

# Business Education and its Context: Points of Convergence & Divergence



07-08 Feb, 2017 | Serena Hotel, Islamabad

## REPORT



NATIONAL BUSINESS EDUCATION  
ACCREDITATION COUNCIL

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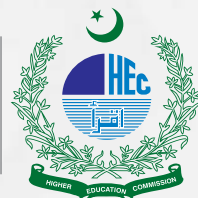
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## Key Members

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10. **Dr. Muhammad Nishat**, Vice Chairman, NBEAC
11. **Dr. Sadia Nadeem**, Associate Professor, FAST School of Management, FAST NU, Islamabad (Conference Chair)
12. **Dr. Muhammad Mohsin Khan**, Director, Institute of Management Sciences, Peshawar (Conference Co-Chair)
13. **Dr. Zahoor Hassan Syed**, Professor, Lahore University of Management Sciences (LUMS)
14. **Prof. Muhammad Amanullah Khan**, Dean, Riphah International University, Islamabad
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## Conference Overview



The National Business Education Accreditation Council (NBEAC) was established by the Higher Education Commission (HEC) in 2007 with the purpose to assure quality in business education degree programs. It is an accreditation body for the Business Schools of chartered HEIs at national level. The accreditation system of NBEAC is market-driven and has international focus. It assesses the characteristics of an institution and its programs against a set of criteria. It signifies that the Institutional performance is based on assessment carried out through an independent peer review process, with strengths and weaknesses emanating a feedback system for evolving evaluation mechanism and policy-making.

The conference organized on **"Business Education and its Context: Points of Convergence and Divergence"** was the fourth strategic level conference conducted in the federal capital of Pakistan, Islamabad. NBEAC's Deans and Directors Conference annually brings together more than a 100 deans and directors of business schools, practitioners, and industry stakeholders on this platform for strategic level discussions. This year's conference focused on driving a balance between global paradigms and the need to customize business education in Pakistan according to local needs. Both businesses and business schools in Pakistan – small or large, urban or rural – face competition for products and services created by the spread of information technology and globalization regime. However, our context, culture and heritage demands a certain degree of indigenization in management practices and in business education. The conference program was designed to increase the effectiveness of business education in Pakistan, through discourse, dialogue and debate on the mentioned and raised issues, hence relative refinements in the accreditation processes and procedures.

### The key objectives of the conference were:

- To evaluate the extent to which business education in Pakistan is preparing graduates to contribute to the local and global economic activities.
- Identify unique themes and specializations for business education in Pakistan, keeping local needs and global trends in perspective.
- To discuss the balance between indigenous vs. international curriculum content for effective business education in the country.
- Share the experiences of education leaders from Pakistan and other countries, of creating a balance between indigenization and globalization of business education in their countries.
- To identify ways in which accreditation can be used as a framework for addressing the challenges associated with convergence and divergence.

The defined outcomes of the conference were to identify critical steps for aligning education with business needs and to identify and recommend actions to emerging challenges in business education in Pakistan.

The conference was graced by Dr. Mukhtar Ahmed, Chairman Higher Education Commission, Pakistan (HEC), Professor Ahsan Iqbal, Federal Minister for Planning, Development & Reforms/Deputy Chairman Planning Commission of Pakistan, Senator Mushahid Hussain, Mr. Asad Umar and Dr. Hasan Shoaib Murad Chairman, NBEAC besides other dignitaries from academia and industries. Dr. Mukhtar Ahmed urged the conference participants to come up with solutions to the challenges facing business education in the



country. Dr. Hasan Sohaib Murad congratulated NBEAC on its 10th Anniversary. Dr. Hasan mentioned "We have a total of 129 business schools out of which 70 are public sector and 59 from private sector. Pakistani business schools are benefiting from the accreditation process of NBEAC and we strongly believe that there will be an improvement in the quality of Business Schools."

Dr. Sadia Nadeem, Member NBEAC and Associate Professor, FAST-NU, Islamabad, chaired the conference, co-chaired by Dr. Muhammad Mohsin Khan, Member NBEAC and Director Institute of Management Sciences, Peshawar. A large number of Deans, Directors, HoDs, senior faculty members and other stakeholders linked with higher education business units, as well as Industry Experts & Entrepreneurs attended the conference. Out of 180 business schools, representatives of 167 schools attended the conference.

The maiden session started with the speech from the Professor Ahsan Iqbal, Federal Minister for Planning, Development & Reform/Deputy Chairman Planning Commission of Pakistan welcoming the distinguished participants from the academia and industry, followed by the first session on "CPEC: How Should Business Schools Plan, Collaborate and Contribute".

"HEC has taken a very good initiative, it's a timely initiative to link the China Pakistan Corridor, which is the biggest opportunity for Pakistan in the last 70 years to build our country, our country's infrastructure, our country's energy, our underdeveloped areas especially in Balochistan, Khyber Pakhtunkhwa, Gilgit Baltistan, FATA, Azad Kashmir and take Pakistan on the road of development" sharing his view, Senator Mushahid Hussain further talked about the benefits of CPEC (China Pakistan Economic Corridor), that CPEC would not only benefit Pakistan but the whole region. Quoting father of the nation Quaid-e-Azam Muhammad Ali Jinnah giving an interview in October 1947 (published as the cover story in January 1948) was questioned about the future of Pakistan, characterizing Pakistan as the pivot of the world, around which the world politics would revolve. The Senator explaining the vision of the Quaid becoming reality, said: "Pakistan is now playing a pivotal role in regional connectivity since CPEC will be connecting South Asia with Central Asia in the context of the emerging 'The Greater South Asia', a geo-economic entity that now includes China, Iran, Afghanistan and the Central Asian Republics, apart from the South Asian subcontinent. CPEC has been a timely morale-

booster and a vote of confidence in the future of Pakistan, which now has a different image as an investor friendly destination".

Besides other prominent speakers on the occasion Dr. Nadeem Javed (Chief Economist, Ministry of Planning, Development & Reform) also shared his valuable views on the subject which was immensely enlightening and appreciated by the audience. The session was estimably moderated by Dr. Zafar Nawaz Jaspal (Director, School of Politics and International Relations, Quaid-e-Azam University, Islamabad) & Dr. Khalid Riaz (Dean, COMSATS, Islamabad).

The 1st day of the conference was concluded with the address by the Chief Guest Mr. Asad Umar (Political Leader, Pakistan Tehreek-e-Insaf). While expressing views during address, he emphasized on 'Academia & Industry linkages' explaining the concept as, "... is an important subject and it's a subject on which I spent some part of my time when I was in the corporate world and I'm glad to see that since that time there has been an improvement in the quality of linkages, and those linkages are taking place at different levels for example students enrolled in business schools are working in industry projects, case studies which were so rare are now much accessible, quality of internships is improving and linkage of the faculty that was nonexistent previously is significantly under explore. Business in Pakistan can benefit from academia and faculty knowledge far more than anything. We need to understand how much we can gain from collaborating with quality faculty. We have got Mc Kinsey consulting and many more consulting firms which are benefiting Pakistan by in large and a serious amount of investment is being made on this area".

The designed program of the two day conference was apportioned into five plenary sessions; three breakout sessions and conducting four Workshops.

Embedding openness in institutions to reach-out global arena through assistance and human resource development creating the right mix of subjects, people and time by adopting collaborative models was the conference tagline across sessions. The key actionable message shared throughout the two day proceedings was the importance of engagement of academia, industry, state institutions and scholars to capitalize the need to work and collaborate together on education and business schools in terms of concurrently managing governance imperatives and quality issues.



## Inaugural Session: Business Education and its Context: Points of Convergence and Divergence



### Speakers

**Prof. Dr. Mukhtar Ahmed**

**Dr. Hasan Sohaib Murad**

**Prof. Ahsan Iqbal**

**Dr. Sadia Nadeem (Conference Chair)**

### Institutes / Professions

Chairman, Higher Education Commission, Islamabad

Chairman, National Business Education Accreditation Council (NBEAC)

Federal Minister for Planning, Development & Reform / Deputy Chairman Planning Commission of Pakistan

Associate Professor, FAST School of Management, FAST-NU, Islamabad

### Highlights:

- Business education's dependence on dynamically evolving business and industrial Ecosystem
- NBEAC's instrumental role in deploying a contemporary accreditation and quality mechanism for HEI business schools in Pakistan
- Investment & challenges of aligning education with social & developmental outcomes
- Focus on values of business graduates at the cross road of cutting edge technological era, balancing through convergence and divergence of business education.
- CPEC and One Belt One Road (OBOR) initiative a momentous opportunity for Pakistani businesses, schools and graduates
- "The Divine has pronounced its verdict ever since, that ones who are weak have picked to extinct by their choice!"

### Proceedings:

The session commenced with the recitation from the Holy Quran followed by the welcome address by the Chairman NBEAC, Dr. Hasan Sohaib Murad. The opening speech started with a welcome note for the Federal Minister for Planning, Development & Reforms, Prof. Ahsan Iqbal, Chairman Higher Education Commission (HEC), Prof. Dr. Mukhtar Ahmed, Conference Chairperson Dr Sadia Nadeem, Conference Co-Chair Dr. Muhammad Mohsin Khan, esteemed members of the Council, delegates from abroad and delegates from Pakistan, deans and directors of the business schools, speakers, presenters and respected participants. Dr. Hasan expressed his pleasure to welcome all the guests on the day which is actually a celebrations of the 10th anniversary of NBEAC. He informed that NBEAC was established in 2007 and the current year is going to be a 10th year. He also expressed his gratitude to Professor Ahsan Iqbal for his presence and keen participation in the first conference held in January 2014.

**Dr. Hasan Sohaib Murad** expressed that the conference in procession was about three times of the previous conferences in terms of size, group energy, collective mobilization and achievements over

the last 10 years. He said, "The field of business education is intensely dependent on ups and downs of the business and industrial ecosystem. During the last eight years, NBEAC has succeeded in setting-up a credible, authentic and dynamic yet sustainable system of accreditation for business education deploying quality mechanism in the business administration field. Overall there are about 130 business schools, out of which 40 business schools are accredited for 4 years, 3 years or 2 years accreditations. This is a big progress. NBEAC have fully accredited about 07 business schools and developed programs for mentoring of institutions for about 80 business schools".

He further mentioned that NBEAC values each and every business school whether it was in the cosmopolitan city, far pavilions of northern areas in mountains or in remote areas of the provinces. Each business school has its niche and a unique identity. NBEAC would like business schools to be responsible and related with their immediate context and that was the theme of this conference. NBEAC was also trying to be resourceful in terms of development of business schools although accreditation remained our core function. At the same time the council believes that accreditation would not emanate without with elaborate and extensive sustainable developmental programs. He informed that 70 business schools came together during Asian Conclave for Doctoral Programs (ACDOC) and spent the whole day on refining and developing the rules of programs within the business schools. ACDOC is conducted by University of Management & Technology, Lahore under the umbrella of Association of Management Development in South Asia (AMDISA). During Deans and Directors (D&D) Conference, the Council would analyze and discuss how we could facilitate business schools in their pursuit of institutionalization and international accreditations. NBEAC have designed developmental and mentoring programs for each category of business schools. It was also acknowledged, as AMDIP ( Association of Management and Development in Pakistan) for coming a long way in business education of Pakistan and holding linkages, research conferences and other events within its own cluster and nationwide. He summed up by saying that this whole field of business education today was drastically and dramatically different from what it was years before. "Today we have connected an ecosystem which binds business schools and was motivating them to focus upon their excellence within themselves, their own boundaries for excellence and success of institutions but also come out of their confines and collaborate with each other so that greater goods and greater strategies could also be realized", he emphasized.

Dr. Hasan hoped to have the great event full of exuberance, intellectual discussions, invigorating thought process and a creative reflection on 'where we stand, where we want to go, how we should go and what should be the best course of action?' He thanked the chief guest, Prof. Ahsan Iqbal for honoring the inaugural session of the 4th D&D conference and also expressed gratitude for HEC extending a valuable patronage. He, wholeheartedly showed appreciation for the participants and sponsors of the conference, especially the huge support extended by the Quality Assurance Agency of Higher Education Commission. He fondly and expressly acknowledged the participation and contribution of Dr. Mukhtar Chairman HEC, who happened to be the founding chairperson of National Business Education Accreditation Council (NBEAC). He thanked Dr. Sadia Nadeem and Dr. Mohsin for putting up a very good program for the next two days, and welcomed all the delegates who had joined the conference with a strong conviction that the next two days would be stimulating and exciting. He assured that all of us here would analyze to find what challenges were there and how the business schools should customize to modify and carry themselves to encounter those challenges. He also mentioned about the co-hosting the executive board meeting of AMDISA with 4th D&D conference which could unfortunately be not assembled due to some visa processing procedures of counterpart SAARC members to meet the timelines of the event.

Dr. Hasan wished all participants to have a purposeful conference ahead.

The welcome address was followed by the inaugural speech of the **Prof. Ahsan Iqbal, Federal Minister for Planning, Development & Reform/Deputy Chairman Planning Commission of Pakistan** being the chief guest who shared his experience, "as a president of the students union at University of Engineering and Technology (UET), Lahore, when he decided to pursue his higher education in business administration so that he could build on leadership experience which he had as a student leader. He mentioned that his decision to pursue MBA rather than master degree in engineering took many by surprise as generally engineering profession was considered to be always a preferred profession. So everyone expecting him to be an engineering graduate were questioning and inquiring why he was doing an MBA degree from Wharton Business School."

"We, in Pakistan", he continued, "have come a long way since. Today MBA education is in a high demand and also is a great passion. And we have seen quite remarkable revolution as well as transformation in

this discipline". He mentioned of his seven to eight years' service in the field of academia from 1999 onwards as he was teaching business administration, thus, having a very special relationship with the field of business education. Due to his emotional link with this field, he wished NBEAC a successful two days conference.

He added, "...that education is very critical for the development of any nation. Education is the process which gives people social, mental, intellectual and physical spirit that makes them productive for any society. Similarly development is also a process that caters to social and economic development and well-being of the people. If education and development are not aligned, the societies cannot change the desired results. The investment goes into education, if this investment is not contributing towards the development of the society, this investment also goes down the drain. In Pakistan we are suffering with many challenges. One, in the past we have not been investing in education and secondly whatever we have been investing in education has not been align with our production or development needs. So we had an island of knowledge and island of production. Production and the knowledge platforms of Pakistan's economy were not aligned, therefore, we are not able to synergize power and investment of education centers". He hoped that today when we were witnessing the third upsurge or the third takeoff for the Pakistan economy, we would surely move our investment, education and knowledge platforms to make this economic takeoff a success.

He informed, "The first time that we poised for a takeoff was in 60s and people used to say that Pakistan was the next Japan in Asia but unfortunately 1965 war started, we lost that opportunity. And second time when the Government of Prime Minister Nawaz Sharif in 1991 introduced economic reforms in Pakistan; deregulation, privatizations, liberalization and other reforms Pakistan was leading the march in South Asian region. At that time, we had the highest growth rates with strongest currency. Our infrastructure almost started building and that was the best time to flourish in the region but again due to the political instability, we were left out. India, which borrowed our economic reforms after one year continued in sustained manner and overtook us by end of 90s decade. Even Bangladesh surpassed our exports in 2013.

This was the third opportunity in 2013 when the government took over, Pakistan was in deep economic and security crises as well as energy crisis. Usually we were quoted on title page of world as the most dangerous country in the world rather than in

exact word it was not war of Iraq, it was Pakistan. There was 18 to 20 hours of power shortage. Industry was shut down, the workers were protesting on the streets and burning the offices of companies offices and the scene of the television screens looked as if we were about to witness a civil war on account of electricity crisis. Terrorism was rampant. There used to be 4,500 terrorism related incidents were there in a year. So that was the Pakistan of 2013 and we don't have very short memories. Alhamdulillah! today after three years the same western media whether it was Wall Street Journal, Financial Times, The Economist, Bloomberg; they all are calling Pakistan the next emerging economy of Asia. So from being called the most dangerous country in the world to be recognized as an emerging economy of Asia. An economy which was trapped in 3% growth rates for last five-six years to be breaking the threshold of 5% growth rates within three years. From a point where 18 to 20 hours load-shading was rampant. Now we have 18 to 20 hours of power supply available for people and industry rather industries getting uninterrupted power supply for last one year. From a point where extremists were on offensive and state was under siege to a point where today state is out of offensive and these extremists groups are on the run and under siege. Pakistan, today is now at the tipping point where if we all act together we can make Pakistan the next fastest growing economy in Asia".

He emphasized, "In order to construct a modern economy, the role of business schools is very critical because the business schools are going to provide us the human resource that will help us construct this new economy. And as you all are aware of that constructing a new modern economy today is very different than it was 20 or 30 years ago. This is an age of super change. This is an age of dynamism. This is an age of innovation. My favorite example is that if we are not changing fast enough we all need to learn from the example of Black Berry. They used to be dinosaurs on this planet at some time, but when equilibrium punctuated into a place to the environment change species like dinosaurs became extinct. And new creature mammal replaced the dinosaurs. Similarly Black Berry and Nokia of ten years ago are history today. More than 14 companies which are today 20 billion dollars plus did not exist ten years ago. Within ten years they are 20 billion dollars here. So this is an age of change and as Jack Welsh put it so rightly. If the speed of change outside is greater than the speed of change inside that end is near. So we all have to align ourselves with the new forces of changes that are taking place. This is a world which is not run by the boundaries or the walls that countries can choose right although they lot of talk of constructing the walls. This is a global economy. Globalization has changed

the world in many ways and global economy forms have very little space to operate. It is the age of multinationals. How many multinationals can we produce? How many global alliances can we create? How many global supply chains can we join? If we are not operating in global supply chains, we will not go too far”.

He said, “This is also an age of regionalization. Today we see that many regional cooperation arrangements are happening and China Pakistan Economic Corridor is one of the major regional mega development projects is taking place in our region and we are very glad that we have a friend like china. They choose to work with Pakistan to help Pakistan revive its economy and to help Pakistan overcome the energy crisis that we were facing. Today more than 50 billion dollars China Pakistan Economic Corridor has become a game changer for the whole country and there is now interest in Pakistan from everywhere. I just returned from the United States yesterday. There was so much interest amongst think tanks and U.S. companies as well as the companies and leaders from European Union they are interested to see that how they can take part in the new opportunities that are arising from China Pakistan Economic Corridor. There are Central Asian Republics. They are all keen to join in Pakistan and partner with Pakistan for China Pakistan Economic Corridor. This China Pakistan Economic Corridor is a game changer and we have to prepare ourselves to take full advantage of this opportunity. Similarly we are also witnessing a new technological revolution. IT and technology is redefining the business landscape. Many businesses which used to be dominant businesses in the past have become digital. Look at Cooper. How it has redefined the public transportation. The yellow cabs are becoming redundant. Look at online shopping. How in United States there are bankruptcies in shopping stores because people are now buying online and nobody is visiting the stores. So technology in many ways is redefining the business model of today and they will be not be there and they will be redundant. So innovation and having new understanding and insight to see the impact of technology and innovation on business models and to be able to create and construct a new business model based on the opportunity. Technology innovation is going to be an important element for business education in future. Similarly our societies through demographics offer unique opportunity to young population whereas in the west there is growing of population. So what does it mean, how do we translate that into business. Finally this is an age of branding. How to brand Pakistan and how to brand our products and how many brands do we create which have quality. We can no longer survive in today's

economy with having low value commodity products. These are the challenges which will be faced by the business leaders of Pakistan and similarly needless to say that how to bring optimization in our production system and operation management. How do we make sure that we get the best return for the rupee we invest in any productivity? How do we optimize our production systems for better results and quality productivity? So the business schools will recognize these challenges and by reforming their curriculum and teaching practices they will produce a generation for us which will lead Pakistan into the 21st century and make Pakistan the leading economy of Asia.

He expressed his full confidence to have great capabilities in our educational institutions, however, we are also very cognizant of the fact that we have huge gaps in our faculty and availability of resources. Our faculty is very thin and the education is spreading very fast. Government is taking a number of steps and we are hoping that by 2025 we would have developed almost 20,000 PhDs through faculty training and education program of which about 10,000 PhDs we are hoping to work under US Pakistan Knowledge Corridor through top 200 U.S. universities. This opportunity unfortunately was missed in the past. Today there are 350,000 students studying in U.S. universities. Almost 150,000 Indian students are studying in American universities. How many Pakistani students? Only 5000. There are 15,000 Iranian students with which US has very poor relations. Now government is focused to develop the human resource and the higher education funding. We have increased in last three years by more than 100%. From 100 billion we have increased it to 250 billion rupees. We will keep increasing this funding because this is the most productive investment we can make for the future of Pakistan and the youth of Pakistan. Government is committed, we will work with you”.

He shared about a meeting with some business schools where he requested them that they should form a consortium of business schools with Chinese business schools to focus on China Pakistan Economic Corridor opportunities. “We must undertake research on economy of China. We must identify opportunities in Chinese economy for relocation of industries for joint ventures. How can Pakistan substitute some imports of China by promoting exports from Pakistan? What are the opportunities where Pakistan and China can combine investment and technology of China and low cost advantage and location advantage of Pakistan and create winning platform. All this requires a lot of research. I hope that the business schools will prepare their plans and work on this great game changer project of Pakistan”, he continued. At the end he wished success to the



conference and also desired to be shared with outcomes of the conference. He assured that whatever recommendations made by this forum, would be considered and fully supported by the government to ensure to establish the state-of-the-art business education regime is Pakistan added.

After the inaugural speech, **Dr. Sadia Nadeem**, the conference chair welcomed the academicians and guests from industry, on behalf of conference co-chair Dr. Mohsin Khan, and Conference Team. She started by endorsing Dr. Hasan's thoughts on NBEAC initiative which was established in 2007 with a vision to enhance business education in Pakistan. NBEAC falls into two categories, one is accreditation of business schools and other is development of business school. She emphasized that this gathering is to think about the strategic planning of the business education in Pakistan. She hoped that the conference would help people stimulate their thinking about strategic planning. She mentioned a few facts and figures of conference and business schools in Pakistan. Overall, counting multiple campuses in Pakistan, there are 180 business schools of management sciences in different universities across Pakistan. In 4th Deans & Directors Conference, representatives of 167 business schools with multiple management sciences departments. She thanked all guests for making this conference a success. She also mentioned the expected guests of about 500 registered for the conference. Panelists and speakers from 25 business schools nationwide and almost 5 international organizations are participating in the conference program. The effort was made to develop the liaison session with industries. Almost 65 guests from industry have confirmed their participation and about 80 to 100 guests were expected in the industry session later. While defining the purpose of this conference, Dr. Sadia emphasized to focus the discussion to stimulate the thinking process, resulting action-oriented planning as an outcome of the conference. After enjoying the two-day conference, all participants were requested to motivate and guide their respective faculty and students later on about what they teach, how they teach and how they do research. If these things are kept in mind during the sessions, the outcomes may deliver fruitful results during these two days of this conference.

While explaining different sessions in the conference, she elaborated the thematic concept of the events. The theme of the conference was understanding Business Education and its Context: Point of Convergence and Divergence. Based on this theme, several sessions on convergence and divergence of business education was designed as well as convergence and divergence of accreditation.

"Academicians must understand these aspects especially international standards", she emphasized. "Education is more useful for Pakistani students and at the same time think the values that are associated with education we are delivering". She raised a few questions for audience to ponder such as: how can business education be for economic prosperity of the country? How can research contribute towards economic prosperity? What are values business students should adhere to? It was stressed that the vision and mission of business schools and degree of convergence and divergence, globalization or localization should be clearly thought off. She added, "The Business Schools need to achieve their visions and missions. Convergence & Divergence Debate had been around for a long time, however, it was becoming critical for technology advancement, globalization. As also mentioned by Prof. Ahsan Iqbal about CPEC and One Belt One Road (OBOR) initiative giving opportunities to Pakistani businesses, schools and graduates, CPEC will create a humungous volume of opportunities for businesses and business schools. Business Schools must understand these opportunities more in depth and seize those opportunities. Business Schools should focus on values of business graduates. Success for individuals and nations depends on the values. We need to reflect on who we are and what we stand for. We have to embrace the change. There are some core societal and cultural values which we need to adhere to. What we need to change in our core values set. We are not looking back to 20 or 30 years, we are going farther back. This is a time of very rapid change but we need to be at cutting edge of technology and balance it with who we are. That is convergence and divergence of business education". Dr. Sadia narrated a quote a verse from Allama Iqbal's poetry:

تقدیر کے قاضی کا یہ فتویٰ ہے ازل سے  
ہے جرم ضعیفی کی سزا مرگِ مفاجات!

These lines communicate, "The Divine has pronounced its verdict ever since, that ones who are weak have picked to extinct by their choice!" It means "...if you don't know what you are, you would never think what should you be, where would you lead and what is the path to your destiny? You are doomed leaving no trace of your identity or even existence. She highlighted many other interesting sessions, for example, the industry-academia session in which more than 50 guests from the industry were to participate, the panel discussions on hybrid degree programs and trainings of NBEAC processes and public sector universities.

At the end she appreciated commendable efforts and excellent team work of NBEAC Secretariat, 30 academicians from almost 20 universities who relentlessly worked for this program for the last six months. She acclaimed the participants from all over the Pakistan and hoped that they would enjoy the program.

**Prof. Dr. Mukhtar Ahmad, Chairman HEC** started his address by congratulating Dr. Sohaib Murad and his team for arranging the 4th Deans & Directors Conference in Islamabad with an august participation and audience. He endorsed the importance of the conference and placed the challenge before the HEI Business Schools to lead the way forward and float the next year plans. He expressed the cardinality of business disciplines as raised by Prof. Ahsan Iqbal, endorsing by quoting him, "...we are going through different time in Pakistan and Government is concerned about change. What is happening in the world? People ask questions. What are possibilities about CPEC in their lives? Society is looking for a "Messiah". The Business Schools are responsible entities to give solutions and answers to our policymakers. The purpose of teaching BBA or MBA, graduates with degrees is more than getting a job of just twenty thousand Rupees. Business schools should come up with solutions. The data should be collected and managed properly. Do we have data about opportunities in China? Do we know model of

China? What are options for Pakistan and Pakistani businessmen?"

He said that it was not enough to have theoretical knowledge about the CPEC initiatives. It's about time that the universities especially business schools do proper research to publish not only papers but also offer problem-solving solutions. "Business Schools have to develop human resource in line with future needs of international level. What skill-sets are required in future?", he added. He was overwhelmed by Allama Iqbal's thinking as quoted by Dr. Sadia. "The business schools should come up to fill the gaps. Pakistan has competent business graduates but lacks professional and ethical training. Teaching and training are also essential components to be discussed in this conference. The experts in the field of business education are more than 10 years before, the family is growing. However, more attention is required to be paid towards impact and quality. The number game should be seized and focus should be clearly directed towards quality education. Pressure groups must push academic institutions", emphasized Dr. Mukhtar in the end of the address, he appreciated the participation of international delegates from Sri Lanka, Canada and USA and wished them a good stay in Pakistan. He concluded his talk on a lighter note by complimenting remarks that they would find the people of Pakistan more friendly and beautiful than most. "We don't have any restriction for any country!"



## SESSION 1:

### CPEC: How Should Business Schools Plan, Collaborate and Contribute?



#### Speakers

Dr. Nadeem Javaid

Senator Mushahid Hussain Syed

Dr. Zafar Nawaz Jaspal

Dr. Khalid Riaz

#### Institutes / Professions

Chief Economist, Ministry of Planning, Development & Reform

Chairperson, Parliamentary Committee on China-Pakistan Economic Corridor (CPEC)

Director, School of Politics and International Relations, Quaid-e-Azam University, Islamabad

Dean, COMSATS Institute of Information Technology (CIIT), Islamabad

#### Highlights:

- Constraints of experience to run multiple sizable projects in parallel, and potential of human resource in teaching & training having advantage of access to English language
- Opportunities to capitalize revival of the Silk Road stretching links to China-Eurasian countries through business schools sharing knowledge, skills, practices and jacking up total factor productivity
- Transforming through digital & physical connectivity- A huge demand at managerial level in next five years.
- Planning Commission's vision to include "Academia and Industry" interlinked at grassroots level to tap the potential.

#### Summary:

The session was moderated by Dr. Zafar Nawaz Jaspal. **Senator Mushahid Hussain Syed, Chairperson, Parliamentary Committee on CPEC,** being the first keynote speaker, applauded HEC for taking such a momentous drive. He said that it was a

very timely initiative to link the China Pakistan Economic Corridor (CPEC) to pave the path of development to advance Pakistan in education. He shared that CPEC was the biggest opportunity for Pakistan in the last 70 years to build our country's infrastructure, energy resources, and underdeveloped areas in Baluchistan, Khyber Pakhtunkhwa, FATA and Azad Kashmir.

While continuing his speech, Senator Mushahid said, "Quaid-e-Azam Mohammad Ali Jinnah, father of the nation, in his first interview with an American journalist Margaret for Life Magazine responded on the question 'What is the future of Pakistan?' by simply saying that Pakistan is the pivot of the world, as we are placed on the frontier in which the future position of the world revolves. The interview was published in Jan 1948. Now looking at the vision of nations' father, we should take advantage being the center of connectivity in the most strategic region of the world. And CPEC is on the advantage of creating that opportunity. In May 2009, Robert Kaplan an expert on geography and geopolitics wrote an article on Gwadar in Atlantic magazine published in America, when there was even no thought of CPEC, that

Gwadar is the potential to be the hub of a new Silk Road and could provide connectivity to places like Samarkand, Urumqi, Kashgar, Bishkek, Astana, Ashkhabad etc. Gwadar can be Rotterdam of Arabian Sea. Like Washington, Beijing and Dubai, Gwadar qualifies to be the great place of future. Hamza Ali, a LUMS student having business in China wrote in Youlin magazine mentioning China as the place where technology, science and innovation pavilions would emerge. China is one of those countries where Pakistanis are welcomed with open arms. Hamza has preferred to go to China instead of Canada or Australia and become the social media director there”.

Senator Mushahid Hussain Syed raised a few questions in his speech to bring clarity in some concepts. He explained the geopolitics and its global context by educating the audience about emerging new facts. Global balance of power was shifting from the West to the East. This first century was the century of Asia and fall of America had begun after the war on Iraq. The leadership of America is also one of its proofs. He continued with the remarks, “The Great Britain is out of European Union. In rise of Asia, Pakistan is the 6<sup>th</sup> largest country with nuclear power. We have energy infrastructure. China is our reliable and the best friend. When no western country and Muslim countries helped Pakistan, China gave vote of confidence on future of Pakistan by a single unprecedented largest bilateral agreement that is signed between the two countries.

Further to this he explained the terminology and concept of One Belt One Road (OBOR). “The Chinese President Xi Jinping delivered a lecture in Astana University that China would build and revive the Silk Road. In 2013 he mentioned of Maritime Silk Road that covers 65 countries; 5 countries are China, Russia, China-Eurasia and Bangladesh. While CPEC is a unique bilateral corridor of its kind between the two countries as land and sea routes convergence in Gwadar pose a significant importance. Chinese Railway minister said in Portugal that 865 trains from China would go to Europe whereas 250 trains would rail to China from Europe”, he mentioned. He exclaimed that China had put confidence in Pakistan. It was now up to us as how we spread fruits at grassroots level in Pakistan? He re-iterated, “Focus should be very clear. The overseas Chinese students in social sciences are very important for Pakistan. The

next phase of CPEC is significantly important. Chinese medium enterprises and companies would go abroad with Pakistani Labor resource and almost 120 Chinese projects in Pakistan, on the other hand have employed about 12000 Chinese experts”.

Senator Mushahid Hussain also shared the negative campaign of India about CPEC and American discomfort to this initiative. He further mentioned, “The Silk Road Fund was formed worth \$1 billion and Asian Infrastructure Bank is also a part of new Asia. Though our system does not have any experience to run such size of multiple projects, yet our biggest strength is human resource especially trainers and teachers having advantage of access to English language”. He informed that in 2018, seventeen projects will be harnessed, while 10,000 MW electricity would be produced. Manufacturing sector would flourish by Gwadar Port Development, the new airport, HEI business schools, universities and emerging economic zones in each province.

He informed that Regional cooperation is also increasing among China, Iran and Turkey and now Myanmar, Afghanistan and Central Asia have also become partners in Greater South Asia. Dualization of Pakistan Railways from Karachi to Torkham would bring the biggest change. The international image of Pakistan has been improved. We should take this forward. He said that Hong Kong was interested to be part of CPEC and discussions were going on in reference with Pakistan and Gwadar. On another account some Chinese students witnessed 2000 years old Chinese writings and scriptures in Hunza valley and were excited to explore Buddhist culture in Takht-i-Bahi and Taxila. The Senator re-emphasized, “...but the key to progress is the education, as CPEC is an opportunity for Pakistan in particular and the region in general”.

Senator Mushahid Hussain Syed completed his speech expressing his conviction and hope to accomplish and realize the vision of the great leader of Pakistan, Quaid-e-Azam Muhammad Ali Jinnah.

The session proceeded with keynote speech by **Dr. Nadeem Javaid, Chief Economist, Ministry of Planning, Development and Reforms**. He discussed about socioeconomic gain from CPEC that Pakistan can relish. “Revival of ancient Silk Road is a driving force of Chinese leadership, as mentioned by Chinese

President Xi Jinping that it would offer numerous opportunities in terms of commerce and technology. CPEC is the principal part of One Belt One Road (OBOR) initiative as almost sixty countries are involved and Asian Bank has stanchd to finance hundred billion dollars' worth projects in these countries". He explained the composites of CPEC, the four pillars: Energy; Solar, LNG and transmission line infrastructure; Data Connectivity; Gwadar Port, which would boost industrial cooperation among stakeholder. "CPEC is a long term initiative. Manufacturing industries along the belt will flourish in Pakistan. Third phase of CPEC is developing economic and free zones. Forty-six billion dollars were allocated for Pakistan and it is likely to exceed to 65 or 70 billion dollars in future. Only 30 billion dollars are earmarked for energy sector. There would be provisions of repurchase agreements with power producers that are in vogue in Pakistan with no extra burden. Fourteen to 16 billion dollars will be spent on commerce. It is about grant and commercial loans. Interest rate would be 3%. Energy sector will transform with cost minimization & optimization and investment facilitation are some of the facets of this regime. In the last three and half years, furnace oil is 38% and its role will be 14% by 2020. It remains a very expensive proposition. By 2020, unit cost of energy would be 9% from 9.9%. Three thousand (3000) MW supply-demand gap was there and a 10000 MW electricity would inflow, hence would reduce to zero deficit. By January 2018, Pakistan will have surplus of energy. Infrastructure being second component of CPEC stands vital as land distances from China to Middle East and further to Eurasian markets is stretched beyond 19132 miles. Pakistan having strategic location has all along to gain advantage from

substantial trade volume en-routed to business destinations. It will reduce the distance, consumption and save time as 9500 miles distance will be abridged, which makes it the real gain behind CPEC. Shrinkage of routes will benefit all and by June 2018, this route will be operational from Sukkur to Karachi and Gwadar. There would be feeder roads and they will provide opportunity to Pakistan. On the account of rail tracks 5.5 billion dollars have been earmarked for Pakistan Railways infrastructure development. It absolutely has nothing to do with current government or previous government. At the same time 0.5 million labor force is joining market every year. You need to expedite and judiciously absorb the labor influx as current favorable conditions prevail, else unemployment, poverty and inequality may raise challenges in the long run. Infrastructure would also be developed for academic institutions, education system and business schools". He further mentioned that total factor productivity is lower as compare to 1980s, but management practices matter at the end. And the Business schools must jack-up total factor productivity. Talking about social aspects he said, "We have created social safety nets besides Benazir Income Support Program. Viable environment must be created to end poverty in vulnerable clusters. In this regard, Prime Minister Insurance Program has been approved by Planning Commission, besides many other initiatives in the pipeline". He summed up his discourse by suggesting that designing cost-effective feasible policies solutions were the ultimate way forward. Business schools have lots more to offer.

"As intelligentsia and academia, we have to play our role", he concluded.

## Session-1: Panel Discussion: CPEC: How Should Business Schools Plan, Collaborate and Contribute?

**Dr. Zafar Nawaz Jaspal** the moderator for 1st panel discussion initiated the forum discussion.

The following panelists joined the session:

During the course of panel discussion, a few questions were raised amongst panelists and from audience, are detailed below with responses:

**Q: Twenty-five percent jobs would be given to locals. What will be policies of Pakistan and business schools to fill the demand in perspective of CPEC?**

**Senator Mushahid:**

Forty percent stocks share has been bought by Chinese consortium. Pakistan Steels was a dead project. Now Chinese Power Steel is involved due to CPEC. Thar Coal is the 5th largest coal reserves in the world. Today Thar Coal is being mined. Our location is very important and strategic. Since 1979, invasion of Afghanistan we hosted large number of people for a long period of time. More sacrifices given by Pakistanis than Americans. In Cold War of Afghan Jihad, we were front state. We need peace and development. People are talking of corruption control. People are talking of connectivity. We have responsible media and dynamic civil society besides fair judiciary. 50 million people have access to cellular connections and internet. Now about 47% have motorcycles in Pakistan. We are being transformed. We have been wasting time. Chinese economy is leading. Even Trumps' own projects are in China. Connectivity should be digital and physical. We have to learn from Hamza Ali. In Pakistan, there will be huge demand at managerial level in next five years. About 104 radio channels offer handsome pay and income to their staff. I draw less income as senator. It is important for Planning Commission to include grassroots level. Academia and industry must be interlinked to tap the potential.

**Q: Is there any collaboration with Chinese business schools? How Pakistani economy will improve?**

**Senator Mushahid:**

No loss of pride with China. Our Chinese relations are unique. No one will take advantage. China is no hegemonic, it is friendly. We should start thinking independently. We are living in the new age. No one is going to capture Pakistan. We have to take advantage of this big opportunity. China trusts in Pakistan. No other country is supporting Pakistan except China. We should go forward by dismissing traditional thinking. China is far ahead in economic development.

It wants to give share to Pakistan. Bomb suiciders don't have religion. We have to change mindset. We have to give opportunity to our students and people. China is not interfering in our internal affairs. There will be strong collaboration between universities of both countries.

**Mr. Javaid:**

Industrial clusters will catch more investment particularly mining and agri-based clusters. Export oriented clusters will also get benefits. Business schools have opportunities to tap potential. By 2025, what kind of PhDs required? Recently knowledge corridors, 10000 PhDs will be produced in different domains by 2025. Prime Minister Youth Skills Program is a good initiative. Grants are given to students in 36 trade skills. NEVTA is managing these programs.

**Senator Mushahid:**

As a FC College student, I visited China. I saw Chinese on bicycles and found backwardness. We had VCRs at that time in Pakistan. Chairman Mao made major transformation. Necessity is the mother of invention. After Trump's arrival, we have to think towards Asia. Think tanks are being formed on China in the country. Heart of CPEC is Gwadar. We have four provinces; two are more developed whereas two (Kyber Pakhtunkhwa and Baluchistan) are less developed. In 2014, Chinese President had to visit Pakistan but sit-in in Islamabad created trouble. Khyber Pakhtunkhwa wasted one year. Out of 21 members in CPEC Parliamentary Committee, 15 members are from small provinces. After convincing, Imran Khan also met with the Chinese President. Fruits of CPEC are for everyone. We have a member from FATA. Punjab is not hegemonic. Pathans are successful businessmen in Punjab and Karachi. We will all benefit from CPEC. Apprehensions should be removed. Khyber Pakhtunkhwa must be made a modern province. TAPI will also benefit the people of country.

**Mr. Javaid:**

Thirteen projects are in Baluchistan, 11 projects are for Sindh whereas 6 projects are for Punjab. Lowest share is of Punjab.

**Senator Mushahid:**

Kashmiris including Azad Kashmir are part of CPEC. Government of Azad Kashmir has to pinpoint and identify priority projects. Chinese engineers are also working in Azad Kashmir. CPEC is not of Ahsan Iqbal's domain. Media should play positive part by lessening propaganda. Facts must be portrayed because facts speak themselves.

**Mr. Javaid:**

Ministry is actively working to respond on any question on CPEC. Website is being updated regularly.

**Senator Mushahid:**

Pakistan took decisions in national interest. In March 1963, we had agreement with China. At that time, China was worst enemy of United States. We were betrayed by United States, sole super power. We took strategic decision. Our relations with China are for last 50 years. CPEC is not about economy. It is about relationship on trust. When we started nuclear program and America gave threats. Now situation has improved in Pakistan. In 2004, a Chinese company spent 27 million dollars on feasibility of Thar Coal. Foreign lobby in Islamabad discouraged that company. We have challenges of security, education and development. When Quaid-e-Azam planned to make Pakistan despite challenges, he made Pakistan. We will tap potential of CPEC in the same spirit.

**Mr. Jaspal:**

Energy is important component of CPEC. Pakistan has problems like good governance, circular debt and macroeconomic policy continuity. We heavily import POL though we have huge energy reserves. Our policies were inconsistent. Forty-five billion dollars initial investment over the next ten years should boost our exports. How would be our policy?

**Senator Mushahid:**

Sri Lanka is a success story as far as human resource development is concerned.

**Mr. Javaid:**

Planning Commission is working with power distribution companies to curtail line losses with use of latest technology. NTDC and WAPDA are investing Rs.198 billion during this year for improving transmission system's efficiency. It will invest over Rs.300 billion next year. We will also learn from Chinese experts in all domains particularly energy and infrastructure. Our industrial and exports competitiveness will improve by the time. Our GDP would be over 5% per annum increasing by 1% annually. Because of excitement and stability, private sector investment is increasing in Pakistan as compare to last year. This year Rs.120 billion more investment is from previous year. Large scale sector will definitely improve. Through connectivity, revenues would also increase besides improved balance of payment and standard of living.



## SESSION 2:

### Design and Accreditation of Joint Degree Programs; Engineering Management, Health Management and Agri-Business



#### Speakers

**Dr. Fareeda Saleem (Moderator)**

**Prof. Dr. Shabir Ahmad Lehri**

**Dr. Izhar Hussain**

**Dr. Asima Faisal**

**Dr. Amir Gulzar**

#### Institutes / Professions

Associate Professor, Fatima Jinnah Women University, Rawalpindi

President, Pakistan Medical & Dental Association (PM&DC)

Director CEE, Institute of Business Administration, Karachi

Director Institute of Business & Management (IoBM), Karachi

HoD, Foundation University, Islamabad

#### Highlights:

- Need for Syllabi of HEIs to adapt and/or redesign in healthcare management degree programs with the local context.
- PM&DC in pursuit of meeting and exceeding international standards to process accreditation to associated programs
- Revamp healthcare sector through comprehensive administrative reforms taking stakeholders onboard.
- BBA and MBA graduates- a good resource for HR, Finance and Marketing etc. but constrained to the core technical businesses
- MBA degrees becoming redundant for business graduates due to coverage of functional knowledge curriculum at 4 year undergraduate degree programs
- MBA program – a potent and value adding degree for non-business professionals developing business and managerial skills catering services to

growing markets and industries demands

- Agribusiness discipline- a future challenge for agro-technological development and shifting to business & commercial science based agriculture.
- Initiatives for developing joint degree programs in healthcare management, engineering & technology management and agribusiness etc. to help students being academically relevant, benefitting the industry

#### Summary:

The 2nd session was designed for forum discourse and divided for three panel discussions.

#### Session-2: Panel Discussion-I:

The issues and challenges with Health Management programs

**Dr. Fareeda Saleem** moderated the 2nd Session's 1st panel discussion inviting worthy panelists; three academia and others representing concerned regulatory authorities, namely:

...



During the course of panel discussion, the questions raised amongst panelists and from audience, are transcribed below with responses:

**Q: What are ingredients of health management programs and requirements?**

**Dr. Izhar:**

Ninety-six colleges are offering courses on health management in the United States. They are offering MPA and MBA. John Hopkins and Cornell universities are a few to be mentioned. These syllabi of these HEIs are available for deliberations to adapt and/or redesign in line with the local context. With stakeholders consultation we customized & designed the programs at IBA Karachi and are in process of acquiring accreditation on healthcare quality education from PM&DC/ accreditation body.

**Dr. Asima:**

The Healthcare sector must have competent managers having skills. I am looking after the program for the last 8 years. I remodeled the syllabus in healthcare program at IoBM. In my opinion NGOs and the hospitals are running the show. People want trained healthcare managers with management degree and they need to market and sell themselves.

**Dr. Izhar:**

MBA healthcare management is a good program. As a matter of fact, since there had not been any recognition in this discipline, neither was any awareness campaign a decade back. Marketing expertise in this discipline was naturally not in the cards. There was no patient psychology course in the curricular. Indeed the "Healthcare Management" program must be offered in the evening for physicians as most of them work in the morning time.

**Q: What about accreditation of healthcare programs?**

**Dr. Shabbir:**

Pakistan is the fourth largest country exporting doctors to the United States. Pakistani doctors are professional and we are not only competing but enjoy

a reputed positioning amongst other nationals. PM&DC is working day and night in pursuit of meeting and exceeding international standards. We are also a member of one of the international organization in Asia Pacific. And we give accreditation to associated programs under the ambit of this discipline.

**Q: Any Joint efforts for dual-accreditation?**

**Dr. Shabbir:**

Without recognition, no institute can offer courses in Pakistan. Pakistan Medical and Dental Council being accreditation body and HEC makes the most appropriate and effective forum for designing syllabus according to international requirements. I think there should be an exclusive healthcare management accreditation council.

**Dr. Asima:**

Do you use academia for reviewing and redesign of the syllabus?

**Dr. Shabbir:**

Yes, we do from time to time. We need trained human resource to run the hospitals though nobody has any doubt the competence of Pakistani doctors. At the same time medical care exports, services and telemedicine marketing need to be given more importance. In these areas, we need qualified, trained and professional manpower. Unfortunately, as such no medical college in Pakistan is offering courses for these two domains.

**Q: As there has been no administrative reforms in health sector in Pakistan, nor any cadre for administrative service. Do we need some reforms for procurement and administration in this sector?**

**Dr. Shabbir:**

It is job of technocrats and not of the bureaucracy to form policies. JICA has done a lot of work in terms of syllabus and administrative capacity building. There is a dire need to revamp healthcare sector through comprehensive administrative reforms taking all stakeholders onboard.

## Session-2: Panel Discussion-II: Increase in Specialized Joint-Degree Technology/ Engineering Management Programs

Speakers	Institutes / Professions
Dr. Fareeda Saleem (Moderator)	Associate Professor, Fatima Jinnah Women University, Rawalpindi
Dr. Hasan Sohaib Murad	Chairman, National Business education Accreditation Council(NBEAC)
Dr. Ayub Alvi	Dean (FAST-NU) Chairman, National Computing Education Accreditation Council (NCEAC)
Dr. Naukhez Sarwar	Dean and Principal, NUST Business School, NUST Islamabad
Dr. Ali Ahsan	Dean, Foundation University, Islamabad
Dr. Tameem Khan	HoD EM Dept, Bahria University, Islamabad

The 2nd panel discussion in 2nd session was continued by **Dr. Fareeda Saleem** as moderator. This session was more of dialogue in nature, discussing concerns on Engineering Management programs with the increased focus on specialization. An emerging trend is observed as HEI business schools in Pakistan have started focusing on non-standard /joint degree programs including engineering management programs.

Following were some of the main questions raised and discussed during current session:

- Q-1. What will be the role engineering management degree in Pakistan's education landscape?**
- Q-2. What has been your experience of designing and delivering engineering management programs (which business model(s) are being used)?**
- Q-3. How these programs can get accreditation?**
- Q-4. What should be the role of accreditation bodies like NBEAC and Pakistan Engineering Council?**
- Q-5. What are the key challenges faced by universities generally and business schools particularly with reference to these engineering management programs?**
- Q-6. Why these programs were more successful in Islamabad?**

The dissertation of dialogue, views and convincing responses of the participants may be consolidated and transcribed with expression that the upcoming

industrial and technological revolution required business graduates to demonstrate a baseline specialty such as (but not limited to) construction, engineering, IT, agriculture, medicine etc. The students with BBA and MBA degree are good resources for HR, Finance and Marketing and other support functions within any organization but they contribute less to the core technical businesses. A good example may be the telecom services organizations, for instance. The BBA and MBA students can contribute to HR, Accounting & Finance and Marketing etc. but they cannot help manage anything in technical departments, network operations, departments that run the projects and IT & T procurements etc. This clearly indicates that NBEAC should support post graduate degrees (with and without thesis for researchers and non-researchers respectively) in the field of Engineering Management, Projects & Technology Management, Supply Chain Management, and so forth. The point mentioned were unanimously agreed by all members specifically Dr. Ayub Alvi, Dr. Ali, and Dr. Hasan. Dr. Ayub Alvi explained the dilemma of currently offered MBA degrees being redundant as the content of functional knowledge areas has been covered in the undergraduate programs curriculum, i.e. BBA or BS etc. The MBA curriculum therefore has nothing special to offer the students to master-in. The MBA programs, in his personal view, would be more relevant and value adding for professionals, doctors & engineers to polish their business and managerial skills, which is a fast growing demand of markets and industries. The participants also proposed that business and technology need to be merged for future industrial needs and if academia fails to do this, the graduates would be literally of no use for the industry.

## Session-2: Panel Discussion-III:

### Agriculture intensive Business & Management degree programs

Speakers	Institutes / Professions
<b>Dr. Fareeda Saleem (Moderator)</b>	Associate Professor, Fatima Jinnah Women University, Rawalpindi
<b>Dr. Farida Faisal</b>	HoD, PMAS University of Arid Agriculture, Rawalpindi
<b>Dr. Abdul Hayee Qureshi</b>	Director Social Sciences Institute and Secretary PARC Agro Tech Company
<b>Dr. Niaz Bhutto</b>	HoD, IBA Sukkur

In the final panel discussion at the end of 2nd session moderated by **Dr. Fareeda Saleem** requested Dr. Farida Faisal, Dr. Niaz Ahmed Bhutto and Dr. Abdul Hayee Qureshi to join the forum, spreading the scope of the topic on the same format contributing to the dialogue run-off, addressing business administration programs with agricultural focus.

**Dr. Niaz Ahmed Bhutto** shared that administrative programs were introduced by IBA Sukkur in 2002. They designed course outlines having 3.5 year and 1.5 year programs, after detailed consultation with respective stakeholders. We offer some courses in management purely in agricultural stream with intense concentration on management. Two of these courses are blended in multidisciplinary streams relating to agriculture. These degrees are valued in the market due to concentration in the subject, however agri-business need extensive reforms in offered program portfolios, especially by reviewing curriculum to bring relevant changes. Accreditation would for sure be very helpful in initiated reforms. The Business schools should make strategies to engage and contact industries as businesses might not pursue academic institutions on their own due to prevalent industrial culture and business priorities. Industrial linkages programs must be started for designing curriculum in Pakistan. We need to develop ownership of such programs and that would only be possible if typified mindset is changed.

Adding to the discussion **Dr. Abdul Hayee Qureshi** mentioned that Pakistan Agricultural Research Council took initiative in the same direction in 2008 by establishing and registering a PARC Agro Tech

company. The creation of an agribusiness company is imperative to address the future challenges of agro-technological development and shifting to commercial science based agriculture. The company also provides a platform to all the players, both from the public and private sector, to interact, invest and commercialize innovations incubated within a PARC research park, for public consumption.

The specialized academic programs offered were recognized by and affiliated with Institute of Business Administration. Being associated with the company, I was looking for graduates in animal feed and fertilizers as services have a high potential and demand in agribusiness. Unfortunately, I was not able to find a business graduate willing to work for agribusiness or either interact with farmers. Hybrid programs must be introduced for students to develop and capture the market and industry's potential

Dr. Bhutto further explained that a formal process mechanism is evolved for such programs at IBA Sukkur, and the courses were based on contemporary strategies and syllabus to cater needs of markets and industrial ecosystem. A quota system has also been introduced to bridge institutional collaborations as students particularly from Faisalabad were also getting relevant quality education. Dr. Qureshi recognized and endorsed the initiatives for developing joint degree programs in general, and agribusiness in particular, which would not only help students to be academically relevant but benefit the industry manifold.

## SESSION 3:

### The Role of Industry in Effective Business Education



#### Speakers

**Dr. Sadia Nadeem**

**Mr. Khusro Pervez**

**Dr. Muhammad Kamran Naqi Khan**

**Mr. Shahid M. Haq**

**Dr. Muhammad Ali Saeed**

**Mr. Basharat Hameed**

#### Institutes / Professions

Associate Professor, FAST School of Management, FAST-NU, Islamabad

HoC, SZABIST, Islamabad

Dean, Hamdard University, Islamabad Campus

Sr. Associate Professor, Director Leadership Development Center, Bahria University, Islamabad

HoD, Bahria University, Islamabad

Assistant Professor, IMSciences, Peshawar

#### Highlights:

- Business schools to adopt business models for subsistence and economic holdings, Entrepreneurship, Agro-Finance and Agro-planning, value addition etc.
- Agri-industry pursuing symbiotic relationships with business schools to formulate good practices for retention of business graduates
- Business schools to produce relevant leaders & managers to institutionalize service economy, socio-economic development progress, and capacity building of workforce enhancing the value of service delivery system
- Industry expecting graduates possessing a social-technical-behavioral-management & professional fit to take-on challenges of distribution and logistics system linked to global value chains

- Functional competences in business degrees to be supplemented by fields of specializations in Information & Communication Technologies such as Business Analytics and Business Intelligence etc.
- Business schools to develop methodology for developing specialized skills in students by conducting workshops, orientation tours to tourism sites and hospitality projects
- NGOs & Non-profit sector facing internal challenges of organizational capacity limitation, accountability and transparency, founder syndrome and inept governance
- Incentives to be offered to faculty and industries by the government and institutions to leap the developmental goals

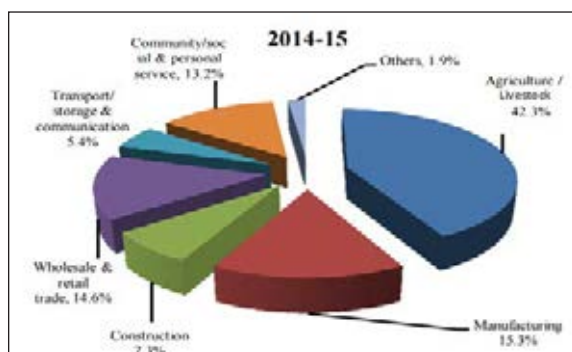


## Summary:

In this session the design for proceedings by pre-constituted committees. The constituted six committees were assigned the responsibility to engage, interact and share the feedback taken from different industries on effectiveness of business education in respective fields. Six different industries were picked up by each committee. The committees conducted the surveys through questionnaires and also took few interviews from industry representatives of their concerned areas. Each committee prepared the presentation based on the feedback provided by respective industries.

**Committee Lead:** Mr. Khusro Pervaiz  
**Industry:** Agriculture Sector

While representing the agro industry, **Mr. Khusro Pervaiz, Head of Campus (HoC), SZABIST Islamabad** shared a pi-chart representing total employment by agriculture sector. He also shared that agriculture sector GDP was 19.8%.



The potential areas of agriculture sector for business research and business graduates were also shared during the presentation. The business schools could work on business models for subsistence and economic holdings, Entrepreneurship, Agro-Finance – Agro-planning, Value addition – Value chain, Certification – Seed certification, Halal food certification, Quality Assurance – Food grading, Storage, cold chain, logistics and transportation, Agricultural Marketing – Exports, Small agro-businesses. Mr. Khusro further provided suggestions for business graduates to play a significant role in public sector policy planning organizations. The business graduates could be employed in formulating public policy input in the areas of agriculture exports/ imports, development of water resources and its management, development of storage, cold chain, logistics and transportation, agri-financing, education and research, how to develop workable strategies to cope up with the surplus as well as the scarcity of agro-production, how to strengthen the agriculture extension services and creating business opportunities in dairy livestock, horticulture,

floriculture and other ancillary fields, cooperative farming?

He also presented the feedback of Industry as what skillset they required of the business graduates. The employment in agriculture sector requires the quality of business graduates, Soft skills: Communication, IT and technical skills: Internship in the relevant field, Business school skills: skilled business graduates for internship provided by agricultural sector, trained to work in rural areas, affiliations in the peri-urban areas (also called rural space, outskirts or the hinterland) exposure to agro-industry and refinement of skills, education facilities at district level – sub-campus, regulating, monitoring and standardization of internship program. The industry had also shown their willingness to develop their symbiotic relationships with business schools either in the form of conducting seminars, symposiums, workshops and conferences, providing internships and apprenticeships, provisioning of stipend and accommodation for interns and formulating good practices for retention of business graduates. However, the key challenges were mentioned by the industry representatives were:

- Skill of business graduates
- Government policies
- Regulatory framework
- HEC framework for interns' assessment

**During the survey, the key opportunities were also discussed for business schools:**

- Progressive business models which can improve business prospects
- Blending of business education with agro-skill sets
- CPEC (China-Pakistan Economic Corridor)
- Contact with all the universities and setting up CPEC centers
- Customized business diplomas for Agro-graduates

**Committee Lead:** Dr. Muhammad Kamran Naqi Khan  
**Industry:** Distribution, Logistic, and Warehousing Sector

The second presentation was made by **Dr. Muhammad Kamran Naqi Khan, Dean Hamdard University, Islamabad** representing the Distribution, Logistic, and Warehousing sector. He shared that 1% contribution towards GDP from distributive services, logistics and warehousing sector might generate 80 million US dollars for the economy of Pakistan. That requires an immediate response of Academia and Industry to configure the resources through

knowledge sharing. The objectives should be envisioning the cooperation that develops an insight to facilitate effective business education. The business schools should prepare the relevant leaders, and managers for the service economy, socio-economic progress, and capacity building of institutions and workforce, business competitiveness and enhancing the value of service delivery system.

While sharing the feedback of industry about the business graduates, he reported the overall positive feedback as industry felt that the graduates were innovative and think out of the box. The graduates seemed to be goal oriented, enthusiastic for value creation in business activities, improved customer care perceptibility, enterprising and ready to take initiatives, and invigorated the overall business scenario especially by using IT, raising the entrepreneurial and startups culture, having global approach. However, he mentioned that the industry was expecting that skill assessment of the graduates should include the attitude development towards continuous learning and knowledge management, agreeable social personality, determined, consistent and hardworking, having awareness of SWOT in distribution and logistics system linked to global value chain. They should also have a knowledge about future trends especially with rapid growth of IT & telecommunication services along with the ability to work with intellectual and physical diversity. The following challenges highlighted by the industry are:

- **Warehouses:** safety hazards, random storage and compliance issues
- **Logistics:** lack of ownership, fleet control with monitoring and the insurance coverage only.
- **Distributors:** extensive training, delay in responding to end user feedback and lack of extensive monitoring
- **Retention** of qualified and skilled team
- **Lack of employees' understanding** how to connect with international best practices
- **Lack of employees' access on excessive intrusion of IT**, GIS resource, Analysis and Business Intelligence

**Committee Lead:** Mr. Shahid Mustafa Haq  
**Industry:** Information & Communication Technology Sector

**Mr. Shahid Haq, Director Leadership Development Center, Bahria University, Islamabad** presented the

case of ICT industry. Inputs from the ICT industry consisting of mobile, data, triple play, IT solutions, BPO, E-commerce and consultant companies etc. were shared during the session. The industry's feedback featured a few requisite valuable attributes for business graduates. According to suggested physiognomies the graduate should be able to find solution for challenges having approach with objective orientation. They should be organized, efficient, smart, hard work to achieve targets within assigned time and resources. The business graduate should understand the knowledge of business with 360-degree view, customer focused, innovative thinking, work hard, use technology tools, learner and team player having the leadership capabilities. ICT Industry expects the following behavioral traits, knowledge and skills from business graduates.

- **Attitude:** Can do, positive, team player, result oriented, people management, work under pressure
- **Knowledge:** Comprehensive, business ideology, B2B, technical
- **Skills:** Listening, understanding, presentation, software, multitasking, decision making, collateral business, IT skills.

Mr. Shahid Haq further explained that besides Marketing, HR and Finance etc. functional competences, there should be other fields of specializations in business degrees such as Entrepreneurship, IT, MIS, Project Management, Technology Management, Business Analytics and Business Intelligence, Public Policy & Administration etc. He also pondered the ways through which industry could collaborate with business schools suggesting by:

- Through internships, give feedback and recommendations to align curricula
- Corporate speakers for real time non-traditional lectures.
- Small projects or internships to help develop insights into business
- Live case studies and guest lectures.
- Importantly academia should come to industry also
- Focus should be on field work (projects, reports, studies)
- Teach efficient production process, preventive strategies etc.



- Mentorship and expanding networks
- Course indigenization (specific industry, cluster based)
- Practical projects
- Attending career expos, job fairs and exchange programs etc.

Towards the end of his interactive presentation, he also shared some leading demands of the industry Towards business schools. The industry would like the following traits-kit for business graduates:

- Open minds, entrepreneurial with can-do attitude
- Strong soft and technical skills
- Exceptionally sharp, excellent communicators, strong analytical skills
- Go beyond the call of duty and exceed expectation
- Technology inclined, aware of new trends and adaptable
- Understand value of data and analytics, use it to best advantage
- Soft skills, IT savvy, analytical understanding IOT
- Having skills to grow business
- Service oriented, highly skilled
- Positive mind set, creativity, speed of execution, high integrity and good presentation skills.

**Committee Lead:** Dr. Ali Saeed  
**Industry:** Financial sector

**Dr. Ali Saeed, HoD Bahria University Islamabad** has presented the feedback from financial sector. According to the financial sector, following requirements are looked upon during hiring process of a business graduate.

- Effective communication/Presentation skills
- Good analytical skills
- Basic knowledge of accounting and financial theory
- Ability to read and analyze financial statements

- Basic knowledge of economics and capital markets
- Internship experience
- Effective communication/Presentation skills
- Good analytical skills
- Basic knowledge of spreadsheets
- Selling skills
- Meeting deadlines
- Working and coordinating in groups

#### The challenges faced by financial sectors are:

- Cyber Security/Cyber Crime
- Increased regulations
- Lack of savings accounts: one of the lowest in the world: only about 15% of GDP
- Huge lack of product and investing knowledge
- Sales staff and the distribution network of mutual funds being very limited
- Volatility of the stock market
- Changes in tax policies/tax anomalies
- Financial crisis in global markets
- Launch of innovative products
- Shortage of good candidates for hiring

He also shared that industry representatives are willing to help business schools and also affirmative to serve on the boards for industry linkages at business schools.

**Committee Lead:** Mr. Basharat Hameed  
**Industry:** Hospitality and tourism Sector

**Mr. Basharat Hameed, Assistant Professor, IM Sciences, Peshawar** presented details of study outcomes on hospitality and tourism management. He reported that in the year 2014, the number of tourists travelling internationally grew by 4.4% and have surpassed United Nations World Tourism Organization's (UNWTO) projection of 3.8% growth

for the period 2010 to 2020. International tourism accounts for 30% of the world's exports of services and 6% of total exports (UNWTO, 2015). H & T has directly supported 1,396,500 jobs (2.4% of total employment) in Pakistan in 2014. It was also shared that contribution of H & T to employment, including indirect jobs, was 6.0% of total employment (WTTC, 2015). The visitors to Pakistan generated exports worth PKR 94.8 Billion (3.0% of total exports) in 2014. PKR 289.3 Billion investment was made in H & T (9.2% of the total investment). Mr. Basharat also mentioned that in Khyber-Pakhtunkhwa (KP), Tourism Department is the custodian of H & T development which has further devolved departments like Tourism Corporation Khyber-Pakhtunkhwa (TCKP), Tourist Services Wing (TSW) and Pak-Austrian Institute of Hotel Management (PAITHOM). The Impact of tourist inflow on employment generation from 2009~2015 of KP may be seen as tabulated below:

Year	Employment Generated (000)
2009	1,381.4
2010	1,450.4
2011	1,395.6
2012	1,339.4
2013	1,353.6
2014	1,396.5
2015 (E)	1,428.1

**The following challenges have been highlighted by the industry during study:**

- No substantial research has been performed regarding opportunities in H & T
- Lack of training opportunities in H & T
- Lack of specialized human resource
- Frequent changes in bureaucracy are causing inconsistencies in policy making and execution
- The notion of terrorism is discouraging tourists to visit Pakistan (and specially KP)

The business schools should arrange the trainings, seminars, workshops and orientation tours to historic places to train the students, he suggested. The outcomes could be received if funding projects and outdoor adventure games and activities were conducted to develop soft skills of the students. His study divulges that hospitality & tourism expects the following outcomes from business schools.

- Qualified and well trained human resource
- Promotion of hospitality and tourism culture
- Attraction of investors to the industry
- Preservation of national cultural sites/heritage
- Positive branding of tourist spots
- Support for achieving national development goals
- Marketing of unexplored tourist spots

**Committee Lead:** Mr. Arif Vaseer  
**Industry:** NGOs & Non-Profit Sector

**Mr. Arif Vaseer, Director QEC, Capital University of Sciences and Technology (CUST), Islamabad** shared the outcomes of his study on NGO and nonprofit sector. He discussed how NGOs operate alike any other business, thus, a business graduate in the non-profit arena would require the following skills:

- Accounting
- Management
- Fundraising and operations

He shared the structure of International development organizations, such as UNICEF, OXFAM and Save the Children. The same departments were maintained by these organizations such as Marketing, Logistics, Public relations, Business development, Human relations, Product development, Legal and so forth.

There were multiple external and internal challenges faced by the development sector during resource mobilization. A few of external challenges highlighted were the changing priorities of donor country, criteria being used/applied to organizations, donors conditional ties, political interference, rules and regulations within a country for accessing government funds, donor Prejudices, natural and manmade occurrence e.g. floods, earthquakes and other calamities, wars, competition from "Political NGO", and the competition among NGOs in the same sector.

Some other internal challenges were also highlighted including capacity limitation within organization, accountability and transparency, founder syndrome, inadequate strategic and operational plans, inadequate networking skills, inadequate awareness on available opportunities, governance, minimal communication and branding.

"However, the industry is hopeful that the graduates may help them in overcoming few internal challenges if they are provided opportunities to work in the sector through internships, semester projects or final year projects", he concluded.

By the closure of last presentation by Mr. Arif Vaseer, the session proceeded with the outset of a roundtable discussion session joined by almost 60 industry representatives. The discussion protocol was set in round table formation assembling member from industry and academia on each table. The industry representatives of seven major industries, namely Financial Services, Hospitality and Tourism, Logistics and Distribution, Warehousing, Information and Communication Technology (ICT), Agriculture, and Development/Non-profit organizations participated in the breakout session. The industry-wise discussion outcomes and suggestions from live roundtable dialogue were also recorded for compiling some recommendations.

**The industry-wise recommendations are detailed below:**

**INDUSTRY:** Agriculture Sector

- One year field work/ apprenticeship to be made mandatory for BBA Students.
- Faculty should become practitioners and there should be an incentive in terms of performance evaluation for this.
- Introduce short business courses for agriculturists and agricultural business policy makers.

**INDUSTRY:**  
**Information & Communication Technologies Sector**

- Career counselling both from academia and industry. Create course outline in collaboration with industry person and faculty.
- Industry can train graduates in their projects.
- Trainees are paid and after internships 50 % students are hired.
- Placement cells in university should collaborate with the industry.
- Next 20 years of technology and are we ready for it?

- I.O.T, Data Scientist, Data Mining, Healthcare, Agriculture and Technology.

- Social Media Impact.

**INDUSTRY:**

**Financial Sector**

- Video Conferencing for remote campuses.
- Interaction of faculty and students
- General to focus interaction (interaction)
- Improvement in skill set
- Foreign Languages ( Chinese)
- Analytical Skills
- Bank Processes
- Regulations
- Identify what the industry needs.
- Business Schools have to provide value to the industry
- Trends of Banking Sector / Economic Activity Trends
- Investing in the Higher Education.

**INDUSTRY:**

**Hospitality and Tourism Sector**

- Establishing centers of excellence for specific industry.
- Introduce specialized courses/ programs.
- Sensitize students to the various facets of industry.
- Outsource research and development to academia
- Industry experience opportunities for faculty of business schools
- Internship opportunities for students
- Involvement of industry members in governing bodies of HEI's
- Workshops/ trainings for industry representatives on curriculum designing

## INDUSTRY:

### NGOs & Non-Profit Sector

- Mandatory internship with the social development sector with credit hour allocation towards completion of degree.
- Initiate a diverse and effective dialogue with the development sector on review (development of curriculum/ new courses). This should be done on a sustained basis.
- Have a compulsory position (at least one) as a professor of practice to bring that exposure of learning and capital into the academic domain.
- Build on alumni network similar to institutions like cadet colleges to enable access and investment back into the university in terms of social and financial capital.
- Identify opportunities in the market / solve problems come up with scalable products/ pitch for corporate funding.

**Dr. Sadia Nadeem Associate Professor/ Director MARC, FAST School of Management, Islamabad** wrapped-up the breakout sessions, by consolidating the live feedback collected from roundtable discussions among academia & industries' participants.

### The precised recommendations of this session were shared as below:

- Business Schools are not producing what the industry needs. Curricula and project alignment with local industry.
- Ability to learn- attitude we have. Endless projects but attitude.
- Experiential learning for faculty.
- Projects based on internships with project supervisor meeting once a week and with intern once a week.
- Offer some specialized courses/ electives focused on specific industry designed with industry partnership.
- Guest speaker session.
- Several representatives have suggested that expats and senior executives can join board members.

- Industry seminars be made a part of curricula so that students may be more interested in NGO sector. Students can do internship in cottage industry.
- Too much focus on looking for jobs. Create entrepreneurs.

The epilogue of 3rd session of 4th D & D conference was followed by the keynote speech from **Mr. Asad Umar**, Member National Assembly and former business person/ industrialist. He started his speech by highlighting the importance of academia-industry linkage. He pondered over the concept of students working on actual projects with industry was missing, rather nonexistent in the business schools' schematics. Case studies were very rare. A great potential lies in academia-industry linkage and as some universities like NUST and LUMS were advocating for entrepreneurship and other business schools are trying to establish strong working linkages with industries. Business schools must create compensation structures for their teachers as they give man-hours in knowledge creation. Teachers must have quality skills to impart their knowledge and skills to students.

NBEAC must take cognizance of creating partnership with industry leaders and global companies. Business schools must be competitive to prepare their students for highly volatile corporate world. Business in Pakistan can be enhanced with competent faculty knowledge and students with critical thinking mindset. All dynamic companies are hugely investing in human resource development through HR Information System. Universities should earmark substantial amount of money in quality business education whereas research is funded by government as is done in the United States. NASA space program is an example, which could not be possible without government funding.

After the keynote speech, an open discussion was offered and Mr. Asad Umar took few questions from audience. One of the participant raised a concern with the suggestion that MBA and PhD education must be funded by industries in Pakistan. In his view the students felt chastened while getting funds from the government. On the other hand, without links, the students would not get better jobs. Industries must give priority to graduates on merit.

Responding to the concern, Mr. Umar further mentioned that the star students get better jobs, extending the point of raised. Business CEOs think more about money and focus on profitability rather

than national interest, in general. It was also stressed that teachers sell services and products in shape of their students. And as far as research was concerned, it must be multidisciplinary and broader rather than typical or narrowed scoped. The teachers must deliver value in education base and augmenting the mindset of their students.

Mr. Asad Umar closed the session by commenting that the students should learn proper skills-mix in order to deliver to the competitive markets. Industries should not be rent seeking. Specific forum must be developed to solve problems in quality of business education and industry-academia linkage. Incentives must be offered to faculty and industries by the government if we want to make any mark in the world.



## WORKSHOP-I:

### How to Become the Candidate of the Accreditation Process?



#### Moderator

Dr. Shahid Mir

Dr. Abdul Raziq

#### Institutes / Professions

Director QEC, IBA Karachi

Associate Professor, Department of Management Sciences, BUIEMS, Quetta

#### Highlights:

- Accreditation assuring quality of degree program on standards established by the professional body, competent professionals ensuring consumer protection
- Promoting self-evaluation and continuous improvement system of institutions and educational programs
- Defining vision and mission of the business school & programs be realistically phrased, consistent and shared among all the stakeholders.

#### Summary:

The workshop was conducted to highlight the importance of accreditation and how to become the candidate for accreditation process. The activity was also aimed to address all issues and queries raised by the participants regarding accreditation process. The Chairpersons/ Directors from twenty-one universities across the country participated in the workshop. The workshop session was divided into two parts.

The first part was conducted by **Dr. Shahid Mir**. He initially gave an overview about NBEAC, the accreditation and then elaborated the importance of accreditation in detail. Dr. Mir focused on how a

university could benefit from getting accreditation, and discussed the subject in an interactive session. He explained that specialized accreditation in general, would attest to the quality for an educational program that should prepare for entry into a recognized profession. For the public, accreditation promotes safety and welfare of society by assuring competent professionals. For prospective students and their parents, accreditation serves a consumer protection purpose. It provides assurance that the school or program had been evaluated and met accepted standards established by the professional body. For prospective employers, it provides assurance that the curriculum covered essential skills and knowledge needed for today's jobs. For graduates, it promotes professional mobility and enhances employment opportunities in positions that base eligibility upon graduation from an accredited school or program. For the profession, it advances the field by promoting standards of practice and advocating rigorous preparation. For foundations and other private funding sources, it represents a highly desirable indicator of a program's quality and viability. For the university, it provides a reliable basis for inter- and intra-institutional cooperative practices, including admissions and transfer of credit. For the faculty and administrators, it promotes ongoing self-evaluation and continuous improvement and provides an effective system for accountability. For the school or program, accreditation enhances its national reputation and represents peer recognition. It provides educational programs with opportunities



for self-definition and self-reflection with feedback on program content and direction. It affords the opportunity for continuous improvement of institutions and educational programs. Dr. Shahid also discussed in detail the steps which are involved in the accreditation process.

The **second part** of the workshop was conducted by **Dr. Abdul Raziq** explaining the 'application form' which is used to apply for accreditation process. Dr. Raziq explained and discussed all steps of the form in length. He focused on some important issues such as vision and mission of the business school, and programs elaborating why vision & mission should exist, and how realistically phrased and shared among all the stakeholders. The mission statement of business school should be clear, current and aligned with its vision statement. There should be

documentary evidence that vision and mission statements are prepared through a process by adopting a formal procedure followed by approval by any competent statutory body (not from individual competent authority). The vision and mission should be displayed on the Department's webpage. There should be consistency and synchronization between both versions i.e. documented official version submitted to NBEAC and published on HEI's official website. Dr. Raziq also explained and discussed queries regarding student, faculty, research, ethics, and program portfolio information required to fulfill initial eligibility criteria for entering into accreditation process.

During the workshop, the participants raised different queries for clarification regarding the application form and accreditation process from the conveners.

## WORKSHOP-II: Understanding the Accreditation Process



### Moderator

**Dr Zaki Rashidi**

**Dr. Kumail Abbas Rizvi**

### Institutes / Professions

Head of Management Sciences Department,  
SZABIST, Karachi

Associate Professor, Lahore School of  
Economics(LSE), Lahore

### Highlights:

- The philosophy of accreditation, process and workflow of accreditation, leadership and engagement, and building team of accreditation
- NBEAC prescribed forms, quality parameters, assessment mechanism and a mini case
- A mini case: exploring cautions during the process of accreditation and the role of NBEAC peer review team (PRT)
- Importance of team building and stakeholders' ownership in accreditation process

### Summary:

The workshop was conducted to develop understanding of accreditation process.

**Dr. Zaki Rashidi and Dr. Kumail Rizvi** as moderating consultants jointly conducted the workshop concentrating on topics of philosophy of accreditation, process and workflow of accreditation, leadership and engagement, and building team of accreditation

The workshop was attended by more than 40 participants from HEI business schools across

Pakistan. In an intensely interactive session the moderating consultants put forth NBEAC forms associated quality parameters, assessment mechanism and a mini case. First of all the philosophy and purpose of NBEAC accreditation was discussed with the participants and understanding was established to seek the quality through accreditation process. Later on, a mini case was discussed to explore different caveats during the process of accreditation and the role of NBEAC peer review team (PRT) was defined. The participants were also explained with the changes in NBEAC accreditation process, approved by the NBEAC Council in December 2016, promulgated and put into effect from 1st January 2017. The salient features of the new schema were highlighted and the participants were appraised on 3-year and 5-year accreditation system.

The data sheet, nine prescribed forms, data requirement, material evidences requirements, and preparation needed to qualify for applying accreditation process were thoroughly discussed and explained through Q&A.

Finally, the importance of team building and stakeholders' ownership in the process was emphasized by the moderating consultants. The workshop proved to be productive and well received by participants who showed a keen interest to expand on this training workshop at regional level.

## WORKSHOP III: Refining Your Peer Reviewer Skills



### Moderator

**Dr. Zahoor Hassan Syed**

**Dr. Shaukat Brah**

### Institutes / Professions

Professor and Former Vice Chancellor, Lahore University of Management Sciences (LUMS)

Founder Rector and Dean, Karachi School of Business and Leadership (KSBL)

### Highlights:

- Need for enhancing the quality of programs, employment prospects of graduates, capacity building of faculty, staff and administrative support of member institutions.
- Sense of vision and mission- a key to credible of strategic plan and positioning
- Strategic Management and the importance of academic, administrative and financial aspects of autonomy in a "Business School"

### Summary:

The workshop on refining peer reviewer skills was moderated by Dr. Shaukat Brah and Dr Syed Zahoor Hassan.

**Dr. Shaukat Brah** initiated a discussion on the vision and mission of NBEAC. He shared the vision statement of NBEAC of "Enhancing the Quality of Business Education" and emphasized effective continuous feedback system to improve the quality as vested in the statement. Moreover, he talked about preparing member institutions to surpass the minimum threshold requirements of accreditation of a business or business related degree program. Dr Brah emphasized the need to provide training and support for enhancing the quality of accredited degree programs and employment prospects of

graduates and building capacity for faculty, staff and administrative support of member institutions.

**Dr Zahoor Hassan Syed** briefly discussed the background of nine accreditation standards and stressed the importance of feedback in enhancing the quality of business education. These include strategic management, curriculum, students, faculty, research and development, social responsibility, resources, student placement and external linkages, and admission and examination. He took on the first proforma of self-assessment report and made a detailed presentation on the seven aspects of "Strategic Management"; the autonomy, financial support, external participation in academic governance, internal governance, sense of vision and mission, and credibility of strategic planning and positioning. He further elaborated and discussed the importance of academic, administrative and financial aspects of autonomy in a "Business School", in details.

Both of the moderators very effectively explicated the very spirit of the accreditation, encompassing stakeholders' perspectives including faculty, students, staff, alumni, employers and society, focus on the processes and outcomes and assessments based on the standards linked to the best practices vis-à-vis established benchmarks. They spoke about requisite qualifications of the peer reviewers including experience in an academic leadership position at an accredited HEI of similar or higher standing, good understanding of the accreditation philosophy and

processes, and a reputation of the highest level of integrity and fair play.

While conducting a fairly interactive session the moderators talked about the objectives of the peer review and a balancing role of a peer reviewer of maintaining a delicate balance between responsibility as a peer to the host institution for a wider, strategic and quality improvement task and obligation as a reviewer to provide sufficient and substantiated information to the "Accreditation Awarding Committee" to arrive at a decision on the "Award of Accreditation." In addition, the moderators briefly spoke about peer review skill-set including leadership skills, interpersonal skills, team orientation,

communication skills, technical expertise, and organization and responsibility.

The workshop concluded with some thoughts on pre-requisites on the success of accreditation, including open discussions free of formalities between the peer review team and key stakeholders of the business school and presentation of confidential feedback and recommendations for an award of the accreditation in a professional manner. In the end, the moderators reminded the participants that peer review is about purpose, people, processes and progress (or continuous improvement) and not about pass, recognition, badge of honor or fail. "It's about the journey of accreditation which is more important than the destination".



## WORKSHOP IV:

### How to address the key challenges for reaccreditation?



#### Moderator

**Dr. Imran Wazir**

**Dr. Kamran Ali Chatha**

#### Institutes / Professions

Associate Professor, IMScience, Peshawar

Associate Professor, LUMS, Lahore

#### Highlights:

- Accreditation team to administer data collection and record keeping
- Involvement of trained faculty during the reaccreditation process
- Addressing the recommendation of Peer Review Report by business schools
- Schools to develop a shared strategy by involving various stakeholders before strategic planning
- Academic governance and role of external participation of local & International industry and academia in statutory bodies of the HEI business school
- Sustainable model with sufficient endowments and multiple sources of funding
- Learning environment, Student-to-faculty and availability of material and infrastructural resources etc. to bring at par with stipulated standards.
- Curriculum design driven by distinctive philosophy and objectives of a program with in terms of content, pedagogical methods, theoretical or practitioner orientation

- Indigenization of teaching materials
- Recruitment and retention of qualified and research active and industry professional faculty members
- Alumni and student affairs organizational bodies
- Faculty engagement in decision making and maintaining workload balance
- Developing Research and Consulting services provision in Business School program portfolio
- Promoting research activities, engagements and quality publications
- Establishing national and international academic and industry linkages

#### Summary:

A joint workshop was conducted by **Dr. Imran Wazir** and **Dr. Kamran Ali Chatha** as consultants on 2nd day of the 4th Deans and Directors Conference. Given an overview on NBEAC, the consultants explained and discussed the process flow of NBEAC accreditation, the re-accreditation process, key challenges faced by the business schools, the solutions and strategies to meet these challenges.



The workshop was attended by more than 45 participants from HEI business schools across Pakistan. During the session, the participants from prospective institutions discussed terms of candidature against the

following challenges. The explanation, responses to the queries and solutions to maintain or qualify for reaccreditation was given in details as tabulated below:

Challenges	Solution Strategies
<b>Ad-hoc effort to re-accreditation</b>	<ul style="list-style-type: none"> <li>• Appoint project team with project head and team members;</li> <li>• The team should report directly to the Dean / HoD of the school;</li> <li>• All data collection and record keeping should be administered by the accreditation team;</li> <li>• Define interfaces of the re-accreditation team with academic program heads and functional department heads;</li> <li>• Involve the trained faculty during the reaccreditation process;</li> <li>• The previous team is replaced without proper hand-over/take- over; School fails to address the recommendation of Peer Review Report in true letter and spirit.</li> </ul>
<b>Strategy and strategic plan of the school not well defined</b>	<ul style="list-style-type: none"> <li>• The Schools should develop a shared strategy by involving various stakeholders.</li> <li>• The school should identify key themes, goals, or objectives that make it distinct from other schools in the region. These themes should permeate into the various academic programs.</li> <li>• A well-crafted plan as to how the school is going to meet these themes, goals, or objectives. Details about financial and human resources should be included in this plan.</li> </ul>
<b>Weak or no external participation in academic governance</b>	<ul style="list-style-type: none"> <li>• External participation (industry, advisory board comprising of well-known academics from within and outside the country) needs to be ensured in academic governance of the school.</li> </ul>
<b>Weak financial stability of the school</b>	<ul style="list-style-type: none"> <li>• The sustainability model should include Endowments and multiple sources of funding.</li> </ul>
<b>Weak or no academic program level strategic objectives</b>	<ul style="list-style-type: none"> <li>• Each academic program should have a strategy distinct from the similar programs in the region, driven by the role the graduates are going to play in the industry.</li> </ul>
<b>Weak or no distinction among MBA / EMBA / UG programs</b>	<ul style="list-style-type: none"> <li>• The curriculum design should be driven by the philosophy and objectives of a program and should be significantly different in terms of content, pedagogical methods, as well as theoretical or practitioner orientation.</li> </ul>

### Weak or no external participation in the program design

Industry representatives should be involved in:

- Strategic review of the program every 5 years or so;
  - Annual feedback on student quality leading to changes in the program / course design;
  - Guest speakers;
  - Introducing new elective courses;
- Meeting with program directors and subject area heads for feedback and introducing new courses

### Lack of indigenous teaching material

- Teaching material relevant to Pakistan or emerging markets should be made part of every course.
- The faculty should be involved in developing teaching material for their courses.

### Large Class sizes

- Student to faculty ratio is one of the weakest areas. Business schools should involve ample qualified faculty to improve this ratio.

### Limited alumni involvement

- Alumni involvement is often kept limited to extra-curricular activities, though there are significant opportunities for involving them in curriculum delivery, guest speakers in the classes, new course design, and indigenous teaching material development.

### Lack of qualified and research active faculty

- Strategies for attracting and retaining qualified and research active faculty members should be employed. These may include:
  - Better pay structures, research environment and research incentives
  - Career paths for faculty with different qualifications and skillsets
- Faculty recruitment and development plans should be in place

### Lack of faculty involvement in decision making

- Faculty involvement in decision making can be ensured by instituting various types of committees e.g. program committees, functional department committees, quality committee, research committee, teaching committee etc. for the purpose of making recommendations

### High workload

- No best practices are employed for determining faculty workload.
- 3-4 courses in a semester coupled with administrative and publication requirements are the norms. Rationalizing of these requirements is often needed to enhance faculty productivity.

### Practically no involvement in consulting

- Shortage of time and lack of policy, process, and organization are major factors that inhibit faculty consulting

#### Lack of practical exposure to faculty

- Industry visits, industry placement during summer;
- Mandatory development of cases and other teaching material.
- Use working industry professionals as adjuncts.

#### Unclear research policy

- Schools usually do not have a clear research policy. Even the term "research" is used interchangeably with "consulting project". No clear definition of research thus keeps schools' efforts haphazard without a focus or direction

#### Lack of qualified and research active faculty

- When faculty is not qualified to do research (or has been inactive in conducting research), expecting research from them does not make any sense. Hence the lack of emphasis on research.

#### Lack of time for research

- High teaching and administrative workloads do not leave time for conducting research anyway even if someone wants to do something.

#### Lack of funds for research

- This shows non serious behavior at the top management level for research thus the same can be expected in the faculty members.

#### Lack of national and international academic linkages

- There are stipulated requirements for the sufficiency of such resources in the NBEAC standards that need to be met. Besides, the quality of these resources should be kept up to the mark.

#### Practically no involvement in consulting

- First national and then international linkages can be developed for various purposes such as academics (student exchange, guest speakers, student competitions etc.), research (joint research and publications), training and development.

## SESSION 4:

### Curriculum Indigenization; Discussion & Stories of Indigenization



Speakers	Institutes / Professions
Dr. Sadaf Kashif	HoD, IQRA University, Islamabad
Prof. Amanullah Khan	Dean, Faculty of Management Sciences, Riphah International University, Islamabad
Dr. Shaukat Brah	Founder Rector, Karachi School of Business & Leadership (KSBL)
Dr. Jawad Syed	Dean SDSB, Lahore University of Management Sciences (LUMS)
Dr. Nauman Farooqi	Dean Faculty of Social Sciences, Mount Allison University, Canada

#### Highlights:

- "Rethinking Business Education": imperatives of the quality of knowledge, ideals of curriculum, research and teaching methodology
- Questioning for the audience on curriculum whether producing leaders or technician, thinkers or copycats and does wisdom lies in Anglo-Saxon thought?
- Relevance of local perspective with curriculum versus universal management and business models
- Ethical, behavioral and human relationship tools to prepare sound and competent students having relevant market skills and values
- Learning environment and contemporary methods of interactive teaching & learning, discussions, case studies, roleplays, debates, dialogue etc.

#### Summary:

The session was moderated by **Dr. Sadaf Kashif**. The first keynote speaker, **Prof. Amanullah Khan** shared his point of view about "Rethinking Business Education". According to him, the quality of knowledge generated mainly depends upon ideals of quality of curriculum, quality of research and quality of teaching methodology. He stated that general objectives of curriculum development are multidisciplinary integration, experiential learning, soft-skill development, ethics and corporate social responsibility, global perspective and Information Technology focus. He also raised few questions towards the audience e.g. "...is our curriculum geared-up to produce business leaders or business technician? Does our curriculum inculcate thinking and wisdom/what mindset business schools are creating? Original thinkers or copycats? Does the entire wisdom lies in Anglo-Saxon thought? Are they universal? Or there are many other parallel/better schools of thought. What should be the role of business school in society? Meeting market demand?" etc. Further he shared his views about the lack of relevance of curriculum w.r.t. the local perspective. It is now an established fact that the management and business

models are not universal. The text books are not compatible with our cultural values. Text books are not even compatible with local laws and practices. Accounting books are classic example. He also shared that curriculum indigenization is even on the agenda of Academy of Management Sciences. He also discussed that tons of literature and research showing that best medium of instruction is the mother tongue. Integrated thinking can only be developed through interactive teaching and full access of knowledge to both students and teacher. Every language carries the weight of a civilization. The decision to use a certain language means to support the existence of a given cultural matrix. Prof. Amanullah made the following recommendations towards HEC and NBEAC in concluding points:

- HEC must undertake publishing of indigenous material as a dedicated project.
- A local case clearing house must be established.
- Capacity building of Faculty should be undertaken on priority basis.
- Translation bureau must be established to benefit from the international research.
- The ranking criteria must be rationalized. Universities must not be pitched against each other in this race in the name of competition. Rather cooperation through pooling the talent must be encouraged to achieve national objectives.
- Obsession of English must be set aside. A national translation bureau should be established for proper access of knowledge.
- A serious thought on medium of instruction is required

The second key note speech was delivered by **Dr. Shaukat Brah** who started with the topic of ethical, behavioral and human relationship tools. In his views the Business schools spend time to figure out whether they are preparing sound and competent students having relevant skills and values. The debate should remain continued. Teaching materials must be relevant according to region and place to place such as Karachi, Dubai or Peshawar etc. and materials and contents must be relevant to the audience.

The learning environment to students must be conducive & interactive and communication should be in local language. Communication should be from both sides instead of one-sided expression and teacher-student ratio must be adequate. Class rooms should

be airy with comfortable sitting. To him, suitable knowledge resources were important like labs, libraries and internet services. Research materials like reports and case studies must be easily accessible to researchers and students for better learning and creating innovations. He emphasized that the teachers had to upgrade themselves administratively and academically. Faculty must be hired on basis of research papers and relevant degrees and curriculum must also be given due importance.

**Dr. Jawad Syed** discussed as how to deal with curriculum indigenization. All knowledge which was created, packaged and disseminated was socially constructed; our interaction with students and teachers and vice versa, he explained. Every university whether Pakistani or U.K. creates its own curriculum in collaboration with industries. All good universities like LUMS and Stanford are developing their own curriculum. Business schools are designed on specialized curriculum to remain competitive in the global market. He mentioned that innovation and entrepreneurship are associated with Stanford. LUMS was established in late 1980s.

Suleiman Dawood School of Business (SDSB) was the pioneer in use of case method in which students are decision maker and offer solutions to issues and problems in class room setting. Teaching model, as he claimed was Practical, Entrepreneurial and Reflective Learning (PEARL). The faculty of SDSB had done over 700 case studies so far, from Pakistan. Seventy percent of program, he explained was based on case method whereas 30% on experimental learning. Each course must contain 15% local cases. Dr. Syed elaborated that experimental learning included industry analysis, startup, field visit and guest speaker. He revealed that LUMS had lately signed memorandum of understanding with Harvard Business Publishing and HBP will showcase LUMS cases on its website from 2017.

One of the international speaker, **Dr. Nauman Farooqi** shared that presently MBA program of universities were different from each other on basis of research and needs of the local market. He emphasized that we must also understand need of management education in Pakistan. Luckily, we in Pakistan have forums like NBEAC and NAEAC to appraise designed respective curriculum according to national needs and demands.

He further suggested that local financing must be available from banking and automobile sectors for developing curriculum. We should talk about local financing. It was reiterated that the local context with content significantly matters and customs and culture



must be taken into consideration while developing curriculum.

Dr. Sadaf Kashif being moderator of the session opened the forum for panel discussion. During discussion some of the participants and audience raised a few questions, which were responded as follows:

**Q: Is pedagogy a part of curriculum?**

Yes, pedagogy is teaching methodology thus part of the curriculum. Einstein's "The theory of relativity" is curriculum, whereas its application is pedagogy. We borrow curriculum and adopt it according to our local needs.

**Q: Why all business schools adopt or write one book on one subject?**

It is not necessary to adopt single book on a subject. Business schools do research to come up with their unique content and literature. It encourages students to get different points of view on a subject through different books, documents and/or literatures.

**Q: Why don't business schools team up with local printers for books?**

It is up to universities to decide whether to print textbooks by their own or through printers.

**Q: How is learning environment in Pakistan?**

There are several methods of learning at the campus; classroom, lectures and discussions, roleplays, case studies, debates, dialogue etc. The government has developed codes and procedures for learning of students. Last year, State Bank of Pakistan has conducted a specialized train-the-trainers' training in collaboration with Suleiman Dawood School of Business, is one of the examples in this context.

**Q: Why all education is in English?**

Medium of business education is English throughout the world. It helps our students to compete in international markets. However, communication should be in local language so that concepts and purpose could be cleared effectively. It will take time to translate technical terms into Urdu (though it accommodates words from all languages of the world). Universities are however trying to translate terms and concepts in local languages. At Karachi University, Dr. Abdul Salam advised to use terminologies in Latin or Greek. In Pakistan, we should keep English terminologies but teach in local language where and when deem appropriate.

**Participant:** Supreme Court of Pakistan gave verdict to translate all official communication in Urdu as it is constitutional requirement. Values are taught at home and primary schools and values cannot be taught in universities.

## SESSION 5:

### NBEAC Accreditation: Local Vs Global Practices



Speakers	Institutes / Professions
Dr. Asfia Obaid	HoD NUST Business School, National University of Sciences & Technology (NUST), Islamabad
Dr. Zahoor Hasan Syed	Professor, Lahore University of Management Sciences (LUMS)
Prof. Lakshman R. Watawala	President, Association of Management Development Institutions in South Asia (AMDISA), Srilanka
Dr. Rashid A. Kausar	Pro Rector, University of Management & Technology (UMT), Lahore
Dr. Christophe Terrasse	Director Projects, European Foundation for Management Development (EFMD), Brussels
Dr. Muhammad Nishat	Associate Dean, Institute of Business Administration (IBA) Karachi/ Vice Chairman, NBEAC

#### Highlights:

- Institutional accreditation – an tactic to prove vision and mission to students and stakeholders
- Local, national and regional impact of accreditation of institutions through job creation and faculty development.
- Recognition of graduates academically & professionally through locally and international accreditation
- “Rome was not built in one day”– Regular monitoring of changing requirements and quality enhancement for accreditations to remain competitive and leading
- NBEAC to play role in getting international accreditations for business schools of Pakistan.
- Open University & Distance learning model HEIs accreditation on NBEAC cards.

#### Summary:

The 5th and final session was moderated by **Dr. Asfia Obaid** and the panel discussion was started with a statement from the moderator:

##### Moderator:

The stakeholders, wherever they are, must know about what they are doing and must be aware of ever-changing local and global business challenges to address problems. If we refer the remote areas of Pakistan, for instance, you need something different from the conventions. In terms of South Asian context we have done a good job for having business schools all over Pakistan.

Accreditation is a necessity as all panelists have a consensus upon. Institutions want to get accreditation to prove their vision and mission to students and stakeholders.

**Dr. Christophe:**

International accreditation is considered as international benchmark. We take into account the regional environments after getting accreditation. Mission and vision of universities must comply with requirements of accreditation. There must be local, national and regional impact of accreditation of institutions through job creation and faculty development.

We have conducted series of workshops to train management schools to get accreditation for imparting quality business education. North American schools are over 100 years old whereas we are almost 70 years old country. Many business schools in Pakistan are younger and in evolving process. We should look at developed models in terms of research, curriculum and faculty but adapt prototypes according to our local needs.

Our graduates must be academically & professionally recognized locally and internationally. And we went for obtaining accreditation at IBA with formal planning. We regularly monitor the requirements of accreditations for quality enhancement all around to remain competitive.

**Dr. Zahoor:**

LUMS and IBA are senior leading business schools whereas others institutions are relatively younger. With consistency and time, one improves its standards. Top schools must mentor the young business schools. They must explain the requirements and importance of accreditation. Accreditation was almost nonexistent in China in short history, but now Chinese business schools have international accreditation. "Rome was not built in one day". Ten or fifteen years were taken by LUMS and IBA to reach where you see them today. Schools of Lasbella, Sukkur and Faisalabad must have high vision to get accreditation but then, "There is no shortcut".

**Moderator:**

The guidance and support must be provided to all business schools. Accreditation is a continuous process or journey, it is not an absolute destination. NBEAC has comprehensive system for accreditation which is laudable. Business schools require funding or finance for accreditation. Business schools must get support from NBEAC and top leading business schools of Pakistan to make their mark nationally and internationally. Accreditation cannot be obtained in one or two years.

**What role NBEAC plays in capacity building of business schools in Pakistan?**
**Dr. Nishat:**

NBEAC has a developmental role. Deans and directors have to play their part. After getting NBEAC accreditation, business schools of Pakistan should go for international accreditations. They should not restraint themselves to local accreditation. Business schools have shown their satisfaction with the approach and support of NBEAC.

**Dr. Kausar:**

Top management of schools must have commitment to quality and sustainability. They should develop their in-house institutional strategies for accreditation, faculty development and research papers etc. Dean of the Day strategy worked well at University of Management and Technology.

**Participant:**

Distance learning system was never considered by NBEAC.

**Why this negligence?**
**Dr. Nishat:**

Open University model is accepted worldwide. NBEAC is at its early stage, and hopefully it would extend its operations to distance learning HEI to accreditation process. China will share its best practices with NBEAC for better and quality education.

**Participant:**
**What steps NBEAC have taken for reaching out Business schools of remote areas in Pakistan?**
**Dr. Nishat:**

Quality assurance and accreditation are for every part of the country. There are learning outcomes associated with these initiatives. NBEAC is cognizant of this aspect and has eye on it. NBEAC is planning to conduct deans and directors conferences in remote cities of Pakistan in coming years.

**Participant:**
**Political and environmental factors are not in our control. What NBEAC can do to address these challenges?**
**Dr. Nishat:**

Misunderstanding on accreditation must be cleared. In next phase, NBEAC can play part for getting international accreditations for business schools of Pakistan. NBEAC must create awareness on requirements of international accreditations for young business schools. Pakistani schools can get international accreditations but on the bases of quality education, faculty development and research work. There is no ban or embargo regime on institutions of Pakistan in this context.

## Conference Closing Address:

The closing address on the last session of **4th Dean & Directors Conference on "Business Education and its Context: Points of Convergence and Divergence"** was delivered by **Dr. Hasan Sohaib Murad, Chairman NBEAC** with the expression of gratitude to the august gathering and all distinguished participants, audiences, institutions, sponsors, program committee and managing teams for making the two days back-to-back proceedings an absolute success to deliver tangible outcomes:

"It has been a wonderful exercise. I think we all have learnt a great deal. We have made new friends from corporate sector and academia. As deans and directors we are responsible for development of our schools. We have to reform our schools. NBEAC developed deans and directors' conferences a forum for mobilization of business schools and the attendance/participations have been increasing steadily every year.

We focused on certain formats. We will interact with directors of PhD programs in India and Bangladesh next year. We planned for the next conference to be held in Peshawar but keeping in view the CPEC regime and changes in region, we have decided to hold the next event in Karachi or Gwadar. One day will be spent in Gwadar. We will take you to Gwadar by road or air.

Karachi is an industry & business hub besides being a Cosmopolitan. We will meet in Karachi. We would invite Chinese ambassador and Chinese schools in Karachi. Hopefully Chinese and Pakistani schools would join hands to tap potential. Next conference would take us further. I thank everyone, especially co-chair and the directors from Baluchistan.

We have new '#' (hashtag) of recommendations of conference. Chairman HEC is pleased and committed to look into recommendations. You may add recommendations for whole community. Please go to hashtag and leave recommendations for HEC, NBEAC or fraternity of business schools.

There were some good questions raised and suggestions made. Due to lack of time, panelists could not answer some, yet we would give-back detailed response to your questions. Suggestions for young business schools are close to our heart. We would get

benefits. Schools in remote areas of FATA and Gilgit have to play a role. Fifteen institutions are accredited in three years. Each accredited institution must adopt a younger school for mentoring. Business schools should write to us so that we could arrange mentoring free of cost for them.

I urge business schools to develop an active plan on monthly basis for continuous development. We would like to have session on SMEs. We would try to revive MBA programs. We have discussed case studies. How to conduct case study courses? NBEAC is here to support all activities. We want to reach out. We have invited experts from other fields like healthcare, law and media.

I would like to express my deep gratitude to program committee, Dr. Sadia Nadeem and Dr. Mohsin for a wonderful job to make this conference an absolute success. All topics were covered timely and effectively. The conference has addressed policies and focused areas. This conference has addressed all our primary needs. Our people proved their mettle for being exceptionally outstanding in organizing this conference. They are learning as this organization is growing. I thank all the deans and directors on behalf of NBEAC.

I thank speakers from Pakistan and abroad and sponsors. Next time, we will have more research-based presentations. We will give you more time in conferences. Do share your research and presentations on quality business education with us. I have given a task to Dr. Sadia Farooq for census. We would have more elaborate program while holding the next conference in Karachi and Gwadar. Thank you all again!"













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