- Program Mission, Objectives, and Outcomes				
Standard 1-1	Program Measurable Objectives			
	a. Document institution, department, and program mission statements	Yes		
	b. State program objectives	Yes		
	c. State program outcomes	Yes		
	d. Describe how each objective is aligned with program, college, and institution mission statements	Yes		
	e. Outline the main elements of the strategic plan to achieve the program mission and objectives	Yes		
	f. Table 4.1 program objectives assessment	Yes		
	Please find sample of Table 4.1 attached in Annexure I(i-ii)			
Standard 1-2	Program Outcomes	Yes		
	a. Table 4.2 outcomes versus objectives Please find example of Table 4.2 attached in Annexure II(iii)	Yes		
	b. Employer survey	Yes		
	c. Alumni survey	Yes		
	d. Graduating student's survey	Yes		
Standard 1-3	Assessment Results And Improvement Plans	Yes		
	a. Describe the action taken on based on the periodic assessments	Yes		
	b. Describe major future program improvement plans based on recent assessments	Yes		
	c. List strengths and weaknesses of the programs	Yes		
	d. List significant future plans for the program	Yes		



Standard 1-4	Overall Performance Using Quantifiable Measures	Yes		
	a. Indicate the CGPA of successful students per semester, time required to complete the program, drop out ratio of students per semester (of the last 3 yrs) Please find example attached in Annexure III (pgiv)	Yes		
	b. Indicate the percentage of employers that are strongly satisfied with the performance of the department's graduates. Use Employer's survey.	Yes		
	c. Percentage of Student Evaluation/Assessment results for all the courses and faculty. Use Teacher Evaluation Results.	Yes		
	d. Percentage/List/Number of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research Please find example attached in Annexure III (pgiv)	Yes		
	e. Number of short courses workshops, seminars organized on community service level Please find example attached in Annexure III (pgiv)	Yes		
	f. Faculty and student surveys results to measure the administrative services provided	Yes		
Criterion 2 – Curriculum Design And Organization				
Courses detailed outline as in item E criterion 2 of the Self-Assessment Manual				
Standard 2-1	Courses Vs. Objectives			
	a. Title of Degree Program	Yes		
	b. Definition of Credit Hour	Yes		
	c. Degree Plan: Attach a flow chart showing pre-requisites, core, and elective courses. Please find example attached in Annexure IV (pg v-ix)	Yes		
	d. Table 4.3 curriculum course requirement Please find example attached in Annexure IV (pg v-ix)	Yes		



	e. Describe how the program content (courses) meets the program Objectives.	Yes		
	f. Table 4.4 Courses versus Outcomes. List the courses and tick against relevant outcomes. Please find example attached in Annexure IV(pg v-ix)	Yes		
Standard 2-2	Theory, Problem Analysis/ Solution and Design in Program	Yes		
	a. Table 4.5 Standard 2-2 requirements	Yes		
Standard 2-3	Mathematics & Basic Sciences Requirements	Yes		
	a. Address standards 2-3, 2-4, and 2-5 using information required in Table 4.4	Yes		
Standard 2-4	Major Requirements as Specified by Accreditation Body	Yes	Combined.	
Standard 2-5	Humanities. Social Sciences, Arts, Ethical. Professional & Other Requirements	Yes		
	a. List the courses required by the Accreditation Body.	Yes		
Standard 2-6	Information Technology Content Integration Throughout the Program	Yes		
	a. List the courses required by the Accreditation Body.	Yes		
	b. Describe how they are applied and integrated throughout the program	Yes		
Standard 2-7	Communication Skills (Oral & Written)	No		
	a. List the courses required by the Accreditation Body.	No		
	b. Describe how they are applied in the program.	No		
Criterion 3 – Laboratories and Computing Facilities				
Standard 3- 1	Lab Manuals / Documentation / Instructions	Yes		
	a. Explain how students and faculty have adequate and timely access to the manuals/documentation and instructions	Yes		
	b. Are the resources available sufficient for the program?	Yes		
Standard 3- 2	Adequate Support Personnel for Labs	Yes		



	Indicate for each laboratory, support personnel, level of support, nature and extent of instructional support. Please find example attached in Annexure V(pg x)	Yes		
Standard 3- 3	Adequate Computing Infrastructure and Facilities	Yes		
	a. Describe how the computing facilities support the computing component of your program			
	b. Are there any shortcomings in the computing infrastructure and facilities?			
Criterion 4 – Student Support and Advising				
Standard 4-1	Sufficient Frequency of Course Offering			
	a. Provide the department’s strategy for course offerings	Yes		
	b. Explain how often core courses are offered.	Yes		
	c. Explain how often elective courses are offered.	Yes		
	d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency			
Standard 4-2	Effective Faculty / Student Interaction	Yes		
	Describe how you achieve effective student/faculty interaction in courses taught by one or more than one person; such as two faculty members, a faculty member, and a teaching assistant or a lecturer	Yes		
Standard 4-3	Professional Advising and Counseling			
	a. Describe how students are informed about program requirements	Yes		
	b. Describe the advising system and indicate how its effectiveness is measured	Yes		
	c. Describe the student counseling system and how students get professional counseling when needed	Yes		
	d. Indicate if students have access to professional counseling; when necessary	Yes		
	e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies	Yes		



Criterion 5 – Process Control

Criterion 5 – Process Control				
Standard 5-1	Admission Process	Yes		
	a. Describe the program admission criteria at the institutional level, faculty or department if applicable. b. Make a Flowchart Please find example attached in Annexure VI (pg xi-xii)	Yes		
	c. Describe policy regarding program/credit transfer	Yes		
	d. Indicate how frequently the admission criteria are evaluated and if the evaluated results are used to improve the process	Yes		
Standard 5-2	Registration and Students			
	a. Describe how students are registered in the program	Yes		
	b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements	Yes		
	c. Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-3	Faculty Recruitment and Retention Process			
	a. Describe the process used to ensure that highly qualified faculty is recruited to the program. b. Make a Flowchart Please find example attached in Annexure VI (pg xi-xii)	Yes		
	c. Indicate methods used to retain excellent faculty members	Yes		
	d. Indicate how evaluation and promotion processes are in line with institution mission statement	Yes		
	e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-4	Effective Teaching and Learning Process			



	a. Describe the process and procedures used to ensure that teaching and delivery of course material is effective and focus on students learning	Yes		
	b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-5	Program Requirements Completion Process			
	a. Describe the procedure used to ensure that graduates meet the program requirements	Yes		
	b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process	Yes		
Criterion 6 – Faculty				
Standard 6-1	Program Faculty Qualifications and Number			
	a. Faculty resumes in accordance with the format	Yes		
	b. Table 4.6 faculty distribution by program's areas Please find example attached in Annexure VII (pg xiii)	Yes		
Standard 6-2	Current Faculty, Scholarly Activities & Development	Yes		
	a. Describe the criteria for faculty to be deemed current (updated in the field) in the discipline and based on these criteria and information in the faculty member's resumes, what percentage of them is current. The criteria should be developed by the department	Yes		
	b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development	Yes		
	c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development	Yes		
	d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement	Yes		
Standard	Faculty Motivation and Job Satisfaction			



6-3				
	a. Describe programs and processes in place for faculty motivation	Yes		
	b. Indicate how effective these programs are	Yes		
	c. Obtain faculty input using faculty survey (Appendix C) on programs for faculty motivation and job satisfaction	Yes		

Criterion 7 – Institutional Facilities

Standard 7-1	New Trends in Learning (e.g. E-Learning)			
	a. Describe infrastructure and facilities that support new trends in learning	Yes		
	b. Indicate how adequate the facilities are	Yes		
Standard 7-2	Library Collections & Staff			
	a. Describe the adequacy of library's technical collection	Yes		
	b. Describe the support rendered by the library	Yes		
Standard 7-3	Class-rooms & Offices Adequacy			
	a. Describe the adequacy of the classrooms	Yes		
	b. Describe the adequacy of faculty offices	Yes		
Please find examples of Criterion 7 attached in Annexure VIII (pg xiv-xvi)				

Criterion 8 – Institutional Support

Standard 8-1	Support and Financial Resources			
	a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation	Yes		
	b. Describe the level of adequacy of secretarial support, technical staff and office equipment	Yes		
Standard 8-2	Number and Quality of GSs, RAs and Ph.D. Students			
	a. Provide the number of graduate students, research assistants and Ph.D. students for the last three years	Yes		
	b. Provide the faculty: graduate student ratio for the last three years	Yes		



Standard 8-3	Financial Support for Library and Computing Facilities			
	a. Describe the resources available for the library	Yes		
	b. Describe the resources available for laboratories		Not applicable	
	c. Describe the resources available for computing facilities	Yes		
Please find tables of Criterion 8 attached in Annexure IX (pg xvii-xix)				

***Key**

Y- Yes

N- No

N/A- Not Applicable



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

Master of Business Administration (MBA) - 90 Credit Hours

Islamabad Campus

Assessment Team Report



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

ASSESSMENT TEAM REPORT

**Master of Business Administration
(MBA) - 90 Credit Hours**

Islamabad Campus

Spring 2016



Assessment Team Report

The AT report is comprised of the following:

- A. Review Report
- B. Assessment Results Implementation Plan Summary
- C. Criteria Referenced (Rubric) Evaluation of SAR

A. The Review Report

1. Names of Assessment Team Members

- i. Mr. Ahmed Ali Qureshi
- ii. Ms. Sana Mukhtar

2. Date of Nomination

June 21, 2016

3. Assessment duration (e.g. 7 days or 10 days)

28 days

4. Name of Department and Program being assessed.

Management Sciences & MBA 90-CH

5. Shortcomings of the PT report

In Standard 1-2 Program outcomes are not written, instead only numbers of written as shown in Table 1.3 (p.13) of the MBA 90 report.

Standard 1-3 needs to be addressed.

Criterion 2, Part E.

Most of the information required in criterion 2, part E is missing.

In Standard 3-2 adequate support personnel in labs:

Objectives include 38 MB bandwidth instead of 20 MB.

Safety regulations present are Fire extinguishers and



Major equipment include: its Core i7 HP elite 800 G1 & HP PR 0400 G2, MM-Sony VPL-DX122.

In standard 5-1:

There is a need to specify HoC/Academic committee instead of VC academics as that is for Karachi.

Most of the information is available to students through website and admission site, not through notice boards.

In admission Criteria: 16 years of non relevant degree should be clearly mentioned instead of non relevant degree. Transfer out is to HEC recognized universities as well.

In Standard 7-1 Library Collection and Staff:

Need to change total no. of management sciences **8406** instead of 5896.

B. Reports	
i. Independent Study	<u>1985</u>
ii. Thesis	<u>155</u>

Instead of 1819 and 126

A total of 4 full time staff members are dedicated to provide continuous support to students and faculty on each working day in the library.

Shifts	Time Slots	Personnel(s)
Morning	08:00am-----03:00pm	02
Evening	02:30pm-----09:30pm	02

6. Comments on:

i. Relevance and the comprehensiveness of the responses to criteria / standards given in the SA Manual

Most of the information provided is relevant and comprehensive with reference to the criteria and standards given in SA manual.

ii. Authenticity of the information / data provided in the report

Information provided is authentic and has been taken with consultation from the concerned departments

iii. Adequacy of the summaries / conclusions drawn by PT on the basis of various feedbacks / surveys



iv. Observations made during the assessment

Some of the details mentioned in report are too general and are reflecting all the programs in SZABIST. They should be more specific with reference to MBA 90 program.

E.g. details about the evaluation or dismissal on academics through probation can be just about masters or MBA program instead of giving added detail about undergraduate, MS or Phd.

v. Strengths and weaknesses of the Program

Strengths

MBA program of SZABIST is strength in itself as it is attracting more and more students. People usually when think about the Management Sciences, they prefer SZABIST. The way research is taught and students grip on the advance research is another benchmark. Updated library with online facility and advance IT lab is beneficial for the students of Management Sciences.

Weakness:

The less number of computer labs is insufficient for the all the students. MBA being the Strength should have separate computer lab for its students in order to avoid disruptions. References with organizations should be strong enough so that the recruiters can visit SZABIST quite often for recruiting students of SZABIST as their employees. Instead of visiting faculty more permanent faculty should be hired for the Management sciences for the outstanding results and to enhance the quality of MBA program.

vi. Date of the presentation of AT report in the exit meeting

July 18, 2016



B. Criteria Referenced (Rubric) Evaluation of SAR

CRITERIA REFERENCED SELF ASSESSMENT – METHODOLOGY AND EVALUATION TOOL

Scoring of Criterion Items:-

1. Key areas of each criterion are to be scored normally by considering the approach taken by the university and the results achieved. Maximum score for each item is 5 and the minimum is 1. The visiting team is required to award the score by encircling one of the entries against each item. The total of the encircled values (TV) for each criterion will be determined and normalized in percentages. Each criterion has a weight allocated to it. Scores pertaining to a particular criterion will be the product of TV and its weightage. Following are the guidelines to be used to awarding score to each key area.

Self-Assessment Report	
Criterion 1 - Program Mission, Objectives and Outcomes Weight = 0.05	
Factors	Score
1. Does the Program have documented measurable objectives that support faculty / college and institution mission statements?	4
2. Does the Program have documented outcomes for the graduating students?	4
3. Do these outcomes support the program objective?	4
4. Are the graduating students capable of performing these outcomes?	4
5. Does the department assess its overall performance periodically using quantifiable measures?	3
6. Is the result of the Program Assessment Documented?	1
Total Encircled Value (TV)	20
SCORE 1 (S1) = [TV / (No. of questions * 5)] * 100 * Weight	3.3



Criterion 2 - Curriculum Design and Organization = 0.20		Weight
Factors	Score	
1. Is the curriculum consistent?	4	
2. Does the department assess its overall performance periodically using quantifiable measures?	4	
3. Are theoretical background, problem analysis and solution design stressed within the program's core material?	5	
4. Does the curriculum satisfy the core requirements laid down by Accreditation Body?	5	
5. Does the curriculum satisfy the major requirements laid down by HEC and Accreditation Body?	5	
6. Does the curriculum satisfy the professional requirements as laid down by Accreditation Body?	4	
7. Is the information technology component integrated throughout the program?	4	
8. Are oral and written skills of the students developed and applied in the program?	5	
Total Encircled Value (TV)	36	
SCORE 2 (S2) = [TV / (No. of questions * 5)] * 100 * Weight	18	

Criterion 3 – Laboratories and Computing Facilities = 0.10		Weight
Factors	Score	
1. Are laboratory manuals / documentation / instructions etc for experiments available and readily accessible to faculty and students?	5	
2. Are there adequate number of support personnel for instruction and maintaining the laboratories?	5	
3. Are the university's infrastructure and facilities adequate to support the program's objectives?	5	
Total Encircled Value (TV)	15	
SCORE 3 (S3) = [TV / (No. of questions * 5)] * 100 * Weight	10	



Criterion 4 – Students Support and Advising		Weight = 0.10
Factors	Score	
1. Are the Courses being offered in sufficient frequency and number for the students to complete the program in a timely manner?	4	
2. Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?	5	
3. Does the university provide academic advising on course decision and career choices to all students?	5	
Total Encircled Value (TV)	14	
SCORE 4 (S4) = [TV / (No. of questions * 5)] * 100 * Weight	9.3	
Criterion 5 - Process Control		Weight = 0.15
Factors	Score	
1. Is the process to enroll students to a program based on quantitative and qualitative criteria?	5	
2. Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?	4	
3. Is the process to register students in the program and monitoring their progress documented?	5	
4. Is the process above periodically evaluated to ensure that it is meeting its objectives?	5	
5. Is the process to recruit and retain faculty in place and documented?	5	



6. Are the processes for faculty evaluation and promotion consistent with the institution mission?	5
7. Are the processes in 5 and 6 mentioned above are periodically evaluated to ensure that they are meeting their objective?	5
8. Do the processes and procedures ensure that teaching and delivery of course material emphasize active learning and that course learning outcomes are met?	5
9. Is the process in 8 mentioned above periodically evaluated to ensure that it is meeting its objectives?	5
10. Is the process to ensure that graduates have completed the requirements of the program based on standards and documented procedures?	5
11. Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?	5
Total Encircled Value (TV)	54
SCORE 5 (S5) = [TV / (No. of questions * 5)] * 100 * Weight	14.72
Criterion 6 - Faculty	
Weight = 0.15	
Factors	Score
1. Are there enough full time faculty members to provide adequate coverage of the program areas / courses with continuity and stability?	4
2. Are the qualification and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula?	4
3. Do the faculty members possess a level of competence that would be obtained through graduate work in the discipline?	4



4. Do the majority of faculty members hold a PhD degree in their discipline?	3
5. Do faculty members dedicate sufficient time to research to remain current in their disciplines?	2
6. Are the mechanisms in place for faculty development?	3
7. Are faculty member motivated and satisfied so as to excel in their profession?	4
Total Encircled Value (TV)	24
SCORE 6 (S6) = [TV / (No. of questions * 5)] * 100 * Weight	10.28
Criterion 7 – Instructional Facilities	
0.15	
Weight =	
Factors	Score
1. Does the institution have the infrastructure to support new trends such as e-learning?	5
2. Does the library contain technical collection relevant to the program and it is adequately staffed?	5
3. Are the class rooms and offices adequately equipped and capable of helping faculty carry out their responsibilities?	5
Total Encircled Value (TV)	15
SCORE 7 (S7) = [TV / (No. of questions * 5)] * 100 * Weight	15
Criterion 8 – Instructional Support	
0.15	
Weight =	
Factors	Score

1. Is there sufficient support and finances to attract and retain high quality faculty?	5
2. Are there an adequate number of high quality graduate students, teaching assistants and PhD students?	5
Total Encircled Value (TV)	9
SCORE 8 (S8) = [TV / (No. of questions * 5)] * 100 * Weight	13.5

OVERALL ASSESSMENT SCORE = S1 + S2 + S3 + S4 + S5 + S6 + S7 + S8 + S9 + S10

= 94.18



**C. Assessment Results Implementation Plan Summary-MBA-90CH-
Islamabad Campus**

AT Findings	Corrective Action	Implementation Date	Responsible Body	Resources Needed
1. No career development, Training programs or workshops for the Faculty	Faculty should also be encouraged and supported to attend trainings or workshops in other organizations. There should be training programs for the faculty so that they can enhance their skills and knowledge in multiple fields. This will bring innovation and diversity. These training programs can be both at national or international levels.	November 2016	Faculty members, HOD, HR and Admin (for support)	Time Budget
2. Referral system and follow ups of the MoUs	A strong referral system can be established with other organizations and there should be regular follow up with the Organizations, with whom MoU is already signed. This can also be further strengthen on basis of knowledge sharing from both sides	December 2016	EDC	Time Budget Human Resource in EDC



President's Comments :


The MBA-90 Self-Assessment Report results will help SZABIST in improving the quality of education and meeting its commitment towards excellence in education. This will require steadfast and timely implementation of the recommendations of the Assessment Team. I would like to thank Program Team, Assessment Team and the staff of QEC for the preparation and completion of Self-Assessment Report of the MBA-90 program of Islamabad Campus.

Name and Signature: 

Madame Shahnaz Wazir Ali

Dean's or HoD's Comments :

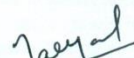
The assessment of MBA programs of Management Sciences Department has helped the team to be able to capitalize on the strengths and workout the weaknesses in order to achieve excellence in providing quality education. This process will provide SZABIST with the confidence that we are serving the students with higher levels of quality in education, which in return, will create a positive image of SZABIST graduates in the market.

Name and Signature: 

Mr. Amer Riaz Qureshi

QEC Comments :

The evaluation of the MBA-90 program has highlighted areas for improvement. The implementation of the Assessment Team's recommendation will improve the quality of the program and enhance the overall educational experience of the students.

Name and Signature: 

Ms. Faryal Shahabuddin

Ms. Faria Tausif



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

Master of Business Administration (MBA) - 90 Credit Hours

Islamabad Campus

Program Team Registration Forms



Registration Form

Program Team

Program Team of (Name of Department / Faculty): MBA-EVE (72490)

Team Leader: Aziz Ahmed

Name: Aziz Ahmed Chaudry

Position: Lecturer

Institution: S2ABEST ISLAMABAD

Contact No: (Office) S2ABEST Ext: 574

Mobile No: _____

Email Address: aziz.ahmed@s2abest-isl.edu.pk

Role in Program Team:

Beside his / her own responsibilities, he/ she will also be responsible for the following:

- To attend the SAR meetings as and when required.
- To ensure that Self Assessment Mechanism is being implemented as per the given guidelines.
- To prepare drafts of the SAR on the given dead line and send them to QEC for timely feedback.
- To keep the record of all the supporting documents addressing various standards of the SAR.
- To circulate all the applicable feedback forms to the target stakeholders and include the analysis of the same in the SAR.
- To communicate with the management on the effectiveness and suitability of the Self Assessment Mechanism.

Declaration of the Program Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Program Team.

[Signature] 4/4/16

(Signature of PT Member)

4-4-16

Date

Approved By: [Signature]

(Head of the Department)

Note: Completed form should be sent to the QEC



Registration Form

Program Team

Program Team of (Name of Department / Faculty): MBA-EVE (7&9c)

Team Leader: Aziz Ahmed

Name: Dr. Daniel Pizada

Position: Associate Professor

Institution: SZABIST ISLAMABAD

Contact No: (Office) SZABIST Bkt.

Mobile No: -Nil-

Email Address: dr.daniel@szabist-isb.edu.pk

Role in Program Team:

Beside his / her own responsibilities, he/ she will also be responsible for the following:

- To attend the SAR meetings as and when required.
- To ensure that Self Assessment Mechanism is being implemented as per the given guidelines.
- To prepare drafts of the SAR on the given dead line and send them to QEC for timely feedback.
- To keep the record of all the supporting documents addressing various standards of the SAR.
- To circulate all the applicable feedback forms to the target stakeholders and include the analysis of the same in the SAR.
- To communicate with the management on the effectiveness and suitability of the Self Assessment Mechanism.

Declaration of the Program Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Program Team.

Daniel Pizada

(Signature of PT Member)

April 6, 2016.

Date

Approved By: _____

(Head of the Department)

Note: Completed form should be sent to the QEC



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

Master of Business Administration (MBA) - 90 Credit Hours

Islamabad Campus

Assessment Team Registration Forms



**SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY**



**SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY
Islamabad Campus**

Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): MBA - 90

Team Leader: Ahmed Ali Qureshi

Name: Ahmed Ali Qureshi

Position: Asst. Prof.

Institution: SZABIST

Contact No: (Office) 48 460

Mobile No: 0333-757624

Email Address: ahmeda@szabist-isc.edu.pk

Role in Assessment Team:

- Beside his / her own responsibilities, He/ She will also be responsible for the following:
- The review of SAR
- Physical Verification of the academic facilities
- Verification of the contents of SAR
- Evidence gathering to support their findings
- Evaluation of SAR in light of the above points
- Reporting on the findings of the evaluation and visits
- Converting the report in the HEC-specified rubric format

Declaration of the Assessment Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Assessment Team.

[Signature]
(Signature of AT Member)

21/6/16
Date

Approved By: [Signature]
(Head of the QEC)



Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): _____ MBA-90

Team Leader: Ahmed Ali Qureshi

Name: Sana Mukhlai

Position: Lecturer

Institution: SZABIST

Contact No: (Office) _____

Mobile No: 03455001826

Email Address: sana@szabist-isb.edu.pk

Role in Assessment Team:

- Beside his / her own responsibilities, He/ She will also be responsible for the following:
- The review of SAR
- Physical Verification of the academic facilities
- Verification of the contents of SAR
- Evidence gathering to support their findings
- Evaluation of SAR in light of the above points
- Reporting on the findings of the evaluation and visits
- Converting the report in the HEC-specified rubric format

Declaration of the Assessment Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Assessment Team.

[Signature]
(Signature of AT Member)

21-06-16
Date

Approved By: [Signature]
(Head of the QEC)