



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

**Master of Business Administration
(MBA) - Banking and Finance**

Karachi 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



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SZABIST

SELF-ASSESSMENT REPORT

Executive Summary



Quality Enhancement Cell
Institutional Research Department

Self-Assessment Report

Executive Summary

MBA Banking and Finance Program

SZABIST Karachi 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 Karachi Campus, after completing the Self-Assessment Reports of two programs in the Computing Department, six programs in the Management Sciences Department, two program in the Social Sciences Department, one program in Mechatronics Department and one program in Media Sciences Department the QEC initiated the Self-Assessment process of MBA B&F program. The highlights of the process were as follows:

1. Nomination of Program Team (PT)

The PT was nominated by the Head of Social Sciences Department, Dr. Nadeem A. Syed on January 21st, 2015. Following were the members of the PT:

- (i) Mr. Jamil Ahmed
- (ii) Mr. Amir Bilal
- (iii) Ms. Faryal Salman

2. Submission of PT Report

The PT submitted the report on March 26th, 2015. The QEC examined the report, identified shortcomings and communicated the same to the PT. After incorporating QEC suggestions, the report was finalized on April 8th, 2015.



3. Nomination of Assessment Team (AT)

The AT was nominated by the Head of IR/QEC, Madame Shahnaz Wazir Ali and Ms. Faryal Shahabuddin on June 1, 2015. Following were the members of the AT:

- (i) Ms. Ayesha Latif
- (ii) Dr. Hammad Afzal Kayani
- (iii) Ms. Humera Rafiques

4. Date of Submission of AT Report

The AT Report was submitted on June 26th, 2015.

5. AT Findings and Recommendations

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

- (i) No permanent faculty for this program. It is suggested that full time faculty be hired.
- (ii) No B&F Journals subscription list available. It is suggested that SZABIST should acquire the subscription of highly accessed B&F journals.
- (iii) Program related titles and number of books. It is recommended that relevant books and journals are acquired soon.

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**.



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INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

MBA- B&F

Karachi Campus

Program Team Report

Spring 2016



Table of Contents

CRITERION: 1 PROGRAM MISSION, OBJECTIVES AND OUTCOMES..**Error! Bookmark not defined.**

Criterion: 1 Program Mission, Objectives and Outcomes	7
Standard 1-1 Program Measurable Objectives	7
a. Mission Statements	7
b. Program Measurable Objectives	7
c. Program Outcomes	8
d. Describe how each objective is aligned with program, college, and institution mission statements	8
e. Elements of Strategic Plan	9
f. Program Objectives Assessment	11
Table 4.1: Program Objectives Assessment	12
Standard 1-2 Program Outcomes	12
a. Outcomes versus Objectives	12
b. Employer Survey	13
c. Alumni Survey	14
d. Graduating Student Survey	14
Standard 1-3 Assessment Results and Improvement Plans.....	15
a. Describe the action taken on the basis of the periodic assessment	15
b. Describe major future program improvement plans based on recent assessments	15
c. List strengths and weaknesses of the program	15
d. List significant future plans for the program.....	16
Standard 1-4 Overall Performance Using Quantifiable Measures	16
a. Indicate the percentage of successful students during study years showing i.e. their average, graduating grade point average per semester, time required to complete the program, drop out ratio of students	16
b. Indicate the percentage of employers that are strongly satisfied with the performance of the departments graduates	16
d. Percentage of Student Evaluation/Assessment results for all the courses and faculty ..	17
e. Percentage of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research	17
e. Number of short courses workshops, seminars organized on community service level	21
f. Faculty and student surveys results to measure the administrative services provided...	22

CRITERION: 2 CURRICULUM DESIGN AND ORGANIZATION

Error! Bookmark not defined.



Criterion: 2 Curriculum Design and Organization.....	25
Standard 2-1 Courses vs. Objectives.....	25
a. Title of degree program.....	25
b. Definition of credit hour.....	25
c. Degree plan	25
d. Curriculum Course Requirements:.....	26
The NBEAC and HEC has not prescribed any curriculum course requirements for MBA BF program. The curriculum is therefore spread over 10 courses and a project, with six core banking courses, four elective banking and finance courses of 03 credits hours each. Students are also required to complete a research project of 06 credit hours in order to graduate.	
e. Describe how the program content (courses) meet the program objectives:	26
f. Courses versus Outcomes. List the courses and Tick against relevant outcomes:.....	26
Standard 2-2 Theory, Problem Analysis / Solution and Design	27
Standard 2-3, 2-4, 2-5, 2-6, and 2-7 indicate how courses in the program satisfy its requirements	27
CRITERION: 3 LABORATORIES AND COMPUTING FACILITIESError! Bookmark not defined.	
Standard 3- 1 Lab Manuals/Documentation/Instructions.....	33
a. Explain how students and faculty have adequate and timely access to the manuals/documentation and instructions.....	33
b. Benchmark with similar departments in reputable institutions to identify shortcomings in laboratory.....	Error! Bookmark not defined.
c. Are the resources available sufficient for the program?	33
Standard 3- 2 Adequate Supports of Personnel for Labs	33
Indicate for each laboratory, support personnel, level of support, nature and extent of instructional support	33
Standard 3- 3 Adequate Computing Infrastructure and Facilities.....	34
a. Describe how the computing facilities support the computing component of your program.....	34
b. Shortcomings in Computing infrastructure and facilities	35
CRITERION: 4 STUDENT SUPPORT AND ADVISINGError! Bookmark not defined.	
Criterion: 4 Student Support and Advising	37
Standard 4-1 Sufficient Frequency of Course Offering.....	37
a. Provide the department’s strategy for course offering	37
b. Explain how often required courses are offered.....	37
c. Explain how often elective courses are offered	37



d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency	37
Standard 4-2 Effective Faculty and Student Interaction	38
Describe how you achieve effective student / faculty interaction in courses taught by more than one person such as two faculty members, a faculty member, and a teaching assistant or a lecturer	38
Standard 4-3 Professional Advising and Counseling	38
a. Describe how students are informed about program requirements	38
b. Describe the advising system and indicate how its effectiveness is measured	38
c. Describe the students counseling system and how students get professional counseling when needed	38
d. Indicate if students have access to professional counseling; when necessary	39
e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies	39
CRITERION: 5 PROCESS CONTROL	Error! Bookmark not defined.
Criterion: 5 Process Control	43
Standard 5-1 Admission Process	43
a. Describe the program admission criteria at the institutional level, faculty or department if applicable	43
b. THE ADMISSION PROCESS FLOWCHART	44
c. Describe policy regarding program/credit transfer	45
d. Indicate how frequently the admission criteria are evaluated and if the evaluated results are used to improve the process	45
Standard 5-2. Registration and Students	45
a. Describe how students are registered in the program	45
b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements	46
c. Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process	47
Standard 5-3 Faculty Recruitment and Retention Process	48
a. Describe the process used to ensure that highly qualified faculty is recruited to the program	48
b. Faculty Recruitment Process	49
c. Indicate methods used to retain excellent faculty members	50
d. Indicate how evaluation and promotion processes are in line with institution mission statement	50



e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	51
Standard 5-4 Effective Teaching and Learning Process	51
a. Describe the process and procedures used to ensure that teaching and delivery of course material is effective and focus on students learning	51
Process and Procedures used to ensure Active Learning and that Courses' Learning Outcomes are met.....	51
b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process.....	52
Standard 5-5 Program Requirements Completion Process	52
a. Describe the procedure used to ensure that graduates meet the program requirements	52
b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process.....	53
CRITERION: 6 FACULTY.....	Error! Bookmark not defined.
Criterion: 6 Faculty	55
Standard 6-1 Program Faculty Qualifications and Number	55
a. Faculty resumes.....	55
b. Faculty distribution by program's areas	55
Standard 6-2 Current Faculty, Scholarly Activities and Development	55
a. Describe the criteria for faculty to be deemed current 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.....	55
b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development.....	56
c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development.	56
d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement.....	56
Standard 6-3 Faculty Motivation and Job Satisfaction	56
a. Describe programs and processes in place for faculty motivation.....	56
b. Obtain faculty input using faculty survey on programs for faculty motivation and job satisfaction	57
c. Indicate how effective these programs are	57
Standard 6.4 Management Sciences Faculty.....	58
CRITERION: 7 INSTITUTIONAL FACILITIES	Error! Bookmark not defined.
Criterion: 7 Institutional Facilities	63



Standard 7-1 New Trends in Learning (e.g. E-Learning)	63
a. Describe infrastructure and facilities that support new trends in learning	63
b. Indicate how adequate the facilities are	63
Standard 7-2 Library Collection and Staff	64
a. Describe the adequacy of Library's technical collection	64
b. Describe the support rendered by the Library	65
Standard 7-3 Class-rooms & Offices Adequacy	65
a. Describe the adequacy of the classrooms.....	65
b. Describe the adequacy of faculty offices	65
CRITERION: 8 INSTITUTIONAL SUPPORT	Error! Bookmark not defined.
Criterion: 8 Institutional Support	67
Standard 8-1 Support and Financial Resources.....	67
a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation.....	67
b. Describe the level of adequacy of secretarial support, technical staff and office equipment	67
Standard 8-2 Number and Quality of GSs, RAs and PhD Students.....	68
a. Provide the number of graduate students for the last three years.....	68
b. Provide the faculty: graduate student ratio for the last three years	68
Standard 8-3 Financial Support for Library and Computing Facilities.....	69
a. Describe the resources available for the library	69
b. Describe the resources available for laboratories-	69
c. Describe the resources available for computing facilities.....	69



Criterion 1: Program Mission, Objectives and Outcomes

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



Criterion: 1 Program Mission, Objectives and Outcomes

Standard 1-1 Program Measurable Objectives¹

a. Mission Statements

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.

Department Mission Statement

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

To develop skilled, innovative, principled and ethical business leaders in banking and finance industry with a global perspective, who are sensitive to the local community values and economy as well as market dynamics, through a career training system administered by caring, professional and experienced faculty and administration in order to provide a strong foundation in the evolution of banking principles.

b. Program Measurable Objectives

Master's in Business Administration Banking & Finance (MBABF) 36 Credit Hours program is intended to:

1. To provide executive training at an advanced level covering the latest developments and issues faced in the management of banks and financial services firms.

¹ Source of Information: Prospectus 2014 & Program Manager



2. To provide a mix of both theoretical and practical elements covering contemporary developments in the banking and financial field.
3. To introduce a much stronger practical emphasis focusing on the strategies and financial management of financial services firms.
4. To develop and promote strategic thought process in its graduates for integration in all the areas and aspects of a banking and finance company.
5. To understand the strategic nature of innovation and technology in banking and finance sector and to develop the ability to use them as effective management instruments in this sector.

c. Program Outcomes

SZABIST intends to achieve following program outcomes on the basis of the program objectives. The students should be able to demonstrate:

1. Comprehensive detailed knowledge of the essential concepts underpinning the core functional areas of banks and financial institutions.
2. Use economic concepts relevant to financial markets to make good banking decisions.
3. Wide appreciation of the various processes, procedures, theories and practices that need to be applied with in banks and financial institutions to achieve successful outcomes in the financial markets.
4. Precise knowledge of the main concepts and analytical tools used in finance and banking decisions.
5. Make proficient use of consumer and commercial lending laws and practices in the banking environment.
6. Critical understanding of the ethical issues which confront contemporary banking practices and financial markets with awareness of personal responsibility and professional code of conduct.

d. Describe how each objective is aligned with program, college, and institution mission statements

Objective	Alignment with program, and institution mission statement
To provide executive training at an advanced level covering the latest developments and issues faced in the management of banks and financial services firms.	To develop skilled, who are sensitive to the local community values and economy as well as market dynamics, through a career training system administered by caring, professional and experienced faculty and administration.



<p>To provide a mix of both theoretical and practical elements covering contemporary developments in the banking and finance field.</p>	<ul style="list-style-type: none"> - To provide a strong foundation in the evolution of banking principles. - 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
<p>To introduce a much stronger practical emphasis focusing on the strategies and financial management of financial firms.</p>	<p>To develop skilled, who are sensitive to the local community values and economy as well as market dynamics, through a career training system administered by caring, professional and experienced faculty and administration.</p>
<p>To develop and promote strategic thought process in its graduates for integration in all the areas and aspects of a banking and finance companies.</p>	<p>To develop skilled, innovative, principled and ethical business leaders in banking and finance industry</p>
<p>To understand the strategic nature of innovation and technology in banking and finance sector and to develop the ability to use them as effective management instruments in this sector.</p>	<p>(SZABIST) has been established with the objectives of producing highly qualified, scientific and technical personnel to meet the country's requirement</p>

e. Elements of Strategic Plan

MBA Banking and Finance is a specialized program catering to the need of fastest and most dynamic banking and finance sector of Pakistan and thus its strategic plan to achieve its diverse industry needs is based on the following strategies:

- 1. Specialized program:** The university has started the MBA Banking and Finance program keeping in view, need of finance professionals for banking and finance sector of Pakistan. The curriculum of this program, therefore, is based on different banking core and specialized courses and is not following the HEC curriculum guidelines for MBA degree. This gives an edge to the MBA Banking & Finance students over MBA Finance Students as MBA Finance students cover only four courses or area's in banking field as electives, while MBA Banking and Finance student's complete curriculum is based on banking and finance related courses.
- 2. Flexible curriculum:** Understanding the need of changing banking environment and needs, the MBA BF curriculum has been kept flexible, with six core banking areas and



four electives to cover emerging requirements of banking and finance industry. By revisiting the curriculum needs the core areas covered through core courses are also revised, keeping the curriculum abreast with the contemporary practices in local banking industry.

- 3. Research and Development:** Historically, the universities have been touted with contribution towards the need of the industry and economy and specially introducing innovation in financial services industry in developing economies. Through research SZABIST is striving to bridge the gap between industry and academia by introducing academic research through its final year research projects and bridging the gap between research and applied research through business research projects (to be implemented from 2015 batch). The idea is to incorporate research based assignments in every semester in each course and at the end of program students are provided with an option to pursue an academic research project or business research project.
- 4. Professional career building:** As the SZABIST MBA BF program is a specialized MBA program with a focus on financial services sector, SZABIST strives hard to prepare its graduates for professional careers ahead by involving only top bankers from some of the best financial institutions in the country to teach the banking specific curriculum, thereby equipping its graduates with academic understanding as well as professional grooming in the banking sector. Along with class room based training SZABIST's Executive Development Center (EDC) also facilitates arranging Internships for all students and acts as a liaison between the industry and the students. Every semester, renowned national and multinational companies contact the EDC to conduct their employment tests, interviews and other on-campus recruitment activities to directly induct SZABIST graduates into their organizations. Additionally, at least once a year, a 'Job Fair' is held at the college campus where many leading companies are invited to explain their recruitment procedures and the scenario about present and future vacancies. A graduate directory is published, once a year. It is a compendium which gives CVs of all students who have graduated during the year and it is distributed free of charge to all leading companies, where it serves as a useful reference book to find appropriate candidates for present and future vacancies.
- 5. Co-curricular Learning:** SZABIST promotes an active, self-motivated, exploratory and attentive learning through a range of learning opportunities, both curricular and co-curricular. The scheme of activities range from student research projects, internships, recreational trips and athletic programs, and a number of other co-curricular opportunities



on the platform of its vibrant academic societies and student councils. At SZABIST an 8 week internship with a reputable company is a compulsory pre-requisite for graduation to give the students a foretaste of industry practices, in an effort to bridge the gulf between the classroom and the industry. Furthermore, SZABIST regularly organizes an annual dinner with its alumni and adjunct faculty, particularly those who are gold medalists or are working in top multinational organizations, as an opportunity for its alumni and itself to network with the corporate world for innovative curriculum development, internships, placements, sponsorships and joint activities.

f. Program Objectives Assessment

Objective	How Measured	When Measured	Improvement/Issues	Improvements Made
To provide executive training at an advanced level covering the latest developments and issues faced in the management of banks and financial services firms.	Course Outline, midterm examination, final examination, assignments and reports	Every Semester	Need to develop the library resources in banking and allied subject areas	An enhanced budgetary allocation is proposed to Head of Department
To provide a mix of both theoretical and practical elements covering contemporary developments in the banking and finance field.	Practical Reports, Projects and Assignments	Every Semester	Need to bring in guest speakers from industry	Guest speakers sessions frequency has been suggested to increase.
To introduce a much stronger practical emphasis focusing on the strategies and financial management of financial firms.	Course Outline, midterm examination, final examination, assignments and report	Every Semester	Need to have senior level banking professionals and PhD's from central bank to cover this aspect	Senior level banking faculty have been introduced



To develop and promote strategic thought process in its graduates for integration in all the areas and aspects of a banking and finance companies.	Group assignments, final reports and presentation, Guest Speaker Sessions	Every Semester	Need to introduce core course focusing on development of thought process apart from general and core banking skills	A faculty meeting to discuss the need of such course and development of such course has been planned.
To understand the strategic nature of innovation and technology in banking and finance sector and to develop the ability to use them as effective management instruments in this sector.	Course outline, Group assignments, final reports and presentation, Guest Speaker Sessions	Every Semester	Need to introduce a special session to emphasize the banking and finance technology in an appropriate course/s.	To be discussed in faculty meeting

Table 4.1: Program Objectives Assessment

Standard 1-2 Program Outcomes

a. Outcomes versus Objectives

PROGRAM OBJECTIVES	PROGRAM OUTCOMES					
	1	2	3	4	5	6
1	S	S	S	S	M	S
2	S	S	S	S	S	S
3	M	S	S	S	M	M
4	M	X	M	S	M	M
5	M	X	M	S	X	M

Table 4.2 Outcome versus Objectives



Legend:

S = Substantial contribution to the objectives

M = Moderate contribution to the objective

X = No contribution to the objective

b. Employer Survey²

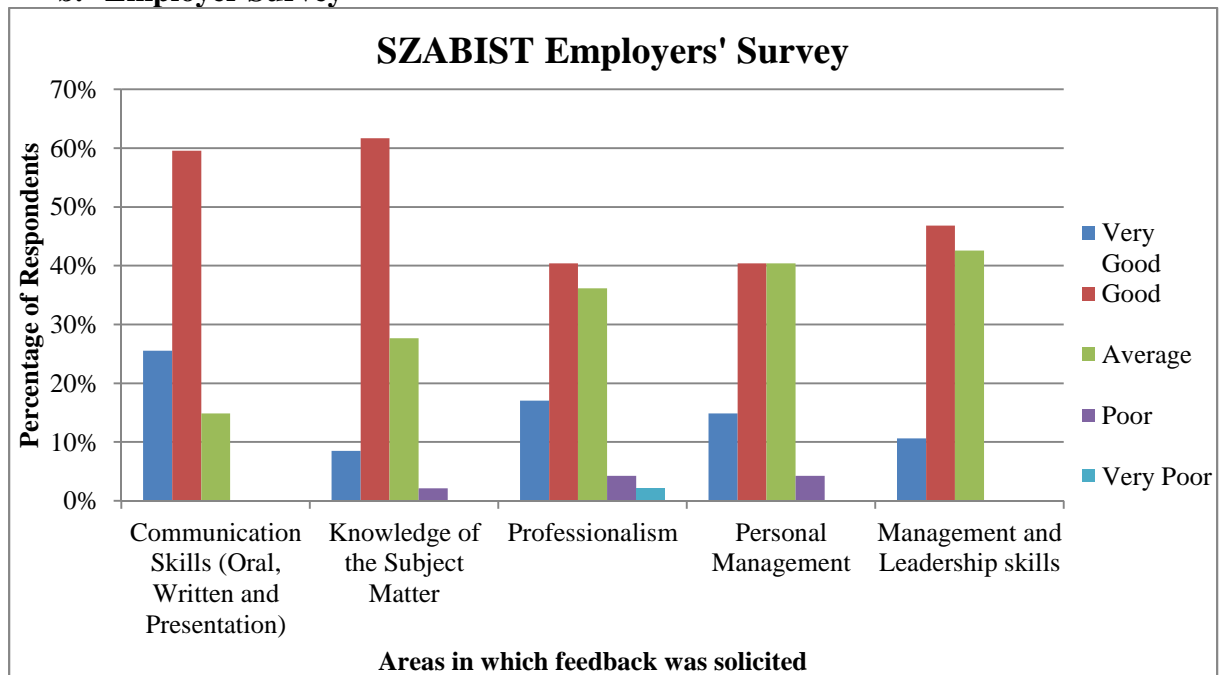


Figure 1.1

² The source of information is Employer Survey



c. Alumni Survey³

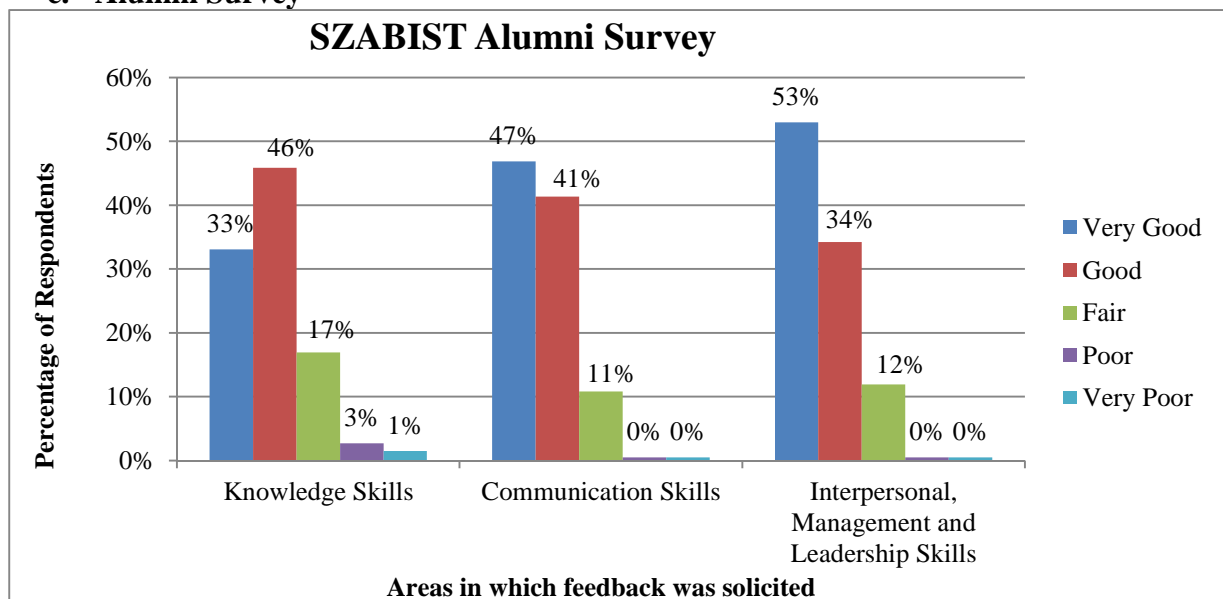


Figure 1.2

d. Graduating Student Survey⁴

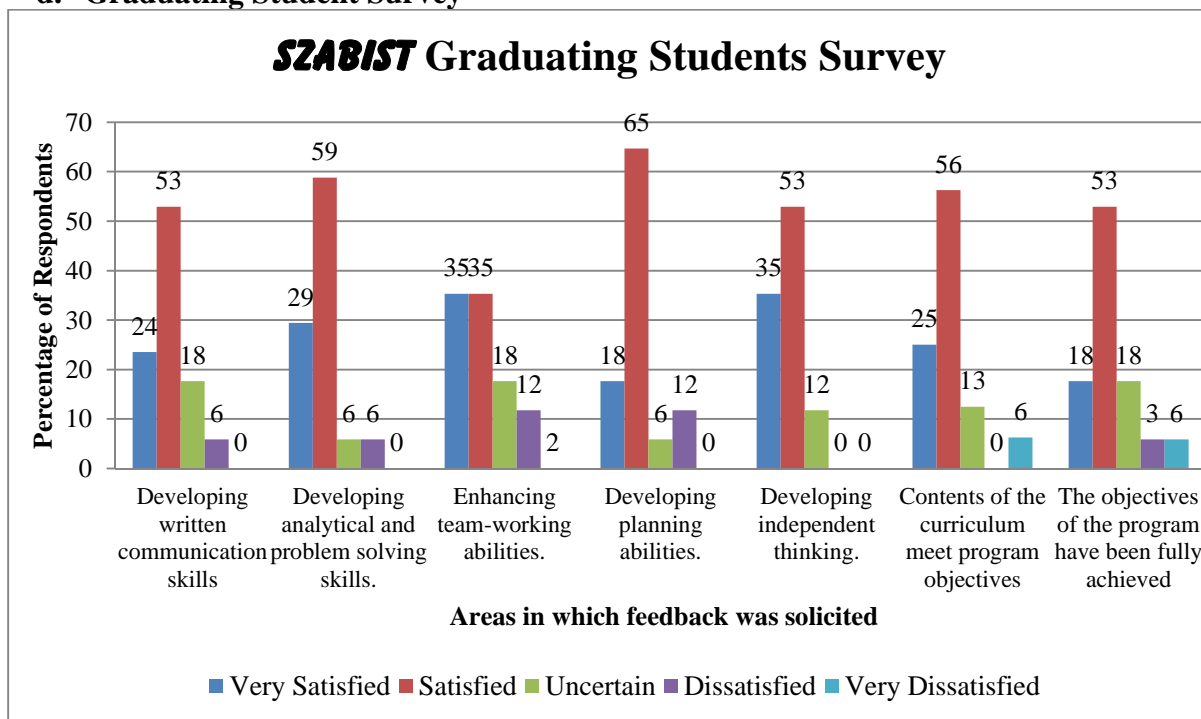


Figure 1.3

³ The source of information is Alumni Survey

⁴ The source of information is Graduating Students Survey



Standard 1-3 Assessment Results and Improvement Plans

a. Describe the action taken on the basis of the periodic assessment⁵

SZABIST has a very strong tradition of assessing the programs through ‘Student evaluation of course instructors and the course’ in 5th and 6th week in order to have a feel of any possible “gaps” in the overall learning processes employed, on course by course basis. Instructors with weak evaluations covering a number of areas like lecture delivery and use of various course materials for effective course delivery, are asked to improve course delivery or any other area of deficiency known through these surveys. If this fails, such course instructors are not retained for the program.

b. Describe major future program improvement plans based on recent assessments⁶

Program Improvement Plan based on Recent Assessment

- A mandatory Guest Speaker Session/Workshop with a senior banker in each course.
- Introduce new elective courses.
- Changing course delivery from traditional classroom teaching to case-based teaching methodology

All above depends on the approval of board of studies (BOS) of management science department and availability of the human and other resources.

c. List strengths and weaknesses of the program⁷

➤ Strengths of the MBA BF 36 Credit-hour program include:

- 100 % Faculty from diverse banking and financial services industry
- Specialized program with all courses and electives covering banking and finance except one course.
- Highest level of professional grooming of the graduates as compared to any other MBA program;

➤ Weaknesses of the MBA BF 36 Credit-hour program include:

- 100% visiting faculty
- Weak Library resources

⁵ The sources of information are Academic Office and General Administration

⁶ The sources of information are Academic Office and General Administration

⁷ The sources of information is Program Manager



d. List significant future plans for the program

- Introduce new elective courses
- Changing course delivery from traditional classroom teaching to case-based teaching methodology

Standard 1-4 Overall Performance Using Quantifiable Measures

a. Indicate the percentage of successful students during study years showing i.e. their average, graduating grade point average per semester, time required to complete the program, drop out ratio of students⁸

- Average GPA for students in the MBA BF program was 3.10 and 3.21 in Spring 2014 and Fall 2014.

Drop-out ratio of student every semester

Semester	Dropouts	Enrolled Students	Dropout Ratio
Fall 2014	0	27	0%
Spring 2014	0	27	0%
Fall 2013	0	42	0%
Spring 2013	0	26	0%
Fall 2012	0	36	0%

b. Indicate the percentage of employers that are strongly satisfied with the performance of the departments graduates⁹

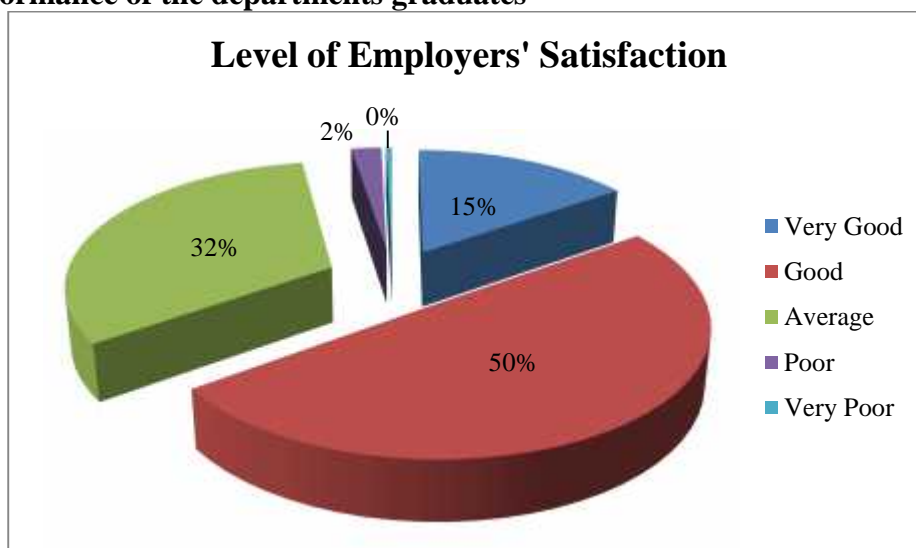


Figure 1.4

⁸ The sources of information is Academic Office, Dismissal List

⁹ The sources of information is Employer Survey



As per the above illustration, a very high percentage of the employers i-e 65% (V Good 50% , Good 15) are strongly satisfied with the performance of departments graduates.

c. Percentage of Student Evaluation/Assessment results for all the courses and faculty¹⁰

Year	Semester	Faculty & Courses Rating					
		Excellent	Very Good	Good	Satisfactory	Not Satisfactory	Poor
2014	Spring	33.33%	-	-	66.66%	-	-
	Fall	80%	20%	-	-	-	-

d. Percentage of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research¹¹

SZABIST PUBLICATIONS

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2. "Mediation of Work Engagement between Emotional Exhaustion, Cynicism and Turnover Intentions," International Journal of Management Sciences and Business Research {IJMSBR}, Volume 2, Issue-7, August 1, 2013 www.ijmsbr.com/volume-2-issue-7/, ISSN (2226-8235, Mr. Riaz Ahmed Mangi and Dr. Amanat Ali Jalbani-SZABIST-Karachi.
3. "Financing Ready-made Micro Business: A Case Study of National Bank of Pakistan," Journal of Independent Studies & Research [JISR-MSSE], Volume 10, Number 1, January 2012, www.jisr.szabist.edu.pk/jisr-msse, ISSN: 1998-4154, Mr. Javed Ahmed Qureshi and Dr. Amanat Ali Jalbani-SZABIST-Karachi.

¹⁰ The source of information is Academic Office

¹¹ The sources of information are Program Managers



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<http://www.biztek.edu.pk/downloads/JMSS%206X2/3%20Investment%20Decision%20Driving%20Factors.pdf>
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e. Number of short courses workshops, seminars organized on community service level¹²

Due to professional nature of students and faculty at a Master's level program, where they are only available during the class timings, the community level services, has not been able to flourish much. However, in current semester, the SZABIST evening students, took an initiative of familiarizing the evening and executive programs, through an interview series of faculty teaching on these programs.

¹² The source of information is Program Managers



f. Faculty and student surveys results to measure the administrative services provided¹³

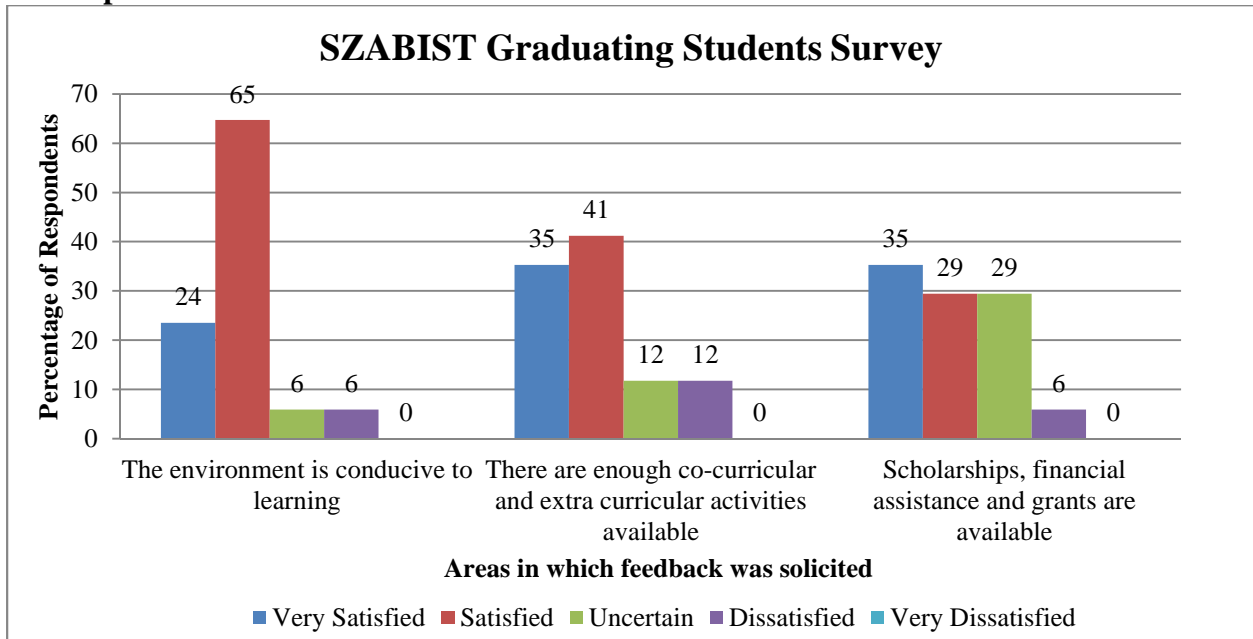


Figure 1.5

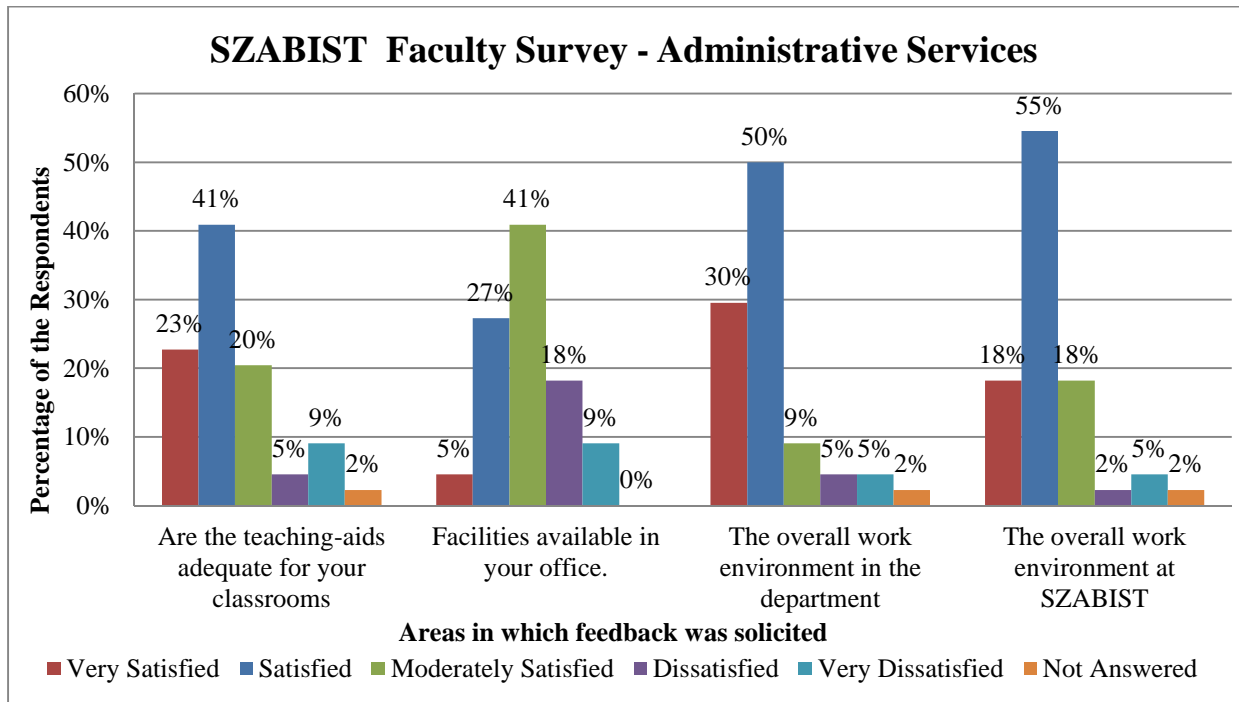


Figure 1.6

¹³ The source of information is Faculty Survey and Alumni Survey



SZABIST Alumni Survey - Infrastructure

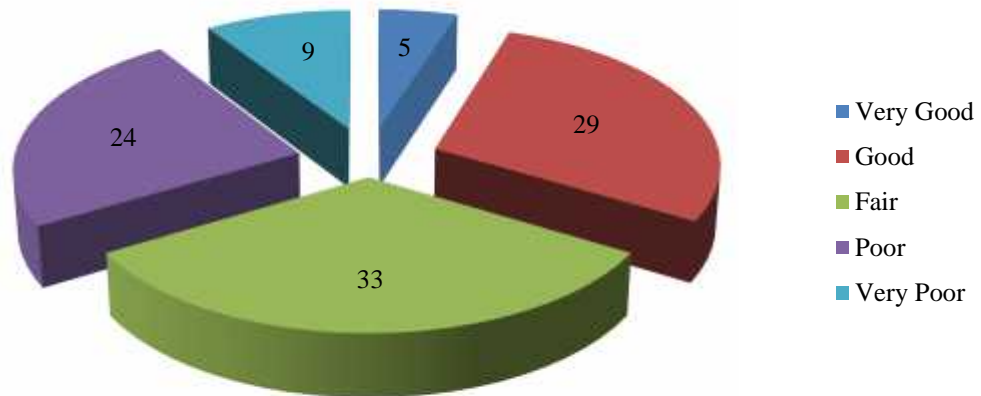


Figure 1.7



Criterion 2: Curriculum Design and Organization

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



Criterion: 2 Curriculum Design and Organization¹⁴

Standard 2-1 Courses vs. Objectives

a. Title of degree program

The Title of Degree program is “Master in Business Administration (Banking & Finance)”. This is a specialized program with curriculum focusing on different skills and knowledge areas in banking sector.

b. Definition of credit hour

A credit hour represents an hour’s duration class of room teaching involving lecturing, discussion, problem solving, case studies etc. All courses in MBA BF program are of 3 credit hours means students spend three hours in lecture/discussion based learning in a class per week per course. The Final year Academic or Business Research Project is, however, not based on class room based learning rather students are required to work on project under the supervision of a full time or approved adjunct faculty members are, with a minimum of eight meetings over a semester.

c. Degree plan

Detailed course plan of MBA BF 36 credit hours and course outlines of all MBA courses are attached in appendix.

Curriculum Plan

SEMESTER – I	SEMESTER – II	SEMESTER – III
BA5103 Advance Research Methods	BA5175 Banking Operations	Elective-III
BA5132 Analysis of Financial Statements	BA5273 Prudential Regulations	Elective-IV
BA5235 Treasury and Funds Management	BA 5139 Financial Risk Analysis	Business Research Project OR Academic Research Project
Elective – I	Elective-II	-

¹⁴ The sources of information are Program Managers



d. Curriculum Course Requirements:

The NBEAC and HEC has not prescribed any curriculum course requirements for MBA BF program. The curriculum is therefore spread over 10 courses and a project, with six core banking courses, four elective banking and finance courses of 03 credits hours each. Students are also required to complete a research project of 06 credit hours in order to graduate.

e. Describe how the program content (courses) meet the program objectives:

Group of Courses	Objectives				
	1	2	3	4	5
Banking and Finance Core	X	X	X	X	X
Banking and Finance Electives	X	X	X	X	X
Research Courses and Project			X	X	X

Table 4.3

1. Banking & Finance Core Courses: Advance Research Methods, Analysis of Financial Statements, Treasury & Funds Management, Banking Operations, Prudential Regulations, Financial Risk Analysis.
2. Banking & Finance Elective Courses: Four electives covering various banking and finance related courses
3. Research Courses: Advance Research Methods and Research Project

f. Courses versus Outcomes. List the courses and Tick against relevant outcomes:

List of Courses	Outcomes					
	1	2	3	4	5	6
BA5103 Advance Research Methods	X		X	X		X
BA5132 Analysis of Financial Statements	X		X	X	X	X
BA5235 Treasury and Funds Management	X	X	X	X	X	X
BA5175 Banking Operations	X	X	X	X	X	X
BA5273 Prudential Regulations	X	X	X	X	X	X
BA 5139 Financial Risk Analysis	X	X	X	X	X	X
Business Research Project OR Academic Research Project	X	X	X	X	X	X
Electives	X	X	X		X	X



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

The MBA BF program's curriculum is based on theory and practice of banking in financial sector of Pakistan. In each of courses students are rigorously exposed to practical issues and project based on industry resulting in understanding of banking practices and issues.

Element	Courses
Theoretical Background	BA5132, BA5235, BA5175, BA5273, BA5139
Problem analysis and solution (Students select any four courses)	BA5119, BA5131, BA5134, BA5135, BA5137, BA5231, BA5232, BA5234
Research & Applications	BA5103, BA5319

Table 4.5

Standard 2-3, 2-4, 2-5, 2-6, and 2-7 indicate how courses in the program satisfy its requirements

HEC and NBEAC has not provided any guidelines for MBA Banking and Finance program.



Criterion 3: Laboratories and Computing Facilities

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



Criterion: 3 Laboratories and Computing Facilities¹⁵

SZABIST has state of the art infrastructural facilities with ubiquitous band width connectivity of the internet. The Wi-Fi installed in all the campuses support students to connect on the go to access the network. These resources enable MBA students to work efficiently and effectively on their projects and course works. Computer Labs are fully equipped with computing, printing and scanning facilities from 8:00 am till 10:00 pm Monday to Saturday, with five minutes power backups for all computers in case of sudden and abrupt power interruptions.

The students are allotted two types of ID and passwords at the time of registration:

- A user ID and password is assigned for accessing the computer in Lab, this ID also helps students in using the printing and scanning facilities. Color and Laser printing is available at nominal cost.
- A user ID and password is assigned to access the ZABDESK for course registration, attendances and semester results.

The integrity of the network is maintained by restricting students from the rights of software installations or installing their own interest programs on SZABIST computers. However, the installations can be done by the Lab administrator based on the formally routed request by the student and the concerned faculty to Manager Systems.

Computer Labs are maintained through *Lab Schedules* developed at the beginning of the semesters for the faculty who wish to conduct their sessions in Lab and *open hours* are also kept for students to work on their assignment and projects whereby the allocation of computer systems is based on first-come-first-serve basis. Lab sessions are also arranged upon the request of other faculties who wish to conduct one or two sessions. In case of MBA Banking and Finance the lab sessions are only conducted for the course of *Financial Modeling*

Comprehensive information about each lab is mentioned in following tables:

Lab Title	Lab 1 and 2
Location	90 campus
Objectives	<ul style="list-style-type: none">• For holding Lab sessions and course related sessions or exams for classes with less than 45 students.• For Internet usage• For Printing of reports, assignments To access HEC Digital Library link, SZABIST e-library

¹⁵ The sources of information are Manager Systems, Computer Lab staff, Student handbook 2014, SZABIST Prospectus 2014



Adequacy for instruction	Adequate for 45 students at a time. 45 desktops systems, and two White boards available. Projector available from Academics office on request by course instructor.
MBA B& F Course	Financial Modeling, Advanced Research Methods
Software available	Microsoft Visual Studio 2013, Microsoft SQL Server 2008R2, Microsoft.Net Framework 4.5, Adobe Photoshop Suite CS6, Microsoft Office Suite 2010, IBM SPSS 20, Net Beans IDE 7, Java & Java SE Development Kit 7, Team Viewer 9, Windows Defender up to date, Turbo C++ 3, Dev C++, Kaspersky AntiVirus, VMware Workstation 10 and all other usual software are installed.
Major equipment	2 Black Printers, 1 Color Printer, 1 Scanner, 45 Desktops, 2 Network Switches with 24 ports each. WiFi available. UPS installed.
Safety regulations	Available

Lab Title	Lab 3
Location	100 Campus
Objectives	<ul style="list-style-type: none"> • For holding Lab sessions and course related sessions or exams for classes with less than 45 students. • For Internet usage • For Printing of reports, assignments To access HEC Digital Library, SZABIST e-library
Adequacy for instruction	Adequate for 45 students at a time. 45 desktops systems, and one White board available. Projector installed.
MBA B&F Course	Financial Modeling, Advanced Research Methods
Software available	Visual Studio, (Adobe's All Software) MS Office 2010, Turbo C++, Picasa, SQL Server, SPSS, Kaspersky AntiVirus, etc., etc.
Major equipment	1 Black Printer, 1 Color Printer, 1 Scanner, 45 Desktops, 2 Network Switches of 24 ports each. WiFi available. UPS installed.
Safety regulations	Available and communicated



Lab Title	Lab 4
Location	100 campus
Objectives	<ul style="list-style-type: none"> • For holding Lab sessions and course related sessions or exams for classes with more than 25 students. • For Internet usage • For Printing of reports, assignments • To access HEC Digital Library, SZABIST e-library
Adequacy for instruction	Adequate for 30 students at a time. 30 desktops systems and a White board available. Projector available from Academics office on request by course instructor.
MBA B&F Course	Financial Modeling, Advanced Research Methods
Software available	Visual Studio, Primavera and all Common lab softwares are available including MS Office, Adobe Reader, Kaspersky AntiVirus, etc., etc..
Major equipment	1 Black Printer, 1 Color Printer, 1 Scanner, 30 Desktops, 2 Network Switches of 24 ports each. WiFi available. UPS installed.
Safety regulations	Available and communicated

Lab Title	Lab 5
Location	100 campus
Objectives	<ul style="list-style-type: none"> • For holding Lab sessions and course related sessions or exams for classes with more than 25 students. • For Internet usage • For Printing of reports, assignments • To access HEC Digital Library, SZABIST e-library
Adequacy for instruction	Adequate for 30 students at a time. 30 desktops systems and a White board available. Projector available from Academics office on request by course instructor.
MBA B&F Course	Financial Modeling, Advanced Research Methods
Software available	Visual Studio 6, Visual Studio 2013, Adobe Photoshop, Adobe Acrobat 11, Adobe After Effects cs6, Adobe Audition cs6, Adobe Dreamweaver cs6, Adobe Flash cs6, Adobe Illustrator cs6, Adobe InDesign cs6, Adobe Premier cs6, AutoCAD 2010, DevC++, TurboC, Matlab 2013, movie maker, WMP,



	7-Zip, WinRAR, Eviews5, Google Chrome, Mozila Firefox, spss 17, spss 21, Miktex 2.9, JabRef 2.9, JDK 8, Kaspersky AntiVirus, Klite Codec Pack, Magic Disc, MS Office 2010, Multisim 12, NetBeans 8, Primavera6, Pro E 4, Real Player, Solid Works 2012, VLC Media Player, vmware 11, etc., etc.
Major equipment	1 Color Printer, 31 Desktops, 3 LAN Switches for lab5 of 24 ports each, WiFi available. UPS installed
Safety regulations	Available and communicated

Lab Title	Lab 6
Location	100 campus
Objectives	<ul style="list-style-type: none"> • For holding Lab sessions and course related sessions or exams for classes with more than 25 students. • For Internet usage • For Printing of reports, assignments • To access HEC Digital Library, SZABIST e-library
Adequacy for instruction	Adequate for 30 students at a time. 30 desktops systems, Projector and a White board available.
MBA B&F Course	Financial Modeling, Advanced Research Methods
Software available	Adobe Air, Adobe CS 6, Adobe Reader X10, AutoCAD 2010, Eviews 5, Kaspersky Security 10, Mathematica Extras 8.0, MatLab R2013b, MS Office 2010, Microsoft Project Professional, SQL Server, MS Visio Premium 2010, MS Visual Studio 2010, SPSS 17.0, Turbo C ++, WinRAR, Div X, VLC, Mozilla Fire FOX and Google Chrome
Major equipment	1 Black Printer, 1 Color Printer, 1 Scanner, 25 Desktops, Multimedia is installed. 2 Network Switches of 24 ports each. WiFi available. UPS installed.
Safety regulations	Available and communicated



Standard 3- 1 Lab Manuals/Documentation/Instructions

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

The instructions are mentioned on the Notice Boards places in each lab about:

- Internet Proxy Settings
- HEC Digital Library Proxies
- IP address and Web Domain for ZABDESK
- Instructions and setting to access printers
- Lab Schedules
- Rules and Regulations for Lab
- Rules to change and update passwords

b. Are the resources available sufficient for the program?

The resources are sufficient for the program, as students only need labs for “Advanced Research Methods” course to have SPSS lab sessions and use lab for analyzing project related data and compilation of reports/assignments.

Standard 3- 2 Adequate Supports of Personnel for Labs¹⁶

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

Professional Personnel are provided for each lab for continuous support, troubleshooting, error handling and guiding students as well as faculty about:

- i) Usage and maintenance of student account password privacy
- ii) Usage various software and hardware
- iii) Usage of ZABDESK and online registration process (for new students and faculty)

A total of 12 dedicated staff members are working at different time slots to ensure unhindered delivery of knowledge. The hierarchical levels of this staff are as follows:

DESIGNATION	NO. OF PEOPLE
-------------	---------------

¹⁶ The sources of information are Manager Systems, Computer Lab staff, Student handbook 2014, SZABIST Prospectus 2014



Supervisors i. IT Head ii. Computer Labs Administrator	1 1
Computer Lab staff i. Laboratory in charges Lab number 1,2* ii. Laboratory assistants in Lab number 3 iii. Laboratory assistants in Lab number 4* iv. Laboratory assistants in Lab number 5* v. Laboratory assistants in Lab number 6 *Lab 1&2 are interconnected via doorway. Same is true for Lab 4&5 respectively.	Each lab has 2 in charges one for morning and one for evening shift Lab 1,2 has two persons Lab 3 has two person Lab 4 has two person Lab 5 has two person Lab 6 has two person
Attendant	1

COMPUTER LAB SHIFTS per Lab	TIME SLOTS	PERSONNEL
Morning	8.00am – 4.00pm	1
Evening	2.00pm – 10.00pm	1

Standard 3- 3 Adequate Computing Infrastructure and Facilities¹⁷

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

No.	Particulars	Quantity
1	Servers	16
2	Desktop Computers in labs (1,2,3,4,5 and 6 only)	175
3	Video Conferencing Equipment	1
4	Color Scanners	4
5	Printers	9
6	Multimedia Projectors	29
7	Local Area Network with 250+ nodes, CISCO 2600 Series Routers, CISCO 2950 series of switches, Laser Printers, Color Printers, Finger Print Devices, Multimedia Equipment and a rich Software Library.	

¹⁷ The sources of information are Head of IT Department, Manager Systems, Computer lab staff.



b. Shortcomings in Computing infrastructure and facilities

Based on the information given above, it can be concluded the computer lab facilities are adequate and up to par for the MBA Banking and Finance Program at SZABIST. However, the only deficiency highlighted is the urgent need to student manuals to be placed in the labs to assist them in operating ZABDESK. Moreover students face difficulty in passwords update therefore the rules for passwords need to be redefined.



Criterion 4: Student Support and Advising

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



Criterion: 4 Student Support and Advising

Standard 4-1 Sufficient Frequency of Course Offering¹⁸

a. Provide the department's strategy for course offering

- Core and elective courses are spread over three semesters with project in final semester.
- The courses are offered again if at least 15 students who wish to repeat, registers for the course.
- Courses curriculums are continually revised as per the market competitiveness and corporate requirements.
- Overall class strength varies between 15 and 40

b. Explain how often required courses are offered

- Courses are offered according to the plan given in the prospectus of the year.
- Courses are offered in alternate semesters. However in case of higher number of failures in a course; the course may be repeated in subsequent semester.
- Elective courses can also be offered on the request of the student provided it satisfies the criteria of minimum number of students per course.
- Courses can also be offered in summer semester on the requirement by the students.
- Research Project is offered in every semester to facilitate students who are taking lesser course load.

c. Explain how often elective courses are offered

- One elective each is offered in first and second semester, while remaining two courses are offered in third semester.
- Electives are offered in Banking as well as in Finance for B&F students.

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

MBA Course Taking Policy in Other Programs is as follows:

- MBA students may register in courses of other programs based on equivalency define in course catalogue.
- Elective courses are offered combined to all MBA programs such as 36, 72, 90 credit hours and Banking & Finance. Therefore the students can take electives from all four programs.
- Students of MBA are not allowed to take courses in other departments like computer science, social science or media science.

¹⁸ The sources of information are Program Managers



Standard 4-2 Effective Faculty and Student Interaction

Describe how you achieve effective student / faculty interaction in courses taught by more than one person such as two faculty members, a faculty member, and a teaching assistant or a lecturer¹⁹

Many courses are being taught by single faculty and there are no teaching assistants provided to share the course contents, therefore students can easily interact with one person through class room discussions and consultation hours fixed by the (fulltime and adjunct) faculty for each section exclusively.

Standard 4-3 Professional Advising and Counseling²⁰

a. Describe how students are informed about program requirements

Students are informed about program requirements:

- Advertisements
- Prospectus
- Brochures
- Student hand book
- Admissions department
- Program heads
- Orientation
- Website and ZABDESK guideline.

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

The advising services are provided through seminars arranged by EDC departments, orientation, workshops, faculty, and program managers. The effectiveness measures are not developed for the advising system.

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

Faculty and Program Managers are required to post counseling hours on their office doors as well as ZABDESK, so the students registered on the ZABDESK or need help can visit the faculty or Program Managers in designated hours. The students can also take appointments from the faculty through email.

¹⁹ The sources of information are Personal experience and validation from Program Managers

²⁰ The sources of information are EDC, Student handbook, Prospectus, SSC and Convocation.



d. Indicate if students have access to professional counseling; when necessary

EDC helps students in professional counseling through inviting people from corporate in seminars, job fairs and other events. Moreover the faculty also arranges professional seminars, guest speaker sessions and workshops to interact with market professionals.

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

Students can interact with the Professionals and Practitioner in the seminars and the workshops arranged by Student societies as well as EDC, the department is dedicated to enhance the opportunities for the students' professional life. The students are facilitated through support and guidance at each stage to adopt the dynamic corporate environment.

Such support may include academic guidance, career counseling, professional grooming, and student support.

The major responsibilities of SZABIST's Executive Development Center (EDC) are the following:

- **ARRANGING INTERNSHIPS**

Internship arrangements are facilitated by EDC for all the students, it act as a liaison between the industry and business students. Renowned national and multinational companies including banks, FMCGS, financial institutions, pharmaceuticals and many others contact EDC and conduct employment tests, interviews and on-campus recruitment activities to induct SZABIST internees and graduates. This 6-8 weeks internship is compulsory for graduation. Furthermore it gives students a foretaste of reality in corporate sector, it also serves as an effort to bridge the gap between classroom and the corporate world.

Continuous contacts are maintained by EDC with these companies to provide internship slots for SZABIST students. Moreover, the companies are urged to provide comments about the intern's performance to apprise him/her about strengths and short comings.

- **ON CAMPUS DRIVES**

Various banks and Financial Institutions are invited to explain their hiring process to students.

EDC provides guidance to students in following manner:

- Resumes writing
- Mock interview
- Entry test preparations
- Queries about jobs and internship placements



- Professional grooming

• **JOB PLACEMENTS**

SZABIST is operating in highly competitive job market with hundreds of graduates vying for the available vacancies for Management Trainee positions. Thus, EDC serves as a liaison between job seeking SZABIST graduates and commercial houses. Wherever possible, companies are urged to come for on-campus recruitment after suitable candidates are lined up. If required, students are helped to prepare an effective resume and also explained the technique of successful interviewing.

At least once a year, a 'Job Fair' is held at the college campus where many leading companies are invited to explain their recruitment procedures and the scenario about present and future vacancies.

• **GRADUATE DIRECTORY**

Graduate directory is one of the main source of all graduating student's CVs which are distributed to all leading companies free of charge, it serves as a useful book to prospect appropriate candidates for present and future vacancies. The students CVs are arranged according to specialization for ease of reference. EDC publishes the Graduate Directory once a year and it is a useful tool to facilitate job placements, which is a major EDC responsibility.

• **ALUMNI**

SZABIST keep in touch and maintain the data about the alumni holding senior positions in leading companies and to strengthen the bonds with their alma mater, the alumni are invited as guest speakers on any subject of topical interest before an audience of present students and a dinner for them is periodically arranged as well.

• **STUDENT GROOMING/ COUNSELLING WORKSHOPS**

SZABIST EDC regularly arranges a Corporate Finesse Week comprising of workshop sessions for its graduating classes across programs. Workshop topics generally include: Potential Employers in Pakistan; Resume Development; Handling Interviews Effectively; What is an office?; Importance of Business Etiquette; Corporate Dinning Manners; Managing Time; Company Culture; Inter Gender Relations at the Work Place; Road Safety etc. EDC also arranges job fair where students can interact with professionals of top notch organizations directly.



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

- **CORPORATE NETWORKING / ALUMNI DINNER**

SZABIST holds an annual dinner with its leading alumni and adjunct faculty, particularly those who are gold medalists or work in top multinational organizations, to network with the corporate world for innovative curriculum development, internships, placements, sponsorships and joint activities. This activity is facilitated/ arranged by the Executive Development Center (EDC).

- **ALUMNI ASSOCIATION**

Plans are to form SZABIST Alumni Association to reach, serve and engage all alumni and to foster a lifelong intellectual and emotional connection between the SZABIST and its graduates. The objective is to create a platform to facilitate and initiate projects which can be mutually beneficial for Graduates and their alma mater.



Criterion 5: Process Control

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



Criterion: 5 Process Control

Standard 5-1 Admission Process

a. Describe the program admission criteria²¹ at the institutional level, faculty or department if applicable

The Master of Business Administration Banking and Finance degree requirements is distributed in accordance with the credit hours, to be fulfilled by the student(s).

MBA BF Program	Criteria
MBA BF 36 Credit hours	<ul style="list-style-type: none">• 4 year BBA degree from HEC recognized university• Minimum 55% marks/ CGPA of 2.5

All candidates are required to go through the multi-step admission process that has been illustrated in the flowchart on the following page.

Continuing of Education for Higher Degrees:

Students completing their MBA BF 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 pre requisites have to be completed before advancing to a higher degree program. Updated documentation will be required and a new registration number will be allocated at the time of registration.

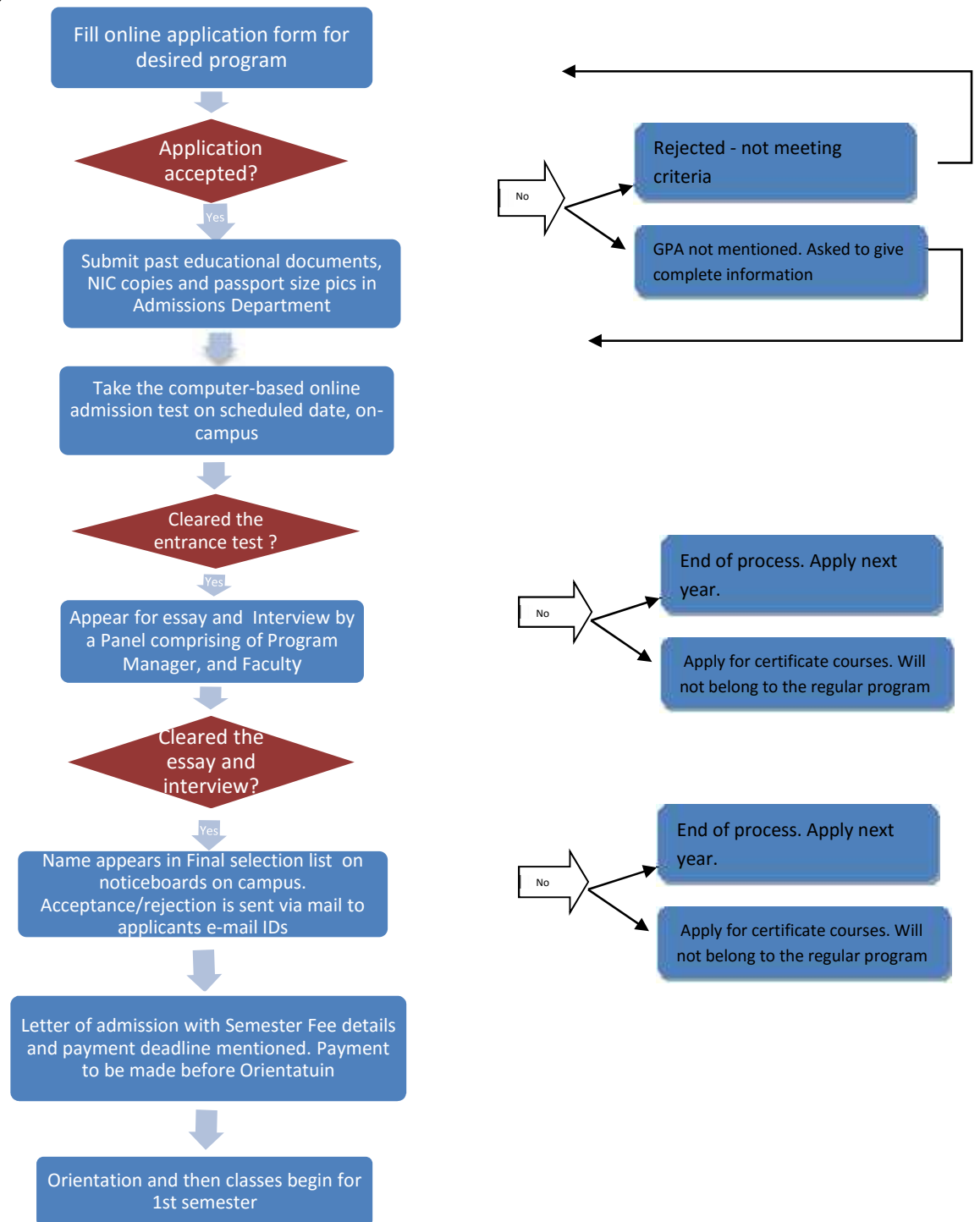
Re-admission after Dismissal:

No credit transfers are allowed in case of re-admission after dismissal.

²¹ The sources of information are Manager Admissions, Student Handbook 2014, and SZABIST Prospectus 2014.



b. THE ADMISSION PROCESS FLOWCHART For the MBA BF program (36 credit hours)





c. Describe policy regarding program/credit transfer

External Transfer policy:

Transfer into SZABIST can only be accepted for candidates who have studied or are currently studying at HEC recognized universities. Transferring credits must have a minimum letter grade of B or above (or 80% marks). The request for transfers must be made at the time of admissions; the maximum time limit to transfer courses is 50% of credits required for the degree. Candidates will be required to clear all SZABIST admission requirements.

Internal Transfer policy:

For transfer candidates from other SZABIST campuses, the candidates must fulfill the admission requirements of the local campus they wish to transfer into. All courses / grades are transferable. A transfer admission fee will be applicable for students transferring from any other SZABIST Campus. The candidate is required to fill the Campus Transfer Form.

For transfer candidates from the SZABIST Certificate Programs all courses having a letter grade C- or above for the MBA BF program are transferable. No transfer courses are allowed in the EMBA Program. However, the courses from SZABIST EMBA Program is transferable into the regular MBA program at SZABIST.

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

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

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

- i) Multiple MBA interview panels have been introduced to save time of students by processing more of students at a time.
- ii) Introduction of Essay as Admission Assessment tool along with computer based test, to assess the writing skills.
- iii)

Standard 5-2 Registration and Students²²

a. Describe how students are registered in the program

²² The sources of Information are Academic Policies and Guidelines for Faculty, Student Handbook 2014; and Academics department personnel.



Students Registration Process:

Students must register through ZABDESK, the automated SZABIST Online Registration System.

The Academics department sends an email to the committee and sms' to student e-groups, and puts up notices on boards all over campus, explaining the ZABDESK registration process, the last date for registration and the fine for late registration.

Course registration is started one week before the semester starts and is closed one week after semester begins. In the 3rd week a list is generated of students attending courses cross-sectionally and those attending courses with incomplete requisites. The same are asked to deregister from the incorrectly opted course.

Online registration is closed one to two weeks after semester begins and then manual registration is allowed from the main Academic's office upon payment of a late registration fine of Rs. 1000. A deadline for late registration is maintained after which no registration is be allowed.

Students who have not registered are not allowed to attend classes. Registered Students who have paid the fee but have remained absent for three classes are forced to de-register from the course during the fourth week.

During the first semester only one course withdrawal is allowed. For second semester and onwards, withdrawal of max two courses is allowed. The request for withdrawal has to be made prior to the twelfth session through ZABDESK's Online Course Withdrawal Process.

The request for withdrawal has to be approved by the Academic Controller, Program Coordinator and Records Department. In case of withdrawal, a letter grade of W (with no grade points) is awarded.

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

Monitoring Student Progress:

Attendance:

Students are required to maintain 80% attendance throughout the semester in order to qualify for the final exam. Maximum 3 absences are allowed per semester per course. Two late arrivals are equal to 1 absence. In case of non-compliance of attendance rules, a letter grade F will be given in the course.



Midterm and Final Examination Policy:

A mid-term exam for the MBA BF program is administered in the 8th session. The mid-term exams account for 20-25 per cent of the final grade and the maximum duration is 2 hours.

The Final Exam is generally of two-and-half to three hours duration. Please note that depending on the course content, Test/Examinations could be a combination of written and practical or multiple choice questions.

Term papers and Projects can be 10-20 %, depending on the course content while a deviation of 10% is permissible at the faculty's discretion.

Passing Grades:

Minimum passing grade in each course is C minus for MBA BF program courses. F grade in a course does not count as having met the pre-requisite for taking an advanced course. Student with 'repeat grades' such as D+ and below must take the course next time as it is offered.

Students may get attendance waiver in Compulsory Repeat Grade courses, except courses in which they received an 'F' grade.

Probation & Dismissal on Academic Grounds:

Students securing a CGPA below 2.50 will be put on probation and a warning letter will be issued. Unless the semester GPA is brought to 2.50 by the end of the next semester, the student will be dropped from the program.

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

Evaluation of Registration and Student Monitoring Process

The Student Registration and Student Progress Monitoring processes are regularly reviewed in ZABDESK through Program Manager.

Academic Heads meeting, held once a month. Any necessary amendment in policy and resolving of individual cases is carried out at these meetings.

In the past one year, the course registration process has been improved. The speed and rate of timely registration by students has been made possible via stringent monitoring of registrations and maintaining strict deadlines and enforcing a hefty fine for late registration. Due to this improvement, class allocation is more accurate and records are updated well in time.



Standard 5-3 Faculty Recruitment and Retention Process

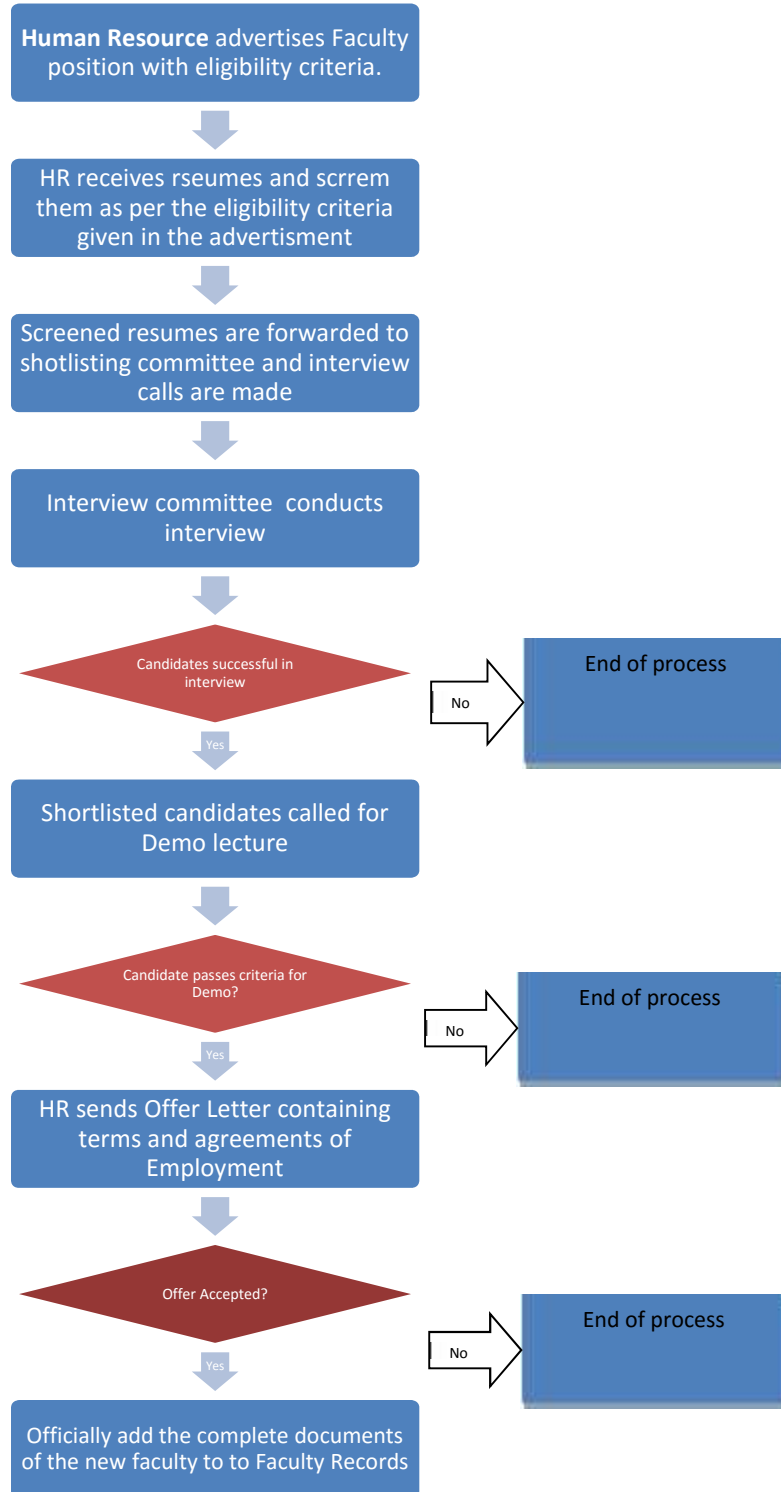
- a. Describe the process used to ensure that highly qualified faculty is recruited to the program**

Faculty Recruitment Process

Currently the practice is that the Human Resource department of SZABIST advertises the faculty positions every semester through leading newspapers, and SZABIST website for online applicants. Human Resource department sets up a committee for short listing the suitable candidates and then sends interview calls. Selection committee, consisting of the Dean of Program, Program Manager and senior faculty conducts the interview of shortlisted candidates and further shortlists the suitable candidates for demo lectures. It will be a mandatory demo lecture. At the end of the lecture and based on the evaluation criteria, faculty will be hired and HR will send them the offer letter for faculty position.



b. Faculty Recruitment Process





c. Indicate methods used to retain excellent faculty members
Faculty Retention Methods and Measures²³

Academic committee will evaluate the faculty every semester with assistance of Human Resource department. If the evaluation of the faculty is satisfactory he/she will be confirmed as full time faculty.

SZABIST offers the following valuable intrinsic and extrinsic incentives and rewards for faculty retention:

- i) Highly competitive salary packages.
- ii) Flexible working hours within a given work week.
- iii) Newly hired faculty is eligible for the Continuing Education on completion of probation.
- iv) While doing MS under Continuing Education benefit, faculty may get promoted and salary may be revised.
- v) Car Loan Financing
- vi) Provident fund
- vii) Annual Bonus
- viii) Annual raise to counter inflationary effect.
- ix) Performance Increment policy
- x) Capacity Development programs/ workshops
- xi) Fully funded trip for presenting own research paper at any Research Conference within Pakistan (once in a year).
- xii) Partially funded trip to an international research conference to present a research paper, (once in 3 years).
- xiii) Publication honorarium,
- xiv) Thesis and dissertation advisor / committee member honorarium and much more.

d. Indicate how evaluation and promotion processes are in line with institution mission statement²⁴

The Faculty Evaluation and Promotion Process is duly in line with SZABIST's Mission Statement.

In order to support the mission, Dean/Head of department evaluate their faculty members annually. The faculty member is evaluated in terms of their teaching, student's feedback, research work, publications, arranging seminars/guest speaker sessions, attending conferences and other administrative work.

²³ The sources of information are HoD of Program, HR Department

²⁴ The source of information is HR Department



The evaluation results are used for promoting those faculty members, who are engaged in giving quality education and sharing industry's experience with the students to prepare them for competitive job industry.

The deserving faculty members also get merit increment and appreciation besides promotion.

The faculty members who are well qualified but not able to achieve the goals assigned by the Dean/Head of the department are properly trained.

Hence, Evaluation process at SZABIST helps in promotion, appreciation, and training, proper counseling of faculty members to prepare them for producing high quality graduates nationally and internationally.

- e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process**

Improvements in the Faculty Evaluation and Promotion Process

These are an outcome of the annual joint meeting of Executive Committee and the Human Resource Department. The Evaluations begin at the end of March and the procedure is well-established. Further improvements in the past year have been made in the official procedure of Performance Appraisal. Forms have been amended. Moreover, training of employees and appraisers is under considered by HR department for better understanding of evaluation criteria by all concerned.

The faculty evaluations results are reviewed and the Executive Committee takes the final decision on promotions.

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 35-40 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:

- i) Guest speaker sessions
- ii) Workshops
- iii) Group assignments
- iv) Term reports based on industrial visits, interviews with company executives and corporate analysis.

The entire above activities 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 process²⁵

Every semester in the 5th and 6th week all the faculty members are evaluated by the students for their methods of teaching and delivery of course material.

The Head of Department gives his comments on all the evaluations and then forwards them to relevant the Program Managers.

If a permanent faculty member scores less the 60% in the evaluation, the Program Mangers informs him/her about the scores and allots time for improvement. After two weeks they are reevaluated, unless the score is improved, their case is taken to the Head of Department and his verdict stands.

Whereas, if a visiting faculty scores less than 60% in the evaluation the Program Mangers informs the relevant faculty about the scores and allots time for improvement. After two weeks they are reevaluated, and if no improvement is made, then the faculty member is removed.

Standard 5-5 Program Requirements Completion Process

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

Standards and Documented Procedures to ensure Completion of Degree Program Requirements

²⁵ The source of information is Academics Department



Minimum GPA to graduate is 2.5 for MBA BF.

MBA BF Program	Requirement for Completion of Degree
MBA BF 36 Credit hours	<ul style="list-style-type: none">• Duration of MBA BF is 1.5 years• 10 MBA BF courses and a project (36 credits)• An Internship of 6 weeks• Clear the SZABIST Comprehensive exam.• Max. duration to complete this degree is 5 years

One year is the maximum time allowed to a student for improving grades after completion of the course work. The maximum time allowed to complete the graduate program is 5 years.

Without completing all degree requirements, including, clearance of financial dues, competing the required courses, internship and passing of the comprehensive exam, a student will NOT be allowed to continue on from MBA BF Program. Completion of prerequisites is a necessary condition to advance to higher degree programs.

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

Periodic Evaluation of above Procedure and its Improvement

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



Criterion 6: Faculty

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



Criterion: 6 Faculty

Standard 6-1 Program Faculty Qualifications and Number

a. Faculty resumes

Launched

b. Faculty distribution by program's areas²⁶

As MBA BF is a specialized banking area, all its faculty is hired as adjunct faculty and no permanent faculty teaches in this program. However, the permanent faculty in finance can teach two core courses i.e. Financial Statement Analysis and Financial Risk Analysis.

Standard 6-2 Current Faculty, Scholarly Activities and Development²⁷

a. Describe the criteria for faculty to be deemed current 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.

The criteria for the full time faculty to be current:

- i) Participating in academic events like seminars / sessions
 - ii) Participating in academic and industry conferences / workshops
 - iii) Presenting and publishing papers in conferences / colloquium / monographs
 - iv) Publishing research papers in local and international journals
 - v) Publishing articles in newspapers and magazines
 - vi) Conducting trainings and workshops
 - vii) Supervising research at bachelors and masters level
 - viii) Supervising research at MS / PhD level
 - ix) Pursuing further education in their specialized field
 - x) Incorporating their research and otherwise learning into their teaching through content and methodology
- In general, a faculty is deemed current, if he or she is taking full load of 4 courses per semester. However, this load may be altered on discretion of Vice President (Academics) to accommodate other institutional activities, such as research. At the moment, Management Science Department has 25 full-time faculty including 4 PhDs

²⁶ The source of information is HR Department

²⁷ The source of information is HR Department



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

- For professional development purposes, full time faculty members are eligible to enroll in Postgraduate programs free of charge and required signing a bond to serve the university for five years after graduation. Additionally, faculty members are encouraged to actively participate in research activities through incentive of reduced teaching load.

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

- For professional development purposes, full time faculty members are eligible to enroll in Postgraduate programs free of charge. At present, around 8 full time faculty are enrolled in PhD program, that will greatly benefit both the department and faculty, individually as through active research they are in continuous process of updating their skills to keep abreast of contemporary and future challenges.
- Faculty is permitted to go on “study-leaves” overseas to attain scholarship in their respective discipline.
- Additionally, faculty is nominated to attend seminars and workshops routinely held within Karachi city and nationally to update and enhance their knowledge in their core teaching areas.

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

- Every month an academic heads meeting involving Deans/Head of Departments and coordinators of all programs is held, this meeting is presided by President. Additionally, regular meetings are scheduled between faculty, program coordinator and Head of Department to address any academic and administrative issues, thereby ensuring smooth running of the program. Furthermore, for each course faculty evaluation is carried out using students’ feedback and in light of this feedback coordinator interacts with faculty to optimize student’s learning experience.

Standard 6-3 Faculty Motivation and Job Satisfaction

a. Describe programs and processes in place for faculty motivation.

The following elements are routinely incorporated to measure faculty motivation:

- i) Cordial working environment
- ii) Flexible faculty timings
- iii) Annual and casual leaves
- iv) Performance-based increment and annual bonus
- v) Loan facility



- vi) Continuing Education with waiver on tuition fees
- vii) SZABIST Employees Housing Society (SECHS)
- viii) Annual picnics and social gatherings
- ix) 50% fee concession for children of employees

c. Indicate how effective these programs are

Programs are effective as

- Employees get the opportunity of personal and professional growth by acquiring education free of cost.
- The 50% concession of fee to children of employees gives employees the opportunity to provide their children with quality education at an affordable price.
- The flexible timing enables the employees to manage their time on campus with the time of their classes.
- The performance based increments and annual bonuses motivate employees to work effectively and efficiently.

b. Obtain faculty input using faculty survey on programs for faculty motivation and job satisfaction²⁸

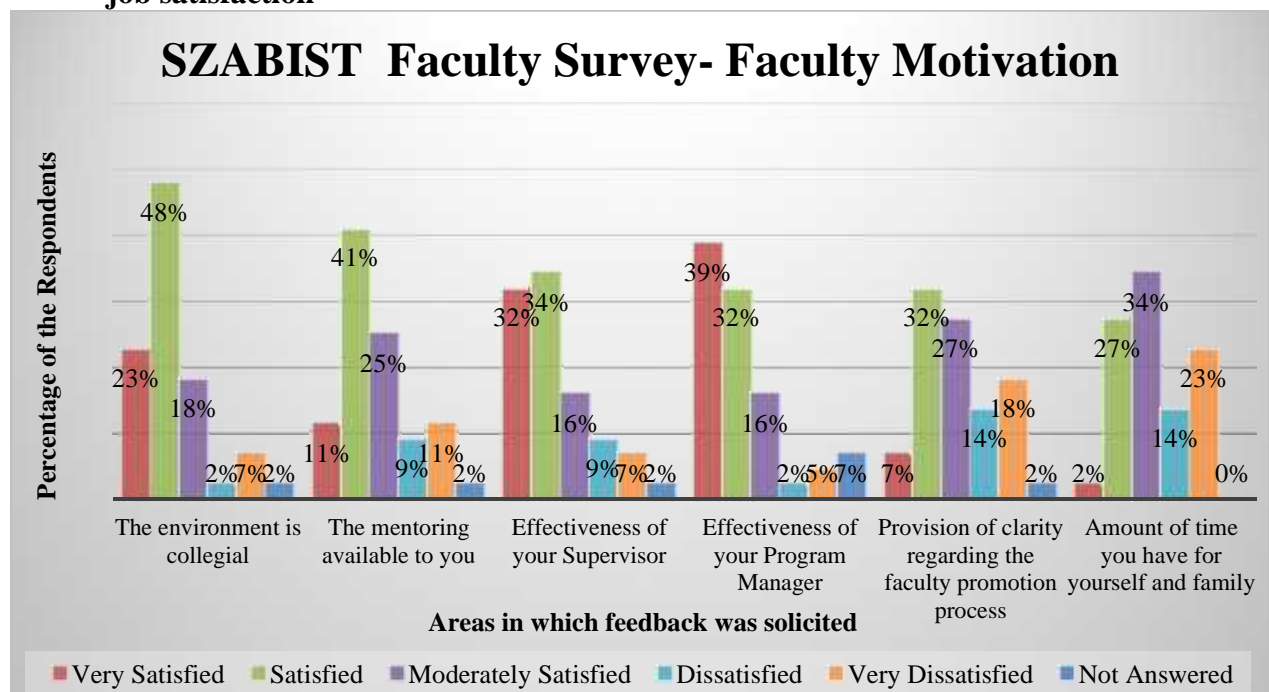


Figure 1.5

²⁸ The source of information is Faculty Survey

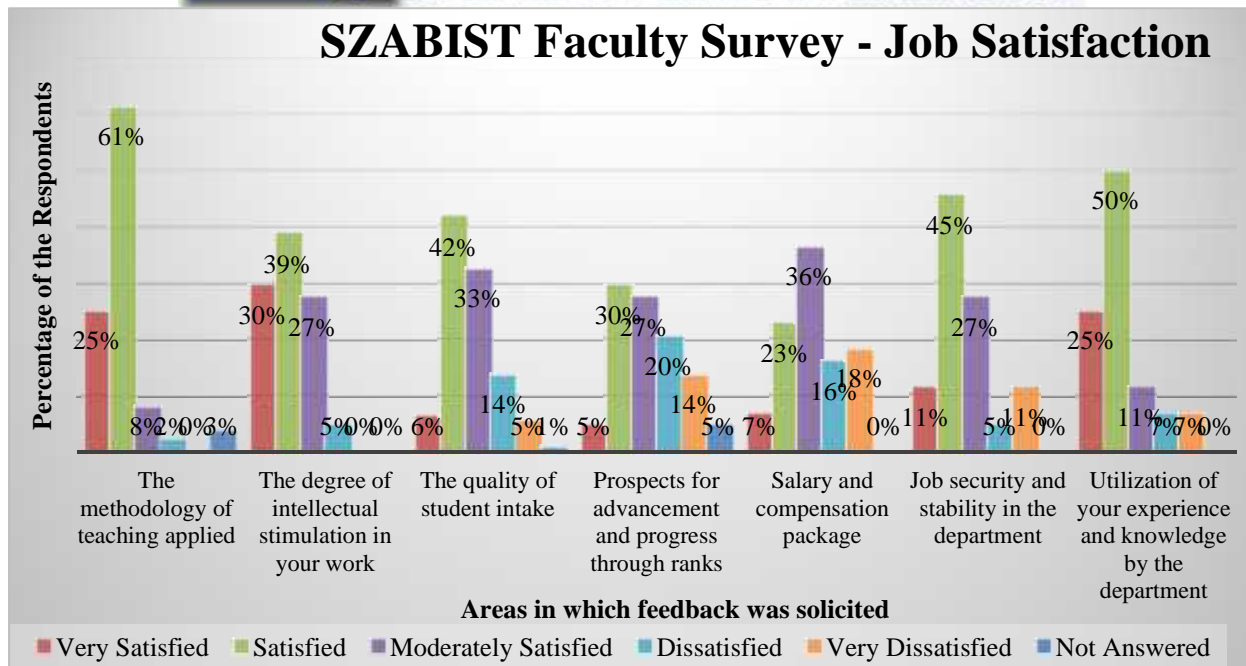


Figure 1.6

Standard 6.4 Management Sciences Faculty

Dr. Nadeem A. Syed

Head of Management Sciences Department

Professor & MS/PhD Program Manager

PhD (Business Administration) from DBA, Aquinas University, Philippines

Management

Muhammad Zaki Rashidi

Associate Professor & Editor JISR-MSSE

PhD., MS SZABIST

Management

Shehla Najeeb Siddiki

Assistant Professor

BABS Program Manager

MS SZABIST

Management

Wajeaha Fatima Javed

Assistant Professor, Head of Academic Services & BBA Program Manager (3 & 4 Years)



Ph.D. (in progress), MS SZABIST
Marketing

Subeika Rizvi

Assistant Professor
MS (in progress) SZABIST, MBA, IBA
Finance and Management

Jamil Ahmed

Assistant Professor & Program Manager EMBA, MPM and MBA Banking & Finance
MS(MS) SZABIST
MBA (Finance), Sindh University

Hina Mubeen

Assistant Professor
PhD (In Progress), SZABIST
MS (MS), SZABIST
MBA (HRM), Bahria University
Organizational Behavior, HRM

Masood Ahmed

Assistant Professor & MBA (Day) Program Manager
PhD (In Progress), SZABIST
MS (MS), SZABIST
MBA, IBA
Marketing & Economics

Dr. Manzoor Ali Isran

Professor
PhD (International Relations) from Shah Abdul Latif University, Khairpur

Dr. Jawaid Ahmed Qureshi

Assistant Professor
PhD, SZABIST
Management Sciences

S.M. Ahsan

Assistant Professor
MA Economics, Vanderbilt University, USA
MSc Stats, KU



Faryal Salman

Assistant Professor
MS, SZABIST

Salma Rahman

Assistant Professor
M.Phil, Iqra University

Fahad Kamal Zuberi

Assistant Professor & BBA Program Manager (1 & 2 Years)
MBA, SZABIST
Marketing & HR

Syed Faheem Hasan Bukhari

Assistant Professor
PhD (In Progress), SZABIST
Master in Communication (Advertising) RMIT University, Australia
Master of Commerce (Marketing) Swinburne University of Technology, Australia
MBA (Marketing) Bahria Univeristy , Karachi

Mazhar Ali

Assistant Professor
Ph.D. (in progress), M.Phil, Iqra University
MBA (Marketing), IBA

Zubair A. Shah Assistant Professor MBA, Troy University, USA

General Business

Ayesha Latif Shaikh

Assistant Professor
MBA, IBA
Marketing

Ambreen Ahmed

Assistant Professor
MBA, IBA
Management

Saima Hussain



Assistant Professor
MBA, IoBm,
Marketing

Dania
Lecturer
MSc. (Applied Mathematics), Karachi University

Amir Bilal Mahmood
Lecturer
MSc. (International Banking & Finance), University of Strathclyde, UK

Fariha Raza
Lecturer
MBA (Finance), IBA

Kumail Raza Hemani
Lectuer & MBA (Evening) Program Manager
MBA, IBA.

Farhan Ahmed
Lecturer
PhD. (in Progress) Management Sciences
MBA (Finance), SZABIST

Owais Raheel
Lecturer
MBA (Supply Chain & B2B Marketing), IBA



Criterion 7: Institutional Facilities

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



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 learning²⁹

E-learning infrastructure is in place and we have vigorous program of E-learning and intend to continue E-learning in future.

No.	Particulars	Quantity
1	Servers	16
2	Desktop Computers	180
3	Video Conferencing Equipment	1
4	Color Scanners	4
5	Printers	9
6	Multimedia Projectors	34
7	Local Area Network with 250+ nodes, CISCO 2600 Series Routers, CISCO 2950 series of switches, Laser Printers, Color Printers, Finger Print Devices, Multimedia Equipment and a rich Software Library.	

b. Indicate how adequate the facilities are³⁰

SZABIST is equipped with state of the art facilities at the campus to meet the present and future demand. For instance, we have an **Online University** comprising of Application and Storage servers.

Application Server:

Intel Xeon dual processor 3.0 GHz, 2GB ECC RAM, 72GB HDD, RAID controller 0 and 1, DVD multi burner for data backup. Installed Windows server 2003 as an operating system with e-learning application software for students and faculty access through the Internet.

Storage Server:

Intel Xeon dual processor 3.0 GHz, 2GB ECC RAM, 216GB HDD, RAID controller 0, 1 and 5 for data storage, DVD multi burner for data backup. Installed Windows server 2003 running data storage applications for students and faculty records.

Both machines are rack mounted installed with Pix-Security firewall to secure the e-learning application software for reliable access to all users.

²⁹ The sources of information are Head of IT Department, Manager Systems, Computer lab staff.

³⁰ The source of information is IT Department



Standard 7-2 Library Collection and Staff³¹

a. Describe the adequacy of Library's technical collection

SZABIST library is equipped with ZABLIS the most modern library automated system. It contains a rich collection of books, research projects / papers, thesis and dissertations. The library subscribes to a number of journals and magazines to update students' knowledge on current development taking place nationally and internationally. The library is also linked to full text online academic journals through the HEC digital library access. In addition the library subscribes to a number of Digital on Line libraries (EBSCOHOST, IEEE and ACM) through which students can access an unlimited number of Journals and magazines.

No.	Particulars	Quantity
1	Printed Form	
	A. Books	11,693
	a. Management Sciences	4,437
	b. Computer Sciences	2,655
	c. Media Sciences	321
	d. Social Sciences	1,692
	e. Economics	713
	f. Engineering	398
	g. Law	1, 331
	h. Bioscience	146
	B. Reports	2982
	a. Independent Study	1,596
	b. Project	1,293
	c. Thesis	93
	C. Journal/Magazines (Subscribed)	53
	D. Newspapers (Daily)	10
2	Digital Form	
	A. Computers	08
	a. Digital library	05
	b. Counter Use	03
	B. E-Books	4,300
	C. CD's	624
	a. Books Related	551
	b. General	73
	D. DVD's	110

³¹ The source of information is Librarian



	E. Audio/Video Cassettes	133
	F. Journal/Magazines (Online)	4,291
	G. Access to Online Journals	Yes
	a. Institute of Electronic and Electrical Engineering	Yes
	b. Association of Computing Machinery	Yes

b. Describe the support rendered by the Library

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

- i. Respond to daily-on-site reissue requests for books.
- ii. Train library users to effectively search the Library catalogue, Internet and other electronic resources.
- iii. Book and other reading material lending services
- iv. Receiving and persevering all reading material
- v. Information access in digital form
- vi. To search newly available books in market and on internet and make a list of required ones’.

Library Staff Timing

Shifts	Timeslots	Personnel (s)
Morning	8:00 a.m. -- 4:00 p.m.	4
Evening	2:00 p.m. -- 10:00 p.m.	4

Standard 7-3 Class-rooms & Offices Adequacy³²

a. Describe the adequacy of the classrooms

Class rooms are well equipped with:

- i. Multimedia projector,
- ii. PCs’ with internet connections,
- iii. Sound system and
- iv. Air Conditioners.

b. Describe the adequacy of faculty offices

Rooms are allocated for permanent and visiting faculties where latest Intel Core to Duo PCs are available with full internet facilities, landline extensions, Split air conditioners, shelves display boards to display their objectives schedules and more over it is essential for all the faculty members to display their semester schedule on their doors for consulting of the students and faculty’s availability.

³² The sources of information are Student handbook, Prospectus, SSC and Convocation



Criterion 8: Institutional Support

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



Criterion: 8 Institutional Support

Standard 8-1 Support and Financial Resources³³

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

Permanent faculty is being hired on attractive salary package, which includes basic salary, conveyance medical and house rent allowance.

On annual basis around 10 to 15 percent on basic salary increment is being added and after every year a bonus is awarded to every employee in the month of March.

Also on semester/Annual progress report and recommendation on excellent work or achievement for SZABIST, salary is increased or some award in the shape of money is awarded to him or her.

After three years of successful teaching in SZABIST, loan facility can also be used by the faculty.

After one year, SZABIST offers the permanent faculty to continue his/her higher studies according to the needs without any payment but they have to sign an agreement to serve the institution for two years after completion of their respective degree.

b. Describe the level of adequacy of secretarial support, technical staff and office equipment³⁴

There are 15 dedicated academic staff members who provide secretarial and technical support to the Management Science department. The support includes:

- Class Management
- Attendance Sheet Circulation
- Time Table Maintenance
- Schedule Circulation

Rooms are allocated for permanent and visiting faculties where latest Intel Core to Duo PCs are available with full internet facilities, landline extensions, Split air conditioners, shelves display boards to display their objectives schedules and more over it is essential for all the faculty members to display their semester schedule on their doors for consulting of the students and faculty's availability.

³³ The sources of information are HR Department, and Vice President (Academics). For further details please see section 5-3 and 6-3.

³⁴ The Source of information is Academic Staff



Standard 8-2 Number and Quality of GSs, RAs and PhD Students³⁵

- a. Provide the number of graduate students for the last three years
Number of Graduate Students

Particulars	No. of Graduates		
	2012	2013	2014
Graduates	36	42	27

- b. Provide the faculty: graduate student ratio for the last three years
Graduates: Faculty Ratio

Particulars	Human Resource		
	2012	2013	2014
Graduates	36	42	27
Total Number of Faculty	24	24	29
Faculty / Graduates Ratio	1 : 1.5	1 :1.75	1 : 1.07

Number of Faculty

Particulars	Faculty		
	2012	2013	2014
Total Number of Faculty	24	24	29
Full Time faculty	21	21	26
Adjunct Faculty ³⁶	10	10	10

³⁵ The sources of information are ZABDESK and HR Department

³⁶ 3 adjunct faculty is equivalent to 1 full-time faculty member



Standard 8-3 Financial Support for Library and Computing Facilities³⁷

a. Describe the resources available for the library

Particulars	Budgetary Allocation (Rupees)		
	2012	2013	2014
Library	2,940,000	4,350,000	5,860,000

b. Describe the resources available for laboratories-

Not Applicable on MBA Banking & Finance

c. Describe the resources available for computing facilities

Particulars	Budgetary Allocation (Rupees)		
	2012	2013	2014
Computing Facilities	12,566,500	11,096,000	17,954,000

³⁷ The source of information is Finance Department



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

SELF-ASSESSMENT REPORT

MBA- B&F

Karachi 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- B&F-Karachi Campus

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	✓		
	b. State program objectives	✓		
	c. State program outcomes	✓		
	d. Describe how each objective is aligned with program, college, and institution mission statements	✓		
	e. Outline the main elements of the strategic plan to achieve the program mission and objectives	✓		
	f. Table 4.1 program objectives assessment	✓		
	Please find sample of Table 4.1 attached in Annexure I (i-ii)			
Standard 1-2	Program Outcomes			
	a. Table 4.2 outcomes versus objectives Please find example of Table 4.2 attached in Annexure II (iii)	✓		
	b. Employer survey	✓		
	c. Alumni survey	✓		
	d. Graduating student's survey	✓		
Standard 1-3	Assessment Results And Improvement Plans			
	a. Describe the action taken on based on the periodic assessments	✓		
	b. Describe major future program improvement plans based on recent assessments	✓		
	c. List strengths and weaknesses of the programs	✓		
	d. List significant future plans for the program	✓		



Standard 1- 4	Overall Performance Using Quantifiable Measures			
	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 (pg iv)	✓		
	b. Indicate the percentage of employers that are strongly satisfied with the performance of the department's graduates. Use Employer's survey.	✓		
	c. Percentage of Student Evaluation/Assessment results for all the courses and faculty. Use Teacher Evaluation Results.	✓		
	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 (pg iv)	✓		
	e. Number of short courses workshops, seminars organized on community service level Please find example attached in Annexure III (pg iv)	✓		
	f. Faculty and student surveys results to measure the administrative services provided	✓		
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	✓		
	b. Definition of Credit Hour	✓		
	c. Degree Plan: Attach a flow chart showing pre-requisites, core, and elective courses. Please find example attached in Annexure IV (pg v-ix)	✓		
	d. Table 4.3 curriculum course requirement Please find example attached in Annexure IV (pg v-ix)	✓		
	e. Describe how the program content (courses) meets the program Objectives.	✓		



	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)	✓		
Standard 2-2	Theory, Problem Analysis/ Solution and Design in Program			
	a. Table 4.5 Standard 2-2 requirements	✓		
Standard 2-3	Mathematics & Basic Sciences Requirements			
	a. Address standards 2-3, 2-4, and 2-5 using information required in Table 4.4	✓		
Standard 2-4	Major Requirements as Specified by Accreditation Body	✓		
Standard 2-5	Humanities. Social Sciences, Arts, Ethical. Professional & Other Requirements			
	a. List the courses required by the Accreditation Body.	✓		
Standard 2-6	Information Technology Content Integration Throughout the Program			
	a. List the courses required by the Accreditation Body.	✓		
	b. Describe how they are applied and integrated throughout the program	✓		
Standard 2-7	Communication Skills (Oral & Written)			
	a. List the courses required by the Accreditation Body.	✓		
	b. Describe how they are applied in the program.	✓		
Criterion 3 – Laboratories and Computing Facilities				
Standard 3- 1	Lab Manuals / Documentation / Instructions			
	a. Explain how students and faculty have adequate and timely access to the manuals/documentation and instructions	✓		
	b. Are the resources available sufficient for the program?	✓		
Standard 3- 2	Adequate Support Personnel for Labs			
	Indicate for each laboratory, support personnel, level of support, nature and extent of instructional support. Please find example attached in Annexure V(pg x)	✓		



Standard 3-3	Adequate Computing Infrastructure and Facilities	✓		
	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	✓		
	b. Explain how often core courses are offered.	✓		
	c. Explain how often elective courses are offered.	✓		
	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			
	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	✓		
Standard 4-3	Professional Advising and Counseling			
	a. Describe how students are informed about program requirements	✓		
	b. Describe the advising system and indicate how its effectiveness is measured	✓		
	c. Describe the student counseling system and how students get professional counseling when needed	✓		
	d. Indicate if students have access to professional counseling; when necessary	✓		
	e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies	✓		
Criterion 5 – Process Control				
Standard 5-1	Admission Process			
	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)	✓		
	c. Describe policy regarding program/credit transfer	✓		
	d. Indicate how frequently the admission criteria are evaluated and if the evaluated results are used to improve the process	✓		
Standard 5-2	Registration and Students			
	a. Describe how students are registered in the program	✓		
	b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements	✓		
	c. Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process	✓		
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)	✓		
	c. Indicate methods used to retain excellent faculty members	✓		
	d. Indicate how evaluation and promotion processes are in line with institution mission statement	✓		
	e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	✓		
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	✓		
	b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	✓		
Standard 5-5	Program Requirements Completion Process			
	a. Describe the procedure used to ensure	✓		



	that graduates meet the program requirements			
	b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process	✓		
Criterion 6 – Faculty				
Standard 6-1	Program Faculty Qualifications and Number			
	a. Faculty resumes in accordance with the format	Launched		
	b. Table 4.6 faculty distribution by program's areas Please find example attached in Annexure VII (pg xiii)	✓		
Standard 6-2	Current Faculty, Scholarly Activities & Development			
	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	✓		
	b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development	✓		
	c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development	✓		
	d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement	✓		
Standard 6-3	Faculty Motivation and Job Satisfaction			
	a. Describe programs and processes in place for faculty motivation	✓		
	b. Indicate how effective these programs are	✓		
	c. Obtain faculty input using faculty survey (Appendix C) on programs for faculty motivation and job satisfaction	✓		



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	✓		
	b. Indicate how adequate the facilities are	✓		
Standard 7-2	Library Collections & Staff			
	a. Describe the adequacy of library's technical collection	✓		
	b. Describe the support rendered by the library	✓		
Standard 7-3	Class-rooms & Offices Adequacy			
	a. Describe the adequacy of the classrooms	✓		
	b. Describe the adequacy of faculty offices	✓		
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	✓		
	b. Describe the level of adequacy of secretarial support, technical staff and office equipment	✓		
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	✓		
	b. Provide the faculty: graduate student ratio for the last three years	✓		
Standard 8-3	Financial Support for Library and Computing Facilities			
	a. Describe the resources available for the library	✓		
	b. Describe the resources available for laboratories	N/A		
	c. Describe the resources available for computing facilities	✓		
Please find examples of Criterion 8 attached in Annexure IX (pg xvii-xix)				

***Key**

✓ - Yes X- No NA- Not Applicable



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SELF-ASSESSMENT REPORT

MBA- B&F

Karachi Campus

Assessment Team Report



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SZABIST

ASSESSMENT TEAM REPORT

MBA- B&F

Karachi 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. Ms. Ayesha Latif Shaikh
- ii. Ms. Humera Rafiq
- iii. Dr. Hammad Afzal Kayani

2. Date of Nomination

1st June, 2015

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

Twenty Five (25) days

4. Name of Department and Program being assessed

Management Sciences – MBA Banking and Finance

5. Shortcomings of the PT report

- Absence of any information for Standard 2-3 till 2-7.
- Outdated information in Standard 6-3 a point vii (SECHS has been discontinued).
- Standard 6-1 b: Full time faculty distribution not mentioned.
- Standard 8-2 b, faculty/graduate ratio not accurately stated
- Standard 1-4 e, pg. 18: Second Level heading should not be Full Caps.
- Errors in headings: All words should start with capital letters, e.g. page 10
- Table contents should be centralized e.g. page 13.
- Space between figures and description e.g. page 17.
- Figure/Table description should either be in capital or small: pg. 17 (b) and (d) in capital, (c) in small.



- Formatting errors in second level headings on pg. 38 & 39
- Flow charts not in standard formats : page 43, 48
- Standard 5-1, the flow chart mentioned on page 43 is not Standard 5-1 b, it is part of Standard 5-1 a (refer to HEC SA manual page 20).
- Standard 5-3, the flow chart mentioned on page 48 is not Standard 5-3 b, it is part of Standard 5-3 a (refer to HEC SA manual page 20).
- Standard 7-2 a: scientific journals subscribed specifically for the program are not mentioned.

6. Comments on:

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

- One missing Program Objective in Standard 1-1 (Proposed: “To enhance awareness of ethics and morals governing contemporary banking practices and financial markets”). This will be aligned with Program Outcome no.6.
- Missing information in standards 2-1 c (flowchart is missing).
- MBA Banking and Finance electives options not listed (please refer to pg. 26).
- Missing information in Standard 4-3 b (Measures of effectiveness of advising system?), no effective measure have been given to evaluate professional advice.
- Missing information in Standard 6-1 a (Faculty resumes?).
- Table 6.4 wrongly titled “Standard 6-4” because Standard 6.4 not mentioned in the HEC SA manual.
- Irrelevant information in the list under 6.4 includes several teachers who are not teaching in MBA B&F. Some of the information in this Faculty list is outdated (pg.59 & 60)
- Irrelevant information for a program specific report in Standard 7-2 a, pg. 65. (Librarian provided Assessment Team with a list of books related to banking and finance- please see Appendix 1).
- Inadequate detail in Standard 6-1 b. Table 6-4 is missing (please refer to page

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

Authenticity is satisfactory

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

- Outdated surveys in Standard 1-2 and 1-4 f. And only program related surveys should be cited (refer to pg.22).
- Source of information-Faculty Survey and Alumni survey was conducted in 2010-2011, which is too outdated thus invalid.
- The two bar charts are incorrectly labeled 2013 which is different from source of info that says 2010-2011 in footnote.
- Alumni survey on page 23 is not required as per HEC Self-Assessment Manual.



iv. Observations made during the assessment

- Only relevant publications should be listed from program related students and faculty. (Upon request the librarian has provided a complete list of MBA Theses and Research. This list can be filtered and only relevant student research can be added to the appendix of the program report as evidence for meeting Standard 7-2.)
- Page 18, points 5 & 7: The quoted research papers are older than the program itself which was launched in Fall 2011.
- Page 18, points 17 and 21: date of publication is missing.
- Page 18, points 11, 12, 13, 14, 15, 16 should come right in the beginning of this list because high grade (impact factor or good reputed) journal/conference publications should be listed first, w.r.t year of publication.
- Standard 3-3 b, instruction manuals to operate software not available

v. Strengths and weaknesses of the Program

The strengths of the program are:

- Diverse faculty from the banking sector.
- Student drop-out ratio is zero.

Weaknesses

- 100% visiting faculty, no dedicated permanent faculty for this program.
- Program heavily depends on shared resources.

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

13th July, 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 items 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.

Result	Score
Poor performance in most of the areas.	1
Fair performance in most of the areas.	2
Good performance for most areas. No poor performance in any areas.	3
Good to excellent performance in all areas.	4
Excellent performance in most of the areas.	5



Criteria Referenced Self-Assessment – Methodology and Evaluation Tool

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?	5	4	3	2	1
2	Does the Program have documented outcomes for graduating students?	5	4	3	2	1
3	Do these outcomes support the Program objectives?	5	4	3	2	1
4	Are the graduating students capable of performing these outcomes?	5	4	3	2	1
5	Does the department assess its overall performance periodically using quantifiable measures?	5	4	3	2	1
6	Is the result of the Program Assessment documented?	5	4	3	2	1
Total Encircled Value (TV)		22				
Score 1 (S1) = [TV/(No. of Questions *5)] *100 *Weight		3.67				
Criterion 2 – Curriculum Design and Organization		Weight = 0.20				
Factors		Score				
1	Is the curriculum consistent?	5	4	3	2	1
2	Does the department assess its overall performance periodically using quantifiable	5	4	3	2	1
3	Are theoretical background, problem analysis and solution design stressed within the program's core material?	5	4	3	2	1
4	Does the curriculum satisfy the core requirements laid down by respective accreditation bodies?	5	4	3	2	1
5	Does the curriculum satisfy the major requirements laid down by HEC and the respective councils / accreditation bodies?	5	4	3	2	1
6	Does the curriculum satisfy the professional requirements as laid down by Accreditation Body?	5	4	3	2	1
7	Is the information technology component integrated throughout the program?	5	4	3	2	1
8	Are oral and written skills of the students developed and applied in the program?	5	4	3	2	1
Total Encircled Value (TV)		27				
Score 2 (S2) = [TV/(No. of Questions *5)] *100 *Weight		13.5				



Criterion 3 – Laboratories and Computing Facilities						Weight = 0.10				
Factors						Score				
1	Are laboratory manuals / documentation / instructions etc. for experiments available and readily accessible to faculty and students?	5	4	3	2	1				
2	Are there adequate number of support personnel for instruction and maintaining the laboratories?	5	4	3	2	1				
3	Are the university's infrastructure and facilities adequate to support the program objectives?	5	4	3	2	1				
Total Encircled Value (TV)						12				
Score 3 (S3) = [TV/(No. of Questions *5)] *100 *Weight						8				
Criterion 4 – Student 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?	5	4	3	2	1				
2	Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?	5	4	3	2	1				
3	Does the university provide academic advising on course decisions and career choices to all students?	5	4	3	2	1				
Total Encircled Value (TV)						13				
Score 4 (S4) = [TV/(No. of Questions *5)] *100 *Weight						8.67				
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	4	3	2	1				
2	Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?	5	4	3	2	1				
3	Is the process to register students in the program and monitoring their progress documented?	5	4	3	2	1				
4	Is the process above periodically evaluated to ensure that it is meeting its objectives?	5	4	3	2	1				
5	Is the process to recruit and retain faculty in place and documented?	5	4	3	2	1				
6	Are the processes for faculty evaluation & promotion consistent with the institution mission?	5	4	3	2	1				
7	Are the processes in 5 and 6 above periodically evaluated to ensure that they are meeting their objectives?	5	4	3	2	1				



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	4	3	2	1
9	Is the process in 8 above periodically evaluated to ensure that it is meeting its objectives?	5	4	3	2	1
10	Is the process to ensure that graduates have completed the requirements of the program base on standards and documented procedures?	5	4	3	2	1
11	Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?	5	4	3	2	1
Total Encircled Value (TV)		50				
Score 5 (S5) = [TV/(No. of Questions *5)] *100 *Weight		13.63				
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?	5	4	3	2	1
2	Are the qualifications and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula?	5	4	3	2	1
3	Do the faculty members posses a level of competence that would be obtained through graduate work in the discipline?	5	4	3	2	1
4	Do the majority of faculty members hold a PhD degree in their discipline?	5	4	3	2	1
5	Do faculty members dedicate sufficient time to research to remain current in their disciplines?	5	4	3	2	1
6	Are there mechanisms in place for faculty development?	5	4	3	2	1
7	Are faculty members motivated and satisfied so as to excel in their profession?	5	4	3	2	1
Total Encircled Value (TV)		20				
Score 6 (S6) = [TV/(No. of Questions *5)] *100 *Weight		8.57				



Criterion 7 – Institutional Facilities		Weight = 0.15				
Factors		Score				
1	Does the institution have the infrastructure to support new trends such as e-learning?	5	4	3	2	1
2	Does the library contain technical collection relevant to the program and is it adequately staffed?	5	4	3	2	1
3	Are the class rooms and offices adequately equipped and capable of helping faculty carry out their responsibilities?	5	4	3	2	1
Total Encircled Value (TV)		13				
Score 7 (S7) = [TV/(No. of Questions *5)] *100 *Weight		13				
Criterion 8 – Institutional Support		Weight = 0.15				
Factors		Score				
1	Is there sufficient support and finances to attract and retain high quality faculty?	5	4	3	2	1
2	Are there an adequate number of high quality graduate students, teaching assistants and PhD students?	5	4	3	2	1
Total Encircled Value (TV)		8				
Score 8 (S8) = [TV/(No. of Questions *5)] *100 *Weight		12				

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

= 81.04



C. Assessment Results Implementation Plan Summary PhD-SS-Karachi Campus

AT Findings	Corrective Action	Implementation Date	Responsible Body	Resources Needed
1.No permanent faculty for this program	It is suggested that full time faculty be hired.	Already done Fall 2016	HR/VP Academics	Budget
2. No B&F Journals subscription list available	It is suggested that SZABIST should acquire the subscription of highly accessed B&F journals.	Fall 2016	Director IT/ Head of Research Committee	-
3. Program related titles and number of books	It is recommended that relevant books and journals are acquired soon.	In process Fall 2016	Head of Department/ Program Manager/ Faculty/ Library	Budget
4. Program related workshops and seminars	It is recommended that at least two workshops/seminars be conducted per semester.	In process	Head of Department/ Program Manager/ Faculty	Budget



President's Comments: It is highly recommended that the concerned authorities ensure the implementation of the identified corrective actions. The smooth implementation will augment the quality and standards of the MBA B&F program. I appreciate the efforts rendered by the Program Team, Assessment Team and QEC staff for the preparation and completion of the Self-Assessment Report of MBA B&F program.

Name and Signature:

Madame Shahnaz Wazir Ali

Dean's or HoD's Comments: The suggestion of Assessment Team will be implemented as soon as possible. A number of shortcomings are identified for example subscription of research journals and availability of books. Other suggestions will be implemented in Phases and as soon as budgetary allocation is available.

Name and Signature:

Dr. Nadeem A. Syed

QEC Comments: The evaluation of MBA B&F program by the Assessment Team has brought forth valuable observations. Implementation of the corrective actions suggested by the AT will enhance the program effectiveness. In order to complete this challenging task meticulous efforts were made by the efficient Program Team, expert Assessment Team and the dedicated IR/QEC staff.

Name and Signature:

Ms. Faryal Shahabuddin

Ms. Mahwash Imran



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Name and Signature:

Madame Shahnaz Wazir Ali

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QEC Comments: The evaluation of MBA B&F program by the Assessment Team has brought forth valuable observations. Implementation of the corrective actions suggested by the AT will enhance the program effectiveness. In order to complete this challenging task meticulous efforts were made by the efficient Program Team, expert Assessment Team and the dedicated IR/QEC staff.

Name and Signature:

Ms. Faryal Shahabuddin

Ms. Mahwash Imran



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SELF-ASSESSMENT REPORT

MBA- B&F

Karachi Campus

Program Team Registration Forms



Registration Form

Program Team

Program Team of (Name of Department / Faculty): MBA OF

Team Leader: Jamil Ahmad

Name: Jamil Ahmad

Institution: S2ABIST

Mobile No: 0300-3566738

Position: Program Manager

Contact No: (Office) _____

Email Address: jamil.ahmad@
s2abist.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]

(Signature of PT Member)

19/2/15

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 - BANKING & FINANCE

Team Leader: JAMIL AHMED

Name: AMIR BILAL MOHAMMAD

Position: LECTURER

Institution: SZABIST

Contact No: (Office) _____

Mobile No: 0345-2115373

Email Address: AMIR.BILAL@SZABISTEDU.PK

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- 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.

Amir Bilal

(Signature of PT Member)

19/2/15

Date

Approved By: Jamil Ahmed 27/02/2015

(Head of the Department)

Note: Completed form should be sent to the QEC



Registration Form

Program Team

Program Team of (Name of Department / Faculty): _____

Team Leader: Tamim Ahmed

Name: Faryal Salman

Position: Asst Professor/member

Institution: S2ABIST

Contact No: (Office) 3

Mobile No: 0300-212-3660

Email Address: faryal.salman@s2abist.edu.pk

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- 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.

Faryal Salman
(Signature of PT Member)

24-2-15
Date

Approved By: Tamim Ahmed

(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

MBA- B&F

Karachi Campus

Assessment Team Registration Forms



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY
Karachi Campus

Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): MBA- BANKING & FINANCE

Team Leader: _____

Name: Ayesha Latif Shaikh

Position: Asst. Professor

Institution: SZABIST, KHI

Contact No: (Office) 021-35824461-62.

Mobile No: 0333-2391889

Email Address: ayesha.latif@szabist.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.

Ayesha

(Signature of AT Member)

1/6/15

Date

Approved By: Jayal 1/6/15

(Head of the QEC)



Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): MBA Banking & Finance
Faculty of Biosciences

Team Leader: Ms. Ayesha Latif Sheikh

Name: Dr. Hammad Afzal Kayar Position: Lecturer

Institution: SZABIST Contact No: (Office) -

Mobile No: 0301-3365167 Email Address: hammad.afzal@szabist.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)

1-6-15
Date

Approved By: [Signature] 1/6/15
(Head of the QEC)



Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): Mechatronics MSA (B/F)
Team Leader: Ms Aisha Latif
Name: HUMERA RAFIQUE Position: AP
Institution: SZABIST, Karachi Contact No. (Office): 120 (100 Campus)
Mobile No: 0333-2293218 Email Address: humera.rafique

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.

Aisha
(Signature of AT Member)

01/6/15
Date

Approved By: Jayal 1/6/15
(Head of the QEC)