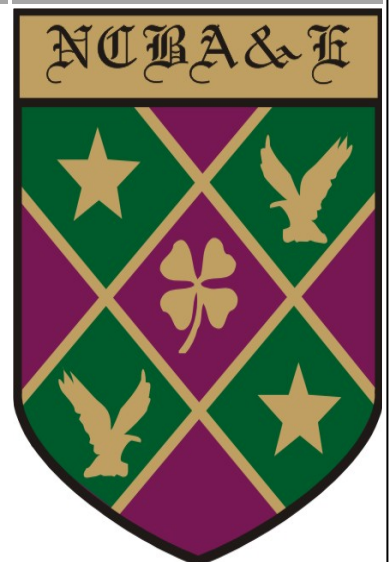


**STANDARD OPERATING  
PROCEDURES (SOPs)  
COLLEGE BYLAWS  
OF**

**NATIONAL COLLEGE OF  
BUSINESS ADMINISTRATION  
AND ECONOMICS (NCBA&E)**



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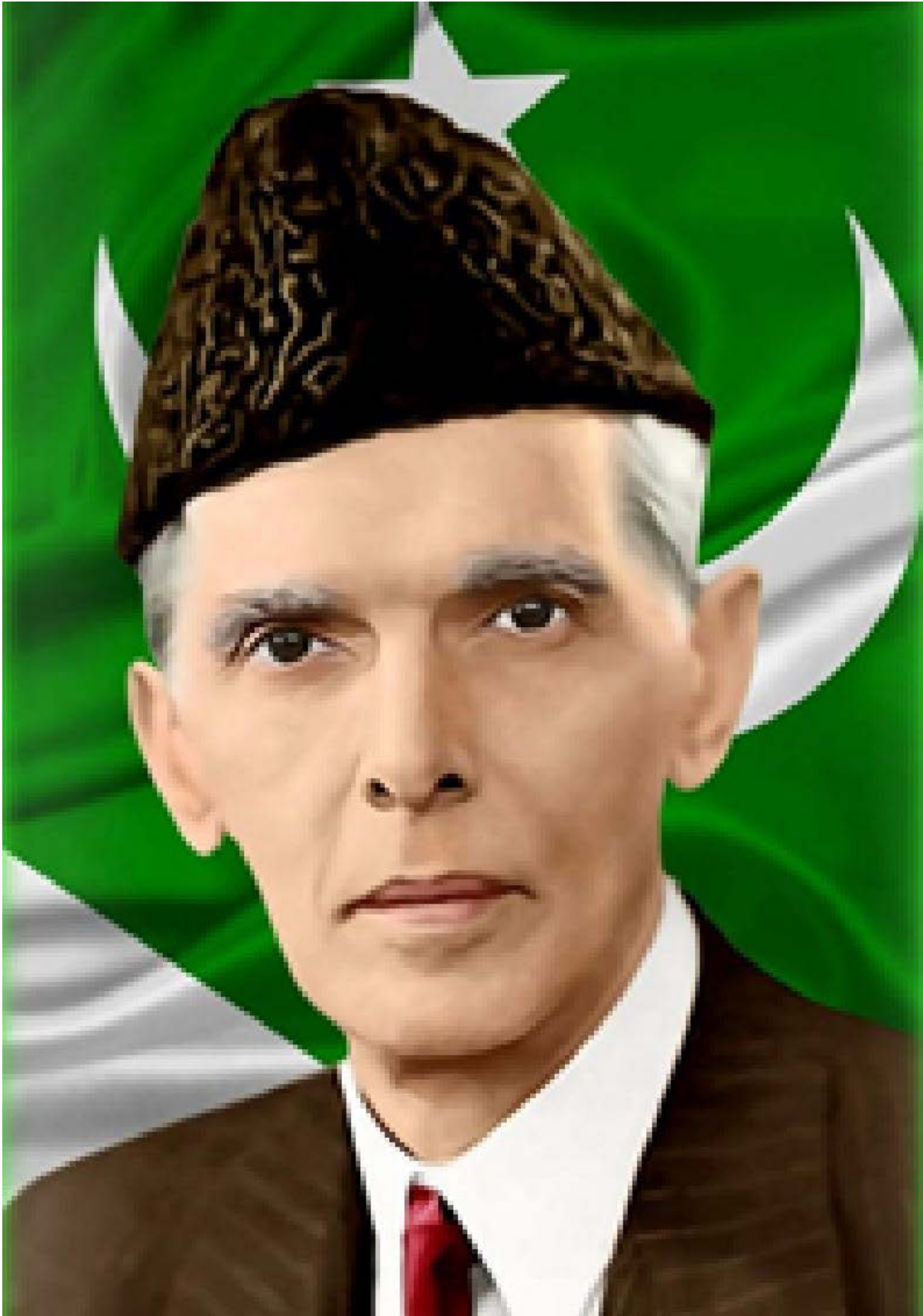
**Mr. Shamim Haider**  
**Chairman, Board of Governors**  
**National College of Business Administration & Economics**

## **1.1 Message from the Chairman**

While going through NCBA&E College Profile, I invite all to explore the important decisions of the possibility of studying at this College.

NCBA&E has made a resolute pledge to become the best institution in high quality teaching and research in the country. This Institute is home to the best and distinguished post-graduate MS/M.Phil/PhD programs in the country. Our research programs are second to none and are designed to inspire student's enthusiasm to study from the date of inception in 1994. We have achieved Fifth position in Pakistan and Second in Punjab during 2012-2013 in the School of Business Administration. NCBA&E is known by the high level of teaching and research. To meet the challenges and avail the opportunities of the new millennium, National College of Business Administration & Economics (NCBA&E) is committed to produce professionals entrepreneurs, business executives, information technology experts, and managers, who are well versed with the changing market dynamics and have skills to incorporate new technologies in their strategy. We had maintained the culture of providing marketable skills and entrepreneurship to our students to enhance their work habits for their future careers. The dynamism and dedication shown by its faculty and staff has instantly inspired the student community to expand and enrich its potential and talents to face the rigors of life ahead and achieve its goals. I take this opportunity to thank our patrons for supplementing our efforts in developing the capabilities of our young generation.

Most of our 95 PhDs and about 200 M.Phils. We have produced so far are at the very high positions inside Pakistan and outside Pakistan. We are proud of our alumni who represent us around the world.



## 2.1 Message from the Rector

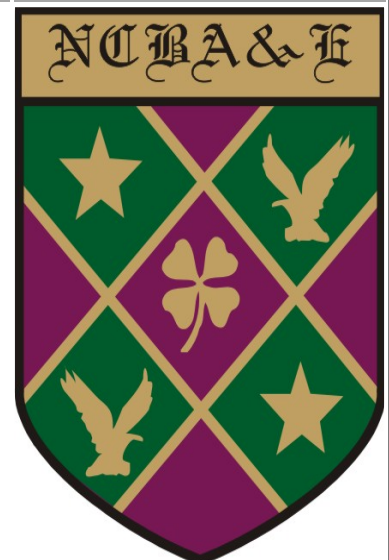
The National College of Business Administration and Economics (NCBA&E) was established in 1994 under aegis of ALI EDUCATIONAL TRUST and was chartered by the Government of Punjab under **The National College of Business Administration and Economics**, Lahore Ordinance 2002 entitled “PUNJAB ORDINANCE NO. XX OF 2002”. The College creation was in part a response to the Government of Pakistan aspirations and demand for access to higher education to the public and industries that require scientific and management skills. The College was granted the recognition for the establishment of campuses for the fastest growing population in Punjab. The first 57 students were admitted in 1994 and by 2015 more than 5000 students were enrolled in Lahore Campuses and Sub-campuses at Multan and Bahawalpur. Recently, Rahim Yar Khan is in the process of being approved as Sub-Campus by HEC in the southern-most part of the Punjab where facilities for higher education were almost non-existent but had a greater public demand for such opportunities.

The National College of Business Administration and Economics (NCBA&E) quickly distinguished itself by the quality of its education and research. Its outstanding achievements in areas such as Statistics, Management, Economics, Mathematics, Computer Science and Environment Management created a public profile for the College.

The College Strategic Research Plan focused on key areas of strength and potential growth, identifying areas needing support and attention. The strategic planning for research involves the whole of College faculty, with input from administration and the students. Since it is the students who will be affected by a culture of scholarship and research, we especially value their contribution. The teaching and research stand by our commitment to provide the best quality education in Pakistan. We have so far produced more than 96 PhDs and more than 200 M.Phils. The College graduates have been placed in leading roles in business, academia and Government organizations nationally and abroad.

We, at NCBA&E, commit ourselves to code of ethics for all students at the College. The code provides for sharing of responsibility for enforcing honorable conduct between the instructor and the student; the student remains responsible for ensuring the integrity of his or her own behavior and for reporting to the instructor or other appropriate authorities any violation of the code of which he or she may be aware.

### 3. NCBA&E ORDINANCE



**THE NATIONAL COLLEGE OF BUSINESS  
ADMINISTRATION &  
ECONOMICS, LAHORE ORDINANCE 2002  
(Pb. Ord. XX of 2002)**

[10 April 2002]

*An Ordinance to provide for the establishment of the National College of  
Business Administration & Economics, Lahore*

**Preamble.**— Whereas it is expedient to provide for the establishment of the National College of Business Administration & Economics, Lahore and for matters ancillary and connected thereto in the manner hereinafter appearing;

**And whereas** the Provincial Assembly of the Punjab stands dissolved and the Governor is satisfied that circumstances exist which render it necessary to take immediate action;

**And whereas** under Article 4 of the Provisional Constitution (Amendment) Order No.9 of 1999, as amended by the Chief Executive Order No.11 of 2000, the Governor of a Province may issue and promulgate an Ordinance;

**Now, therefore,** in exercise of the aforesaid powers and all other powers enabling him in that behalf, the Governor of the Punjab is pleased to make and promulgate the following Ordinance:-

**1. Short title and commencement.**—

- (1) This Ordinance may be called the National College of Business Administration & Economics, Lahore, Ordinance, 2002.
- (2) It shall come into force at once.

**2. Definitions**

In this Ordinance unless there is anything repugnant in the subject or context

- (a) “Board” means the Board of Governors;
- (b) “Government” means the Government of the Punjab;
- (c) “Institute” means the National College of Business Studies & Economics, Lahore as constituted under this Ordinance;
- (d) “Patron” means the Governor of the Punjab;
- (e) “Rector” means the Rector of the Institute;

(f) “Regulations” mean the Regulations made or deemed to have been made under this Ordinance; and

(g) “Trust” means “Ali Education Trust”, Lahore.

### **3. Establishment of the Institute**

(1) There shall be established an Institute to be called the National College of Business Studies & Economics, Lahore with its campus located at Lahore.

(2) The Institute shall be a body corporate having perpetual succession and a common seal with power to acquire, hold and dispose of property and shall by the said name sue and be sued.

### **4. Functions and powers of the Institute.**

The functions and powers of the Institute shall be:

(a) to provide for instruction and training in;

(i) Business Administration and Computer Sciences; and

(ii) Such other branches of learning as the Board of Governors may determine with the approval of the Patron given on the recommendation of a committee constituted by the Education Department: Provided that in case of medical and engineering education, approval of the Pakistan Medical & Dental Council and Pakistan Engineering Council respectively shall be a pre-requisite;

(b) to provide for research, demonstration and other services, and for the advancement and dissemination of knowledge;

(c) to hold examinations and confer on or award degrees, diplomas, certificates and other academic distinctions to persons who have passed its examinations;

(d) to select and promote faculties;

(e) to prescribe course of studies;

(f) to establish and support other facilities for education, training and research; and

(g) to decide teaching methods and strategies in order to ensure the most effective educational and training programs.

### **5. Jurisdiction**

(1) The jurisdiction of the Institute shall be restricted to the Province of the Punjab.

(2) The Institute shall not open any sub-campus or affiliate any other educational institution for a period of ten years from the commencement of this Ordinance after which period it may have sub-campuses with the approval of the Patron.

### **6. Patron**



- (1) The Governor of the Punjab shall be the Patron of the Institute.
- (2) The Patron or his nominee shall preside at the convocations of the Institute.
- (3) Every proposal to confer an honorary degree shall be subject to confirmation by the Patron.

## **7. Inspection and inquiry**

- (1) The Patron may cause an inspection or inquiry to be made in respect of any matter connected with the affairs of the Institute.
- (2) The Patron shall communicate to the Board of Governors his views with regard to the result of the inspection or inquiry and shall, after ascertaining the views of the Board, advise the Board on the action to be taken by it.
- (3) The Board of Governors shall, within such time as may be specified by the Patron, communicate to him such action as has been taken as a result of the inspection or inquiry.
- (4) Where the Board of Governors does not, within the time specified, take action to the satisfaction of the Patron, the Patron may issue such directions as he thinks fit and the Board shall comply with all such directions.
- (5) The Patron may, on the recommendation of a Committee constituted by the Patron and comprising a nominee of the Board of Governors, a Judge of the Lahore High Court to be nominated by the Chief Justice of the said Court and a Professor Emeritus or Vice Chancellor, take any action against the Institute including its closure.
- (6) The Government may make Rules to give effect to the provisions of sub-section (5).
- (7) The Patron shall have the authority to annul any decision or action of the Board of Governors, which he thinks was taken against the interest of academic excellence, religious and cultural ideology and national integrity.

## **8. Board of Governors**

- (1) The Board of Governors of the Institute shall consist of the following:
  - (i) Chairman of Ali Education Trust;
  - (ii) Members of the Board of Trustees of the Trust subject to a maximum of four members;
  - (iii) Chairman, University Grants Commission or his nominee not below the rank of a whole time member;
  - (iv) A Vice Chancellor of a University in the Punjab nominated by the Patron;
  - (v) The Rector; and

- (vi) Secretary to the Government of the Punjab Education Department or his nominee not below the rank of an Additional Secretary.
- (2) The Chairman of the Board of Trustees of the Trust shall be the Chairman of the Board.
- (3) The quorum for a meeting of the Board shall be one half of the total number of members, a fraction being counted as one.

#### **9. Rector**

- (1) The Rector shall be appointed by the Government on such terms and conditions as may be determined, on the recommendations of the Board.
- (2) The Rector shall perform such functions as are assigned to him by the Board.

#### **10. Powers and functions of the Board of Governors**

The administration and management of the affairs of the Institute shall vest in the Board.

#### **11. Business of the Board.–**

- (1) The meetings and the business of the Board shall be conducted in such manner and in accordance with such procedure as may be prescribed in the Regulations and until these matters are prescribed, as may be determined by the Board.
- (2) No Statute, Regulation or proceeding of the Board shall be invalid by reason of any vacancy or defect in the constitution of the Board.

#### **12. Appointments**

The Institute may appoint such persons in its services as may be necessary on the terms and conditions as may be determined by the Board.

#### **13. Committees**

The Board may constitute such committees as may be deemed necessary for carrying out the purposes of this Ordinance.

#### **14. Delegation of powers**

The Board may delegate to any person or a committee any of its powers, duties or functions.

**15. Institute Fund**

There shall be a fund to be known as the National College of Business Studies & Economics Fund which shall vest in the Institute and to which shall be credited all sums received by the Institute.

**16. Budget, audit and accounts**

The budget of the Institute shall be approved and its accounts shall be maintained and audited in such manner as may be prescribed by the Board.

**17. Regulations**

The Board may, by notification, make Regulations for the administration and management of the affairs of the Institute.

**18. Removal of difficulties**

If any difficulty arises in giving effect to any of the provisions of this Ordinance, the Government may, in consultation with the Board, give such directions, not inconsistent with the said provisions, as it may consider necessary for the removal of such difficulty.

NCBBA

## **4. Vision and Mission of NCBA&E: Strategic Planning**



## Vision and Mission of NCBA&E: Strategic Planning

NCBA&E objectives are to emerge excellence as an institution and to improve and develop administrative support for the student's skills. The College has already been ISO 9001 certified by the German Certifying Agency Zertifikat Die DQS, 1994, and has been carrying the since then, Total Quality Management activities at all levels of academic and administrative sections.

The College has set the goals and targets to categorize the human and financial resources and to provide joint contributive administration and quality education as compatible with other international and national institutions. The technological developments, and in the number of students bring satisfaction to faculty, support staff, parents and other stakeholders in context of programs.

Efforts are made to ensure the strategic planning process that all target constituents are affiliated with each other and become a part of the strategic plan, the mission statement, and institutional targets along with supporting documents.

### NCBA&E Mission

The NCBA&E mission is student-centered. We develop young men with imaginative and innovative minds and to transform students to leaders and independent thinkers. We recognize for innovation and quality in teaching and learning. We nurture knowledge and skills by integrating teaching, research, learning to promote improvement of our students.

NCBA&E holds high standards of character and integrity among our students.

It is now imperative to outline and implement strategic targets of quality education.

Some basic strategic targets of quality education that NCBA&E has developed for implementation purposes:

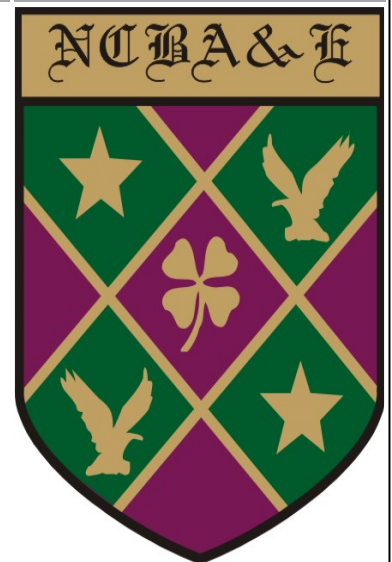
1. To examine the courses in various programs and update every 2<sup>nd</sup>. year by a Curriculum Committee.
2. To enhance the quality of students.
3. To increase the cumulative grade point average, which is taken as the basis of student's achievements?
4. To enhance the quality of students.
5. To increase the number of students at the first 10 percentile in the undergraduate programs.
6. To enhance the quality of students admitted to the graduate programs.
7. To enhance the grades, which are taken as the criteria at the entry into the graduate programs.
8. To enhance and develop students capabilities within the framework of mission-driven activities.
9. To get accreditation of degree programs by various HEC national accreditation councils within one year's duration starting 2017.
10. To ensure student' satisfaction

11. To attain staff and faculty's satisfaction level on yearly basis, i.e. who spend number of hours on their study plans.
12. To institute Alumni's Association for various social, cultural and educational purposes
13. To get Alumni's opinions on yearly basis about the working, teaching and other College facilities.
14. To hold national and international conferences/ seminars /workshops / symposia on regular basis
15. To encourage faculty to publish research papers with the concept of 'publish or perish'

Table 1:  
Shows Some Specimen NCBA&E Achievable Targets.

	<b>Targets</b>	<b>Number/ Instrument</b>	<b>Duration</b>	<b>NCBA&amp;E's targets for 2017-20</b>	<b>Remarks</b>
<b>Research Activities</b>	Number of conferences/ seminars/ symposia held at our university	3	One year	5	It should be at least four
	Number of international publications	3	One year	5	It should be at least 20
	Number of articles published in international refereed journals	45	One year	60	
<b>Administrative Activities</b>	Satisfaction by the administrative Personnel	Questionnaire	One year	75%	This rate should be More than 80%
	Student and faculty satisfaction	Questionnaire	One year	>85%	
	Revision of course contents	By Curriculum Committee	Every two years	Twice in the period	

# 5. COLLEGE BYLAWS



# COLLEGE BYLAWS

## 5.1 DEFINITIONS

In these bylaws, and in any other bylaws, rules and regulations made by the Board of Governors, unless the context otherwise requires:

- (a) "College Ordinance" means *National College of Business Administration & Economics (NCBA&E) Ordinance, XX-2002*
- (b) "Board" means The Board of Governors of the NCBA&E.
- (c) "Chairman" means the chairman of the Board of Governors as defined in the *College Ordinance*.
- (d) "College" means the National College of Business Administration & Economics.

## 5.2 COMPOSITION OF THE BOARD OF GOVERNORS

Composition of the Board and term of office are as prescribed in the Ordinance 2002

## 5.3 ROLE OF THE BOARD OF GOVERNORS

- a) To provide stewardship and ensure that the College actions support College objectives.
- b) To participate in setting the mission and strategic plan of the College.
- c) To appoint Rector
- d) To protect and defend College autonomy.
- e) To advocate college mission, its strategic plan, and its culture.
- f) To approve College budget.
- g) To Appoint Auditors and get internal and external audit of the college budget.
- h) To ensure adequate resources and financial solvency.
- i) To set College policies.
- j) To make provisions for the sound management of the College and its subsidiaries, centers, and institutes.



## **5.4 MEETINGS**

1. Regular meetings of the Board shall be held at least once a year.
2. Special meetings of the Board may be held at any time upon the call of the Chairman, or two members of the Board, notice of which, stating the purpose of the meeting, shall be given to each member.
  - (a) All meetings shall require not less than seven days' notice, however, special meetings may be held with at least two days' notice.
  - (b) An agenda and all supporting material shall be sent to each member of the Board.

## **5.5 PROCEDURES AND VOTING**

- ✓ Formal rules of order or procedures may not be adopted by the Board. The Chairman is empowered to adjudicate rules of order and procedures, if and when necessary.
- ✓ Members as authorized by the College Ordinance attend the meetings.
- ✓ 50% of the Board constitute a quorum for the transaction of business.

## **5.6 RECORDS**

A copy of the minutes of every regular meeting or special meeting of the Board shall be made available to every member of the Board as soon as possible after such meeting.

## **5.7 OFFICERS OF THE BOARD**

1. The officers of the Board shall consist of a Chairman, Vice-Chairman, the Rector and Registrar as Secretary.
2. Duties of the Chairman:
  - (a) The Chairman shall preside at all meetings of the Board. In presence of Patron of the college, the Patron shall preside all meetings and functions.
  - (b) The Chairman shall appoint standing or special committees as are deemed necessary.
  - (c) In the event of the absence or disability of the Chairman, the Vice Chairman shall have all the powers and perform all the duties of the Chairman.

3. Duties of the Vice-Chairman:

- (a) In the event of the absence or disability of the Chairman, the Vice Chairman shall have all the powers and perform all the duties of the Chairman.
- (b) The Vice-Chairman shall have the powers of controlling all the affairs of the College including financial, planning, examinations and day to day business.
- (c) The Vice-Chairman shall preside over the Budget Committee, Planning and Development Committee.
- (d) The Vice-Chairman shall control the affairs of all the Campuses, sub-Campuses, Affiliated Institutions and franchise of Al Hamra Group of Colleges and Schools.

4. Duties of the Rector

- (i) The Rector shall be the Academic Head of the College, and shall have general responsibility for the academic operations of the College and for the determination and implementation of its objectives.
- (ii) The Rector shall be responsible for all matters pertaining to the actual operation of the College, he/she shall:
- (iii) Bring to the Board at its annual meeting for approval a report of the operation of the University for the previous year.
- (iv) Sign all degrees, diplomas and certificates including honorary degrees conferred by the College.
- (v) Appoint academic and administrative staff and assign such duties as he/she may deem proper.
- (vi) Appoint special advisory committees.
- (vii) Appoint the Vice-Rectors.
- (viii) The Rector shall hold office for such period as the Board may determine as of the date of her/his appointment, or until a successor has been appointed.

## 5. Vice-Rectors

- i) Vice Rectors shall be appointed by the Rector on the term and conditions laid down by the College Bye-Laws or by the Board.
- ii) Vice-Rectors shall be responsible for the discharge of the authority delegated to them by the Rector or the Board.

## 6. Deans

The Departments dealing with allied subjects could be grouped into faculties. Each faculty may be headed by a Dean and is responsible for all the Departments

## 7. Duties of the Registrar

The following shall be the duties of the Registrar:

- (a) To be the custodian of the records and such other property of the College as the Board of Governors may commit to his/her charge;
- (b) To conduct the official correspondence on behalf of the authorities of the College;
- (f) To represent the College in suits or proceedings by or against the College, sign powers of attorney and verify pleadings or depute his/her representative for the purpose;
- (g) To enter into agreements, sign documents and authenticate records on behalf of the College;
- (h) To make arrangements to safeguard and maintain the buildings, gardens, , cars and other vehicles, laboratories, libraries, reading rooms office, canteen, equipment and other properties of the College;
- (i) To prepare for publication and issue the University calendar under the authority of the Rector;
- (j) To act as the Secretary of the Board.
- (k) To perform such other duties and functions as may be assigned by the Board of Governors or the Rector from time to time.

NCBA & E

## 8. Treasurer (Director of Finance)

The Treasurer (Director of Finance), who is the chief financial officer, shall be appointed from time to time by the Board and shall hold office upon such terms as shall be negotiated between them.

The Treasurer (Director of Finance) shall:

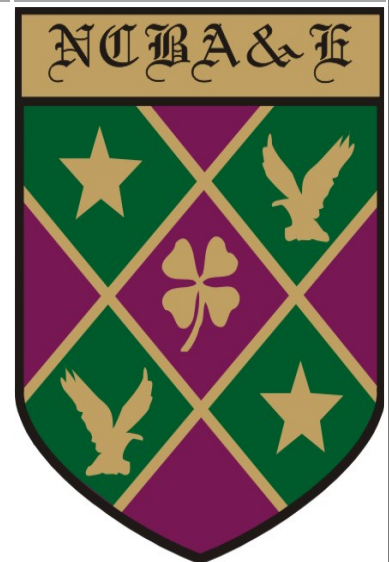
- i) Be charged with the custody of all papers and documents relating to the finances of the College.
- ii) Deposit all funds of the College in the name of the College in such banking institutions as the Board shall approve.
- iii) Render to the Board whenever requested and at least once a year, an accurate account of all her/his transactions as Treasurer, and of the financial condition of the College.
- iv) Prepare annual budget, estimates and statements of accounts for submission to the Finance Committee and the Board of Governors.
- v) Manage and invest College funds subject to the control of Board of Governors.
- vi) Perform such other duties as pertain to her/his office or may be assigned to her/him by the Board.

## 9. Duties of the Controller of Examinations

1. The Controller of Examinations shall be in-charge of the conduct of examinations and declaration of their results. H/She shall discharge his/her functions under the superintendence, direction and guidance of the Rector and Board of Governors. He shall be a full-time salaried officer of the university and shall work directly under the directions and control of the Rector;
2. The Controller shall be responsible for making all arrangements necessary for holding examinations and tests and declaration of results. It shall be his responsibility-

- (a) to prepare and announce in advance the calendar of examinations;
  - (b) to arrange for printing of question papers;
  - (c) to arrange to process the results;
  - (d) to arrange for the timely publication of results of examinations;
  - (e) to postpone or cancel examinations, in part or in whole whenever conditions of terrorism occurs;
  - (f) to take disciplinary action where necessary against the candidates, paper setters, examiners, moderators, or any other persons connected with examinations and found guilty of malpractices in relation to the examinations;
  - (g) to review from time to time, the results of university examinations and forward reports thereon to the Academic Council.
3. The Controller shall exercise such other powers and performs such other duties as may be prescribed or assigned to him, from time to time, by the Rector/Board of Governors.

**6. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
COLLEGE STATUTORY  
BODIES**



# COLLEGE STATUTORY BODIES

## 6.1 BOARD OF GOVERNORS

Mian Shamim Haider	Chairman
Mian Shahid Ali Haider	Vice-Chairman
Dr. Shahida Haider	Member
Mrs. Ayesha Nadeem Babar	Member
Mr. Khalid Javed	Member
Chairman HEC or his nominee as specified in the College Ordinance	
Vice Chancellor University of the Punjab	
Secretary, or his nominee as specified in the College Ordinance, Government of the Punjab Education Department	
Rector	
Registrar	Secretary

## 6.2 ACADEMIC COUNCIL

Rector	(Chairman)
Vice Rector (Research)	
Vice Rector (Academic)	
Registrar	(Member/Secretary)
Dean (Faculty of Social Sciences)	
Dean (School of Computer Science)	
Dean ( School of Business Administration)	
All Heads of Departments	
Director of Admissions	
Controller of Examinations	
Director of Finance	
Director of CIDAR	
Dr. Mumtaz Rana	Nominee of Rector

## 6.3 DEVELOPMENT & FINANCE COMMITTEE

Vice-Chairman, Board of Governors	(Chairman)
Director ( Finance)	
Manager ( Finance)	



#### **6.4 BOARD OF ADVANCED STUDIES & RESEARCH**

Rector (Chairman)  
Vice-Rectors  
Dean ( Computer Science) (Secretary)  
All Deans  
All Heads of Departments  
Dr. Zogo Memon (Nominee of Rector)  
  
(Nominee of Rector)  
  
(Nominee of Rector)  
Dr. Mumtaz Rana (Nominee of Rector)  
One member to be nominated by Academic Council

#### **6.5 BOARD OF STUDIES, SCHOOL OF BUSINESS ADMINISTRATION (UNDER GRADUATE/GRADUATE)**

Vice Rector ( Academic) (Chairman)  
Dean(SchoolofBusinessadministration  
Head of Environment Management  
  
HOD Morning Program  
HOD Evening Program  
Two members from outside NCBA&E to be nominated by Rector

#### **6.6 BOARD OF STUDIES, SCHOOL OF BUSINESS ADMINISTRATION (MS/M.PHIL/PHD)**

Dean ( School of Business (Chairperson)  
Administration)  
HOD Morning Program  
HOD Evening Program  
Dr. Mumtaz Rana (Nominee of Rector)  
  
(Nominee of Rector)  
(Nominee of Rector)  
Assistant Professor (Secretary)

#### **6.7 BOARD OF STUDIES, SCHOOL OF COMPUTER SCIENCE**

Dean ( School of Computer (Chairman)  
Science)  
HOD ( Computer Science)  
All Faculty members of Computer  
Science

Assistant Professor  
Secretary  
One member to be nominated by Rector

### **6.8 BOARD OF STUDIES ( FACULTY OF SOCIAL SCIENCES)**

Dean ( Faculty of Social Sciences) Chairman  
All faculty members of the Faculty

### **6.9 SELECTION BOARD (FACULTY)**

Rector (Chairman)  
All V. Rectors  
All Deans  
Registrar (Secretary)

### **6.10 COLLEGE COMMITTEES**

#### **6.10.1 College Council**

Rector (Chairman)  
All V. Rectors  
All Deans  
One Academician from outside  
College to be nominated by the  
Rector  
All Professors  
Registrar Secretary

#### **6.10.2 M.Phil./Ph.D. Coordination Committee**

Vice Rector ( Research) (Chairman/ Convener)  
V.Rector ( Academic)  
All Deans  
All PhD faculty members

#### **6.10.3 Transfer of Credit Committee**

Vice-Rector( Academic) (Chairman)  
HOD Morning Program MBA, BBA (Hons.)  
HOD Evening Prgram MBA (Evening &Executive)  
HOD Computer Science BS(CS)Hons./BS(Tel)MCS/ MS(CS)

#### **6.10.4 Transcript / Degree Pre-Audit Committee**

MBA, BBA (Hons.)  
MBA(Evening & Executive)  
BS(CS)Hons./BS(Tel)/MCS/ MS(CS)

### **6.10.5 Selection Committee (Support Staff)**

Registrar (Chairman)  
Director Admission  
Dean ( School of Business  
Administration)

### **6.10.6 Discipline Committee**

Director Admission (Chairman)  
Registrar  
Dean (School of Business  
Administration)

Maj. (R) Tariq Mahmood (Secretary)

### **6.10.7 Quality Enhancement Committee**

Mr. Mustafa Zaidi, (Director) (Chairman)  
Dr. Qasim Rind  
Dr. Saleem Khan  
One member to be nominated by each Campus Director at Lahore

### **6.10.8 Student Affairs / Co-Curricular Activities Committee**

Prof. Aamir Iftikhar (Chairman)  
Prof. Shams ur Rehman  
Mr. Jameel Murtaza Hussain  
Mr. Athar Ikram  
Maj. (R) Tariq Mahmood

### **6.10.9 Catalog & College Publications Committee**

Mr. Jameel Murtaza Hussain (Chairman)  
Prof. Shams ur Rehman  
Mr. Athar Ikram  
Ms. Saima Hassan

### **6.10.10 Admission Committee**

Prof. Shams ur Rehman (Chairman)  
Dr. S. Shahid Hussain Jaffri  
Mr. Jameel Murtaza Hussain  
Staff Members of the Admission Office

**6.10.11 Canteen Committee**

Prof. Shams ur Rehman  
Maj. (R) Tariq Mahmood

**6.10.12 Debating Society & Dramatic Club**

Mr. Athar Ikram  
Ms. Saima Hassan

**6.10.13 College Bulletin**

Mr. Jameel Murtaza Hussain (Chief Editor)

**6.10.14 Sports**

Mr. Jameel Murtaza Hussain  
Maj. (R) Tariq Mahmood

**6.10.15 College Schedule**

Mr. Athar Ikram

NCBBA & E

**7. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
GOVERNANCE IN  
NCBA&E CAMPUSES**



# **Governance in National College of Business Administration & Economics (NCBA&E)**

## **7.1 INTRODUCTION**

*The HEC Audit team made the observations on the NCBA&E's documents and governance in a meeting held on February 3, 2016. "The Team observed that the College needs to work on Lack of governance and Updating and governing all processes of governance of the College."*

The term "governance" means the processes that permits institutions to take decisions and take action. It is considered that good governance in educational institutions encourages offering of educational services to its stakeholders. Though it is a fact that there does not exist an exhaustive treatment of governance and managerial tools and services which boost high performance, teaching and research standards and moral and financial incentives. These service issues in education are sources of good governance and high performance in education. The good governance discourage corruption which is widely present in the society and which also destroy quality education. A corrupt society blemishes its higher education institutions. Moreover, political rifts among policymakers tend to be present in education institutions that extinguishes teaching and research qualities. There are numerous problems in apprehending good governance. Institutions need strong leaderships to avert all types of problems. In fact, good governance follows the rule of law and is answerable, clear, receptive, impartial, operative, capable and participatory.

## **7.2 THE COLLEGE MANAGEMENT MAJOR TASKS AND RESPONSIBILITIES**

The College has four major areas of responsibilities viz.:

- i. Governance of main campus.
- ii. Governance of satellite campuses Lahore.
- iii. Sub Campuses outside Lahore.
- iv. Affiliated Colleges outside Lahore.

The College has to frame policies for each category of Campuses. The tools for achieving good governance are outlined below.

### 7.3 TOOLS FOR ACHIEVING GOOD GOVERNANCE

The institution does not seem to have basics of governance system that generally simplifies the success of its mission that improves teaching- research culture. Regardless of the lack of governance, there are many tools that are available to achieving improvement. To improve governance and the performance of education systems it is necessary to identify the weak points in the poor performance.

- i) **Academic Freedom:** Academic freedom is important in the life of a scholar to have Academic freedom to teach, to pursue their research, and to publish new ideas as Academic institutions are the sanctuary of new ideas for the benefit of humanity.

The freedom is possible only if faculty is selected and appointed on merit only. Higher education can only work on right foot if the selection and promotion of faculty and administrators are based on merit.

- ii) The quality of education is improved if faculty and examining staff follow their duties honestly and diligently. Those who are responsible for governance should devise means for regularly testing and verifying standards of quality.
- iii) **Budget Practices:** A proper budget covering all aspects of educational system has a massive influence on the process and good performance of higher education. Budgeting streamlines the processes of allocations of funds towards College activities that are crucial for the education of students. Preparation of College budget is a must for good governance.

Some of the tools for improving governance are outlined below.

#### 7.3.1 The Board of Governors of College

- The Board of Governors of College is a supreme and a constitutional body that needs to be strong and effective in devising policies, rules and regulations in developing long-term plans and overlooking its implementations.
- The final charge for governance of the College reposes in the Board.
- The Board approves the College budget.

- The Board keeps built-up communiqué with satellite campuses, Sub-campuses and Affiliates.
- The Board appoints and assess the performance of the Rector.
- The Board defines the authority and responsibilities of the Rector and all Heads of Statuary Bodies.

### **7.3.2 The College statutory bodies**

- (i) Academic Council
- (ii) Board of Advanced Studies and Research ( BASR)
- (iii) Deans' Council
- (iv) Board of Studies in Faculty of Social Sciences
- (v) Board of Studies in Under-Graduate Business School
- (vi) Board of Studies in Graduate Business School
- (vii) Board of Studies in Computer Science School

The statutory bodies are representative bodies of faculty members responsible for admissions policy, programs offered, curricula development, degree requirements, college disciplines, etc.

### **7.3.3 Faculty Compensation**

Many faculty members have specialized skills that are valued in the job market. The College needs to improve remuneration and compensation if they are to achieve greater quality in their higher education systems. A review study by International Institute for Educational Planning (IIEP, 2006) suggests that financial incentives and non-financial incentives such as training and faculty development capacity, a good work environment, and availability of resources improve governance performance. Annual bonuses in addition to annual increments significantly improve faculty and student performance.

### **7.3.4 Third party evaluations**

Third party reviews are also essential to provide unbiased evaluations of the achievements of faculties and Academic programs in comparison with national and international standards. These reviews are necessary components of good governance.



### 7.3.5 Further points for Good Governance

NCBA&E's progress is tampered with lack of good governance. We need to implement the following components of governance at the gross root level:

- i) Hierarchy of running the college.
- ii) The power of each position/job has to be well defined.
- iii) The power of commands has to be decentralized.
- iv) Each position holder has to follow lines of actions attached to the position/job.
- v) All statutory bodies including BOG, Academic Council, BASR, Deans Committees have to do their tasks efficiently and it is the responsibility of the College management to implement their decisions, policies, rules and regulation in true spirit.
- vi) For streamlining the income-expenses, budget is the most important document that increases income and reduces expenditure. In fact, budget is a constitutional obligation and has to be approved by Finance Committee and BOG.
- vii) Each person from Chairman to guard has to perform his/her duties as assigned and specified by BOG, Academic Council, BASR, Deans' Council. No one should exceed or work below his/her assigned duties.  
Each category of institution needs to follow all components of good governance. Ad-hoc decisions have to be completely ruled out.
- viii) Salary Structure to be uniform and fixed according to basic qualification, relevant experience for each post, with in each category of staff. Some rules have already been defined by HEC of BOG. A happy employee is and asset of an institution.
- ix) Working hours are strictly needed for non-teaching staff only. Teaching faculty works 24- hours of day. They need to perform teaching in the class and remain in office atleast two hours / day as office hours for student's guidance. The work load of each category of member has to be defined by Academic Council and BOG on the recommendation of Rector.

Office hours = Number hours of teaching plus extra assigned duties.

#### **7.4 Recommendations**

I. The main points of lack of good governance are outlined below.

The recommendations for removing the deficiencies in the good governance are:

- i) The College statutory bodies, all College Committees and Board of Governors are ineffective in implementation of its decisions as there is no forum or authority to implement the decisions. Board of Governors must take a serious view of the current status of the Committees and its own presence and existence and creates an authority who gets all decisions implemented.
- ii) All constitutional and statutory position holders are unable to use their statutory powers and as such the College lacks the characteristics of good governance.
- iii) The College does not prepare proper budget which is a constitutional obligation of BOG and which streamlines the College work environment and spends student money on the items for which the fees is charged.
- iv) The College library, computer laboratories, offices, furniture and other components of infrastructure are in dilapidated conditions that need immediate attention.
- v) The College Campuses, sub-campuses and Affiliates run under the direct control of the Vice- Chairman.
- vi) The idea of establishment of Lahore Metropolitan University seems suspended and the building has been under construction for the last six years.

Unless the Board of Governors take serious views of the lack of good governance, the condition of the College will deteriorate with time.

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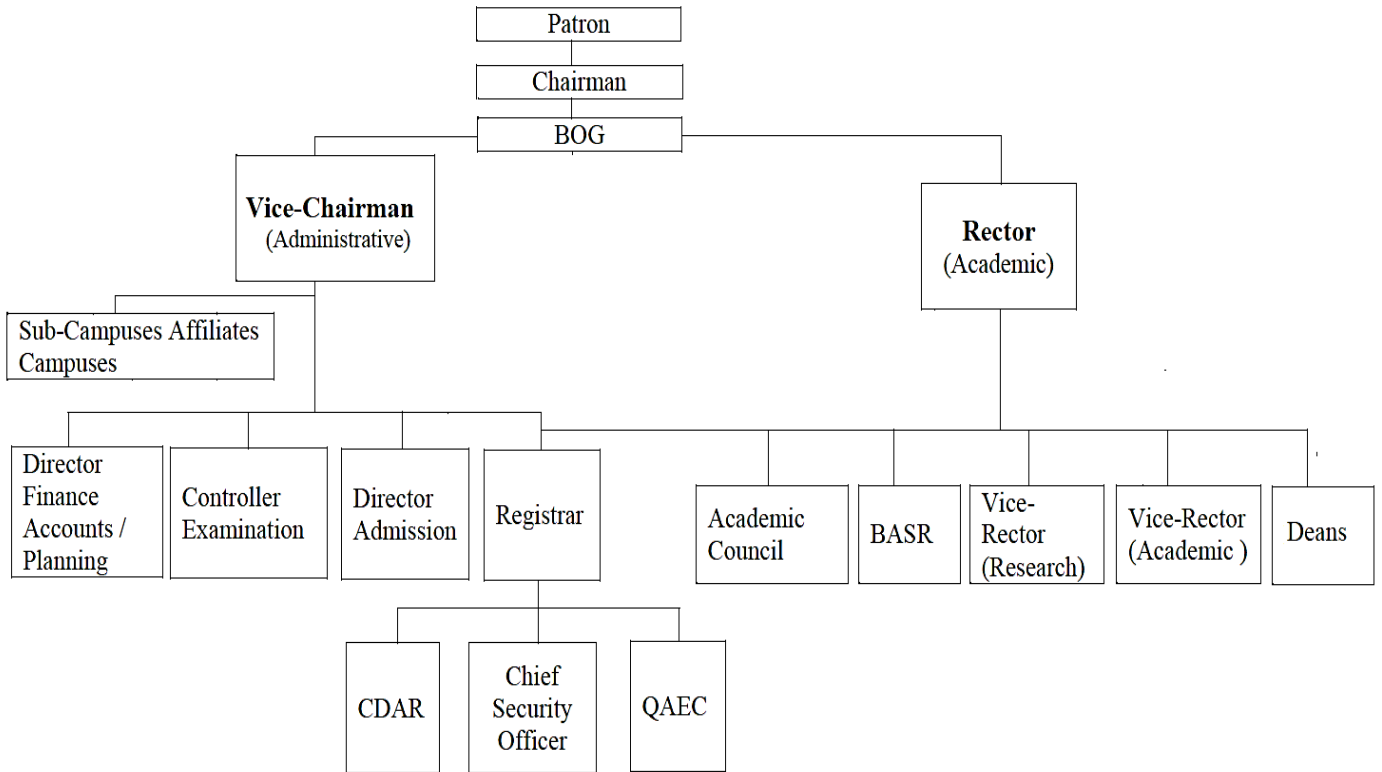
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NCBBA

**8. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
ADMINISTRATIVE  
STRUCTURE**



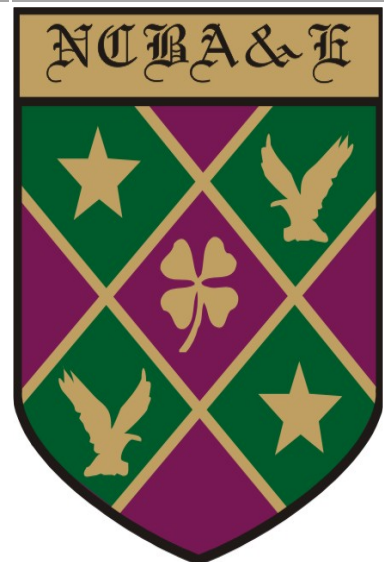
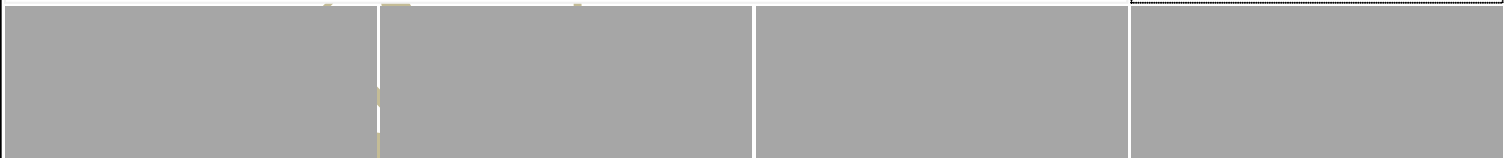
# ADMINISTRATIVE STRUCTURE



NCEB

# 9. PREMISES AND FACILITIES

FILE



## **PREMISES & FACILITIES**

### **9.1 THE CAMPUS**

National College of Business Administration and Economics is located in the heart of Lahore with more than forty five thousand square feet of a custom-built city campus. The facilities have been specifically designed to meet all the requirements of a modern university. The premises is equipped with air conditioned teaching auditoriums with multimedia facilities, different special purpose computing centers, a reference library with on line access to different digital data bases, faculty offices, sporting facilities and common area for student interaction.

### **9.2 COMPUTER CENTER**

National College of Business Administration and Economics offers excellent computer resources in its Computer Center. The computer laboratories and offices are fully networked with e-mail and internet facilities for all students and faculty. In addition to the general laboratories there are specialized facilities for the high-end usage with state of the art instructional equipments. The laboratories employ full time specialist computer support staff to help the students become productive users of computers and Information Technology.

### **9.3 THE LIBRARY**

The Library has a large number of books on areas of Management, Economics, Social Sciences, Finance, Information Technology and Computer Science. The Library subscribes several academic and business journals and magazines, besides collecting reports from companies and government departments. It is continuously expanded and updating.

### **9.4 THE BOOK & PRINT SHOP**

A self-contained bookshop called the "RACKS" has been provided on the campus to make available to the students prescribed text books, reference material, support literature recommended by the different course instructors and a full range of stationary items. The bookshop also provides Xeroxing facility to

the students and arranges binding of dissertations, thesis and reports besides other facilities.

## **9.5 AUDITORIUM**

The College consists of several large number of teaching auditoriums. All auditoriums are fully air-conditioned and equipped with audio-video facilities. The facilities in these rooms create an atmosphere conducive to learning.

## **9.6 COLLEGE CAFETERIA**

The campus has a newly built cafeteria. The cafeteria serves breakfast, lunch and dinner. Besides inexpensive snacks, special meals are prepared on request. Food is prepared under the most hygienic conditions, which is monitored by college administration. The cafeteria items are subsidized to ensure that the students get good quality food at inexpensive rates. In short the cafeteria provides every type of facility like any other good cafeteria which provides its customers.

## **9.7 CDAR (CAREER DEVELOPMENT & ALUMNI RESOURCE) CENTER**

NCBA&E has developed strong links with the industry in terms of professional placement of its graduates and its human resource requirements for training and educational programs. Today, our graduates are working in different large and medium national and multinational organizations. In addition to the strong placement program, NCBA&E also ventures in joint professional projects with the industry. Also the students exchange views and ideas about the companies and help to get the jobs to one another.

## **9.8 SCHOOLS OF NCBA&E**

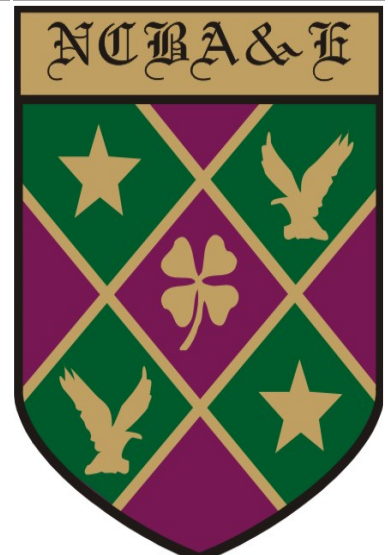
National College of Business Administration and Economics is always striving to start new disciplines to provide more career and research ground for its students. NCBA&E has two Schools and one Faculty. The two Schools are

- (i) School of Business Administration,
- (ii) School of Computer Sciences and



(iii) Faculty of Social Sciences.

# **10. STANDARD OPERATING PROCEDURES (SOPs) OF CURRICULA OF PROGRAMS**



These Schools and a Faculty are offering programs ranging from undergraduate studies up to M.Phil./ Ph.D. programs.

### **10.1 PROPOSED PROGRAMMES OF STUDY**

- i) School of Business Administration
  - a) BBA (Finance and Accounting)
  - b) BBA-IT
  - c) BBA (Hons) Economics
  - d) MBA-IT
  - e) MBA (Marketing & finance)
  - f) M.Phil / Ph.D. Management, Applied Statistics, Environmental Management, Applied Economics
- ii) School of Computer Sciences
  - a) BCS (Hons).
  - b) MCS and MS.
  - c) M.Phil / Ph.D.
- iii) Faculty of Social Sciences
  - a) B.Sc., B.Sc. (Hons), M.Sc. and M.Phil / Ph.D.
  - b) B.A.
  - c) M.A.
  - d) M.Phil / Ph.D.

### **10.2 NAME AND DURATION OF COURSES / PROGRAMS**

BBA	2 years
BBA (Hons)	4 years
BCS	2 years
B.Sc. (Hons)	4 years
M.A./M.Sc.	2 years after 2 year B.A./B.Sc. 1.5 year after 4 years B.A./ B.Sc.
MBA	2 years
M.Phil	2 years to 5 years
Ph.D.	3 years to 8 years

The following recommendation of IUFB will be adopted in phases.

<i>Classes</i>	<i>Courses</i>		
	<b>Compulsory</b>	<b>Elective</b>	<b>Total</b>
BA/ B.Sc./BBA (3 year, 6 terms)	32 (96 Cr. Hrs.)	4 (12 Cr. Hrs.)	36 (108 Cr. Hrs.)
2 for 1 year M.A./M.Sc. after 3 years BBA	6 (18 Cr. Hrs.)	4 (12 Cr. Hrs.)	10 (30 Cr. Hrs.)
3 for 2 years M.A./M.Sc./ MBA after B.A./B.Sc.	18 (18 Cr. Hrs.)	4 (18 Cr. Hrs.)	22 (66 Cr. Hrs.)

### 10.2.1 Common Body of Knowledge (CBK) Requirement.

To achieve minimum commonality in the coverage of the relevant area of studies it is proposed that all degrees should cover 10 areas with at least 3 credit hours in each area, total 36 = (12 x 3) credit hours in both bachelor & masters programs e.g. CBK for Business Administration:

1. Economics
2. Mathematics
3. Statistics
4. Accounting
5. Management
6. Marketing
7. Finance
8. International Business
9. Information Technology
10. Business Communication

\*Similar pattern will be followed in other disciplines\*.

### 10.2.2 Bachelors Honors Degree Credit Hours Requirement

Proposed structure of Bachelors Honours degree (BBA Hons)

Common Body of Knowledge	36 Cr. Hrs.
English Language	12 Cr. Hrs.
General Education	12 Cr. Hrs.
Pak Studies / Islamic Studies / Ethics	6 Cr. Hrs.
Major Area Courses	18 Cr. Hrs.
Degree Specific Business Courses	42 Cr. Hrs.
Total Cr. Hrs. for the Bachelors Degree	126 Cr. Hrs.

To be taught over 8 terms spreading over a span of 3 to 4 years.

### 10.3 MASTERS DEGREE CR HRS REQUIREMENT

- a) After 3+4 yrs BBA/B.Sc. (Honors) where Common Body of Knowledge requirements were covered, Master degree should require completion of at least 30 cr hrs, (10 courses).
- b) After 2 yrs regular B.A./B.Sc. or any other Bachelors degree where common body of knowledge was not covered, Master degree shall be required for completion of at least 90 cr hrs (20 + courses).

<b>Proposed structure of Masters degree</b>	<b>After BA/B.Sc (2 years)</b>	<b>After BBA/B.Sc (Hons) with CBK</b>
Make-up Courses for bachelors 3 <sup>rd</sup> and 4 <sup>th</sup> years	30 cr hrs	
Common Body of Knowledge (CBK)	30 cr hrs	
Degree Specific courses	30 cr hrs	30 cr hrs
Total cr hrs for the Master degree	90 cr hrs	30 cr hrs

### 10.4 M.PHIL / PH.D. DEGREE CREDIT HRS. REQUIREMENT

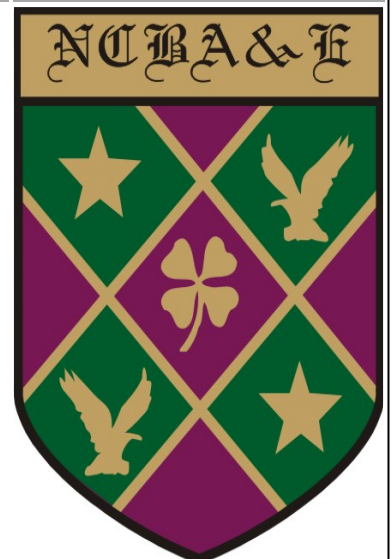
The Credit Hrs. requirement for M.Phil / Ph.D. Degree is 30 credit hours comprising of 24 credit hours.

### 10.5 SUMMARY STATEMENT

The following recommendation will be followed:

	<b>Degree</b>	<b>Period/Terms</b>	<b>Credit Hours</b>
HEC	BBA/B.Sc.	3 years / 6 Terms	108
IUFB(Private sector)	BBA and B.Sc. (Hons)	3-4 Years / 8 Terms	126
HEC	MBA/M.A./M.Sc. (After BBA/B.Sc.)	2 Years / 4 Terms	66
	MBA/M.A./M.Sc. (After BBA/B.Sc. Hons)	1 Year / 2 Terms	30
IUFB (Private Sector)	MBA/M.A./M.Sc. (After BBA/B.Sc. Hons with CBK)	1 Year / 2 Terms	30
	MBA/M.A./M.Sc. (After B.A./B.Sc.)	2-3 Years / 6 Terms	90
	M.Phil.	1½ - 2 Years / 2 Terms Course work, 2 Terms Thesis	30
	Ph.D.	At least 1 Year after 2 Years of M.Phil. at least 3 years after M.A./M.Sc./MBA	

**11. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
ADMISSION SYSTEM**



# **ADMISSION POLICY**

## **11.1 INTRODUCTION**

The policy provides a framework for the College admissions policies and procedures. The policy applies to the admission of all categories of students to all the programs at the College. The College follows transparent admissions policy and Students are selected on the basis of their merits, capabilities and talents.

The College also focuses on the diversity of students, pursues to draw applicants from different social and cultural families and attracts students who are currently under-represented in higher education.

The Student Admissions Committee is responsible for admissions that are operated fairly and in line with the College aims and objectives. The Committee is responsible for setting entry requirements for the College programs. Admissions decisions are made by the Student Admissions Committee.

Admission is subject to the guidelines given by HEC and availability of places at the College.

Applications to visiting and exchange programs are also welcome.

Disabled applicants are also welcome. Special considerations and facilities are provided to disabled students but their admissions criteria are judged against the same College entry requirements and follow the same selection process. Any support they need is considered to facilitate their stay at the College.

Admissions decisions are made within a few days and in some cases it may take some longer time.

Admissions decisions are communicated to applicants by mailing admissions letters that may contain fee structure and specific conditions regarding provisional admissions.

Students are required to observe following rules and regulations governing their studies as may be made from time to time.

## **11.2 THE SEMESTER SYSTEM**

The classes for different programs are conducted on the pattern of semester system. This system is based on instructional autonomy resting with the Institute/faculty and aims at progressive development of

student's information level, skill and competencies accomplished over several semesters. Usually a semester is of 16 weeks duration.

### **11.3 ACADEMIC CALENDAR**

The academic calendar comprises of three Semesters i.e. SPRING, SUMMER and FALL. The date of semester along with dates of others academic events are promulgated in the calendar. Each semester runs over 16 weeks, out of which 14 weeks are reserved for regular classes, one week for Terminal Examination and one week for course review.

### **11.4 MEDIUM OF INSTRUCTIONS**

The medium of instructions and Examinations is English

### **11.5 ADMISSIONS**

Minimum qualification for admission are:

MCS, Msc. ( Economics, B.A/ Bs.c / B.Com or equivalent of Mathematics, Statistics) 14 year Environment, or schooling from a HEC recognized university.

MBA Program

For BBA/BSCS program; FA/FSC/I.Com/ A. Level from a recognized institution or equivalent.

- Those applicants who have done Intermediate without mathematics shall be required to take additional prerequisites course of mathematics. Admissions to BS (CS), BBA, MBA, M.Sc. and MCS/MS (CS) are advertised in the leading newspaper of Lahore about six weeks before commencement of each semester. A student desirous of getting admissions in one of the above mentioned disciplines fills in university admission form and submits it to the university Admission office along with attested photocopies of academic certificates / degrees, CNIC and three photographs, and an Affidavit on 50/- Rs. Stam Paper, Students admitted whilst awaiting examinations results shall have to submit their Result Card in Registrar's office at the end of their first semester in NCBA&E.
- Candidates are required to appear in admission tests in the subjects of English, General Knowledge, Math for BS(CS) or MCS/MS(CS) program and English General Knowledge and for BBA and MBA programs.
- Those who qualify the admission tests are interviewed by a panel of three college teachers with Vice Rector (Academics) in the chair.

## **11.6 ADMISSION POLICY OF TRANSFER STUDENTS**

- 11.6.1 The admission officer shall verify the transcript of applicants for admissions coming from other Institutions with the original transcripts and make a note of it on the photocopy of the transcript (both for transfer of credits and last terminal degree). In the absence of admission officer, one of the members of admission committee shall verify the original transcripts.

The admission office shall start assessment process for the courses to be exempted immediately and complete it within one week of the admission of the candidate. If however, the transcript is not available, the candidate would be given a definite date by which he/she should submit the transcript so that the assessment formalities are completed in time before the commencement of the semester. This verification procedure shall be applicable to degrees and certificates awarded by the public universities and board of education.

- 11.6.2 In the case of all other institutions the copies of transcripts shall be sent to the institutions concerned for verification. The process shall be initiated by the admission officer and the communication shall be signed by the Registrar. The assessment of courses to be exempted shall be done soon after the verification have been received from the parent institutions. After this the exemption will be recorded in the Database by the Examination cell.

- 11.6.3 The Admission office shall keep a record of the cases whose verification or exemption has not yet completed and ensure there is no undue delay in the finalization of these cases. The exemption orders will be preferred by the admission office and signed jointly by the Vice Rector (Academics) and Registrar.

## **11.7 TRANSFER RULES**

- 11.7.1 Only A/B/C Grade will be exempted
- 11.7.2 Students seeking transfer from other Chartered Institutions will be allowed exemptions on case to case basis up to 1/3rd of the courses offered at NCBA&E subject to verification of their transcripts by admission office, (see Paragraph 3)



11.7.3 No exemption will be provided from lower to upper level of education

NCBA & E

## **11.8 FEE PAYMENT PROCEDURE**

- 11.8.1 All college dues for a particular semester shall be paid at the time of admission by the new students and by the date specified in the Academic Calendar by the other students.
- 11.8.2 In case, a student is unable to pay his/her dues by the said date, he/she shall pay 25% of the total amount at the time of registration of courses remaining in three equal installments before the sixth day of the succeeding months to complete the payment before the final term examinations.
- 11.8.3 Students who fail to clear their dues according to the procedure shall have to pay fine according to the following schedule.

Rs.300/ for 1st week  
Rs.500/ for 2nd week  
Rs.1000/ for 3rd week  
Rs.1500/ for 4th week

- 11.8.4 Defaulters shall not be allowed to take the midterm and final term examinations.
- 11.8.5 If a student wants to withdraw from the college, 75% of the dues paid by him will be refunded within seven days of the date of deposit. 50% within two weeks and no refund after 2 weeks. Registration fee will however, not be refunded.
- 11.8.6 Dues shall not be transferred from the name of one student to the other or from a degree program to a non - degree program.
- 11.8.7 Dues of the college shall be paid through a bank draft or in cash. No cheques shall be entertained.

## **11.9 ACADEMIC & DISCIPLINE RULES**

Students are required to maintain a CGPA 2.5 or above in BBA and BS(CS) and 3.00 in MBA & MCS/BS(CS). Those who fail to do so by the end of the program will be issued only a transcript with notation Degree requirements NOT COMPLETED, they will not be entitled to receive degree.

### **❖ DISCIPLINE**

All kinds of indiscipline or misconduct shall be dealt with firmly. It may also lead to dropping of the students from the college rolls.

## ❖ MISCONDUCT WITH INTERALIA INCLUDES

Academic dishonesty involving cheating in the examinations, plagiarism, forging of documents

- ✓ Rude behavior with Faculty and Staff
- ✓ Unruly behavior on the campus
- ✓ Violation of college rules and regulations

### 11.10 PROHIBITION OF SMOKING

The college campus is “No Smoking” area and smoking on campus is prohibited. Anyone found smoking on campus will be heavily fined.

- ✓ On first warning NIL
- ✓ On second warning Rs.500/-
- ✓ On third warning Rs.1000/-

Repeated defaults may lead disciplinary action and to the expulsion from the college.

## 12 MS/ MPhil and PhD Admission Criteria

### SCHEDULE

In each academic year, there are two intakes i.e. Spring Semester and Fall Semester. However, candidates may get registered themselves in summer semester as well while their coursework will start in linked fall semester.

### ELIGIBILITY

Sixteen years of schooling or 4-year education (130 credit hours) after HSSC/F.A. /F.Sc/Grade 12 equivalents will be required for admission in the M.Phil/MS. The GAT-General ([www.nts.org.pk/gat/gat.asp](http://www.nts.org.pk/gat/gat.asp)) conducted by the National Testing Service with an acceptable cumulative score will be required at the time of admission to M.Phil/M.S. The GAT-General test is valid for a period of two years. A minimum of 2.50 CGPA or equivalent is required in last terminal degree.

### PROVISIONS

Provisional eligibility is only possible in case of absence of GAT general and that is only for MS Program. Candidate shall be bound to appear in upcoming GAT test or else admission shall be considered null and void.

## PROCEDURES

Candidate shall submit admission form along with copies of all previous academic certificates, GAT result card, Copy of NIC and detail CV. Director Research shall invite eligible candidates for interviews; he also needs to communicate the interview schedule to admission committee.

The admission committee consisting of the following shall conduct admission interviews;

- i. Rector
- ii. Director Research or his nominee from the research faculty
- iii. Professor of relevant subject (if aforementioned committee needs any assistance)

In case of any conflict of opinion, Rector's decision shall be the final verdict. Committee needs to focus on following points explicitly;

- a) Research interest of the candidate
- b) Capability of the candidate to perform in research based academia
- c) Practicality of candidate's academic plan i.e. availability of the dedicated time, professional commitments, financial strength etc.
- d) Candidate's objective for higher education.

After interviews, all forms shall be submitted to the office of Director Research, who will produce Acceptance Letter for successful candidates. Acceptance letter shall contain all terms and conditions for every individual candidate e.g. admission status (provisional/regular), deficiency coursework (if any), financial package, list of exempted courses in case of transfer, minimum required duration and degree requirements. A separate sheet of rules and regulations needs to be signed and submitted along with the acceptance letter by the candidate.

If candidate fails to submit the registration fee until the date mentioned in the acceptance letter then a period of two weeks shall be considered as grace period, after which admission shall be considered null and void. In case, a candidate reappears after the grace time then his/her request can only be considered for next admission tenure.

Candidate shall submit the acceptance letter, rules and regulations consent form along with registration fee payment proof to the program coordinator within the stipulated timeframe. On receipt of which, s/he shall get the coursework schedule for respective semester to start subject registration of subjects of candidate's choice. NCBA&E shall provide guidance/counseling to candidates in subject selection in every semester. A list of relevant course advisors shall be displayed on the notice board, similarly subject registration forms shall be duly signed by the candidate and respective academic advisor.

## **TRANSFER**

In case candidate is transferring his/her credits from any other institute, the following criteria shall be followed strictly;

1. Candidate shall be studying in HEC recognized institute
2. In case of foreign institute, equivalence certificate by HEC is required
3. NOC is required from the parent institute for any transfer
4. A maximum 50% of coursework may be exempted and in this, subjects under consideration shall contain A or B grades only. Subjects with C or below grades shall not be exempted.
5. Comprehensive Examination is not a subject for exemption consideration. If a candidate had passed a comprehensive exam in any other institute, that shall be considered null and void. Candidate shall appear in Comprehensive examination after the completion of coursework at NCBA&E.
6. There shall not be any effect on financial structure in case of transfer. Registration and subject fees shall be charged as per policy.
7. The admission committee shall verify the transcript of applicants for admissions coming from other Institutions with the original transcripts and make a note of it on the photocopy of the transcript (both for transfer of credits and last terminal degree).
8. The office of Director Research shall start assessment process for the courses to be exempted immediately and complete it within one week of the admission of the candidate. If however, the transcript is not available, the candidate would be given a definite date by which he/she should submit the transcript so that the assessment formalities are completed in

time before the commencement of the semester. This verification procedure shall be applicable to degrees and certificates awarded by the public universities and board of education.

9. In the case of all other institutions, the copies of transcripts shall be sent to the institutions concerned for verification. The assessment of courses to be exempted shall be done soon after the verification have been received from the parent institutions. After this, the exemption will be reported to the respective department as well as the candidate.
10. The office of Director Research shall keep a record of the cases whose verification or exemption has not yet completed and ensure there is no undue delay in the finalization of these cases.

## **SCHOLARSHIP**

In higher education there is no concept of any financial discounts or rebates, the only possible financial appreciation is in form of an academic scholarship. At NCBA&E, MS/M.Phil candidates may attain “*Rector’s Scholarship*” conditioned to the respective eligibility and recommendations. The scholarship policy is formulated below;

- a) Scholarship shall be awarded strictly based on academic excellence.
- b) A scholarship holder shall be bound to perform certain duties at campus, failing to which shall revoke the scholarship facility. The Rector on the dual recommendation of the relevant subject professor and Director Research shall decide these duties. These duties may incorporate the following;

1. Teaching at undergrad level
2. Tutorial group management as an assistant to a faculty member/tutorial head
3. Proofing and review of dissertations / publications
4. Marketing of Research Program
5. Arranging seminars / workshops by inviting eminent scholars
6. Research Assistant to a faculty member

- c) In case, Rector considers need-based grounds to award a scholarship then it shall be linked with equivalent official duties as well.
- d) HEC scholarship holders need to adhere the university rules as well as the rules and regulations stipulated by HEC for them. Daily attendance is a compulsory requirement along with minimum 06 hours at campus premises. The attendance of all HEC scholars is available with program coordinator.

All HEC scholars shall pay their dues on time. In case of any delay in the release of HEC funds, institute shall provide a maximum of one semester as grace period, afterwards the candidacy of the research scholar shall be considered null and void due to non-payment. Therefore, all HEC scholars shall pay their respective dues on time; amounts paid by individuals shall be reimbursed on the arrival of funds from HEC.

**12. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
EXAMINATION AND  
ASSESSMENT POLICY**





## **EXAMINATION AND ASSESSMENT POLICY**

1. An examination cell headed by the Controller of Examination conducts examination, collects and collates the results of the examination from the faculty as well as issues transcripts and degrees to the students.
2. All teachers are expected to hand in their exam papers ten days prior to the exam. They submit results of the exam within three days of the conduct of exam.
3. With respect to issuance of any transcript and degrees incharge of exam cell prepare these under his signature. All transcripts and degrees are finally presented to the Dean for his signature.

All grades entered on the transcript are signed by Controller of Examination and the Vice Rector(Academic)/Dean, and stamped and embossed with college seal. Accounts section would not stamp institution seal without Dean's signature.

### **12.1 MODE OF EVALUATION**

Two formal examinations are held in every semester:

- 1) Mid-term and Final-term exams.
- 2) Faculty of the course must supervise during the Mid-term and Final-term examinations.
- 3) All permanent faculty members irrespective of their seniorities shall be assigned invigilation of minimum of one exam per day excluding their own course.
- 4) All photocopies of exams question papers shall be obtained through the Controller of Examination.
- 5) Duration of the examination shall be limited to a of three hours or ninety minutes per exam.
- 6) To discourage the growing tendency of appearing in make-up examinations, the Academic and Disciplinary Committee have decided that the students who fail to appear in mid term and final term examination will be allowed another chance on the following grounds only:
  - i) Hospitalization of the student during the examination.
  - ii) Death of close family members. The close family is defined as mother, father, real brother and real sister.

There will be a re-examination charge of PKR 1000/- per course. The grade scored in the particular subject may be reduced by one letter grade or equivalent percentile. Students opting for makeup

exams will be at an inherent disadvantage as compared to those taking regular exams.

## 12.2 GRADE CHANGE

Grade once awarded is not changed. A student may, however apply for a re-check of his answer book to satisfy himself that no question has been left unmarked and marks have been totaled correctly.

Student getting grade I in any course must get this grade converted by their instructor as soon as possible and complete the course within six weeks of the date of the result otherwise this grade will be changed into grade F.

## 12.3 MAKEUP OF ASSIGNMENTS /TESTS ETC.

The students must make up for any class assignments / test or other requirements that he / she misses as a result of his/her absence. It is his/her responsibility to check with the concerned teacher. However if a student misses a significant number of classes, Academic and Disciplinary Committee may decide that s/he should repeat the courses.

## 12.4 MECHANISM OF ASSESSMENT & EXAMINATION

- a) **Assessment includes:**
- i) Quizzes
  - ii) MCQS
  - iii) Assignments
  - iv) Mid-Term and Final-Term Exams.

b) **Grading System**

A grade is given in each course, in which a student is registered. Grades are indicated by letters and assigned honors, points as shown in the table below. (It is the recommendation of IUFB).

<i>Letter</i>	<u>GPA</u>	
<i>Grade</i>		
A	4.0	85% - 100%
B+	3.5	
B	3.0	70%
C+	2.5	
C	2.0	60%

D	1.0
F	0 Below 50%
W	Not included for CGPA calculation as student withdraw from the course
I	Incomplete

**c) X-(Failure) Unofficial Withdrawal**

The symbol “X” is used to indicate that a student has never attended a class or has discontinued attendance and does not qualify for the grade of “I”. The “X” will not be computed into the student’s grade point average.

**d) I-Incomplete:**

A temporary course grade granted by an instructor when necessary absence, or other reasons prevent completion of course requirements by the end of the semester or session. A student must be passing the course to be eligible for an “I”. An “I” is not given as a substitute for a failing or low grade. Incomplete grades will convert to an “X” if not removed within one calendar year, or sooner if so stipulated by the instructor.

**e) W-Official Withdrawal:**

A grade of “W” is given in a course when a student officially withdraws from that course or from the university at least one day prior to the last mid-term.

**f) Honor Points:**

The number of honor points earned in a course is the number of semester hours credit given by the course multiplied by the value of the letter grade received, as shown in the preceding table. For example, a grade of “B” in a four-hour course gives  $4 \times 3$  i.e. 12 honor points. Honor point deficiencies acquired in credits earned at the National college of Business Administration & Economics cannot be made up by credits and honor points earned at another university or college. Only credit hours are transferred from another university, neither grades nor honor points.

**g) Grade Point Average (GPA):**

A grade point average is obtained by dividing the total number of honor points earned by the total number of semester hours completed. For example, a

total for forty-eight honor points earned in a semester by a student who completed sixteen hours of course work gives a grade point average of 3.0 for the semester.

#### **h) Academic Standards:**

All Under Graduate candidates must earn an overall Grade Point Average (GPA) of at least 2.0 to satisfy progress towards the end.

Regular Standing: A graduate student is in good standing whenever the student's overall GPA is at least 2.5.

All MBAs/MSc./MS/M.Phil candidates must earn an overall grade point average (GPA) of at least 3.0 to satisfy progress towards the end.

#### **Warning:**

Whenever the GPA during any enrollment period of an undergraduate student is less than 2.0 or the cumulative grade point average (CGPA) is 2.0 or less, the student will be warned.

#### **Probation:**

If an undergraduate student's CGPA falls below 2.0, the student will be placed on probation for one semester.

If a graduate student's CGPA falls below 3.0, the student will be placed on probation for one semester.

#### **Probation Removed:**

When the condition of good standing is restored, probation will be removed.

#### **Dismissal:**

The undergraduate student who fails to increase his/her CGPA at the end of an enrollment period of probation or whose CGPA fails to reach 2.0 at the end of an enrollment period and continued on probation, will be dropped from the College rolls.

The graduate student who fails to increase his/her CGPA at the end of an enrollment period of probation or whose CGPA fails to reach 3.0 at the end of an enrollment period and continued on probation, will be dropped from the College rolls.

## 12.5 GRADE POLICY

- Final results shall be declared by Examination cell. Grades are not to be declared in the classes.
- All grade replacement or change cases must be explained to the Vice Rector (Academics) in person by the instructor of the particular course before it is approved.
- No grade change is allowed after 6 weeks from the date of the result. All results are submitted on the prescribed program duly signed by the faculty member, compatible with the class and examination attendance sheets.
- The students who have been awarded grade I should have the grade converted within 6 weeks of the result otherwise it will be automatically become an F grade.
- In case of grade change, the name and Registration number of the student will be circled on the original result sheet with a red marker and a note will be written on it to refer to the grade change file. No changes/additions are to be made on the original result sheet.
- In case if instructor forgets/misses to post the result of a student, the Controller of Examination will get in touch with the instructor who will personally come and post the result on a new result sheet, which will be duly signed by the instructor and counter-signed by Vice Rector (Academics). The sheet will then be attached to the original result sheet with a note from the Controller of Examination.
- Students who have an F grade in their final transcript and their course requirement/credit hours for a program are completed, their F will not be deleted from the transcript unless they repeat the subject with a higher grade.
- In case a course is removed from a program and substituted by another, the students will be allowed to study the course substituted in place of the one which has been removed. Grade F in this particular case will be replaced by the grade to the new subject.

- Similarly, if a student has to improve grade F or D and the same course is not being offered, he/she will be offered a new course. Grade F or D will be replaced by the new grade in the course offered in lieu thereof.
- In both the above mentioned cases, the decision will be taken by the Controller of Examination in consultation with the Vice-Rector (Academic) and the old subject will be dropped from the final transcript. The physical record shall, however, be retained in the Examination office. Dropping of course will be done through Add/Drop procedure.

## **12.6 PROCEDURE FOR ISSUING TRANSCRIPT/DEGREE.**

### **TRANSCRIPT**

- (1) The student has to submit an application to the Registrar's Office duly signed by the Dean of the School.
- (2) The application is forwarded to the Account's Office for Clearance Certificate
- (3) After completion of clearance certificate from all departments, Accounts Department will issue Transcript form to the Controller Examination.
- (4) The student collects the transcript from the Registrar's office after seven weeks.
- (5) One additional copy of the transcript will cost PKR 1,000/- and subsequent copies PKR 500/- each.

### **DEGREE**

- (1) The student has to submit an application to the Registrar's office with a copy of the transcript issued by the university.
- (2) The graduating CGPA for the MBA and MCS program is 3.00 and for BBA &, BCS is 2.5.
- (3) If the student does not fulfill the CGPA requirements, the Registrar's office will not entertain the application.
- (4) The student collects the Degree from the Registrar's office after 4 weeks. This period may be more in case of pre 1998-students.
- (5) Duplicate copy of a Degree shall be issued on payment of PKR. 3000/-.

- (6) The date of award of Degree to be printed in the diploma shall be the date of the declaration of final result of the graduating students.

*These rules and regulations are subject to revision and changes.*

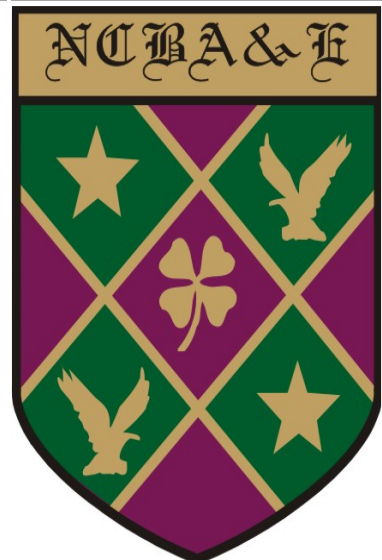
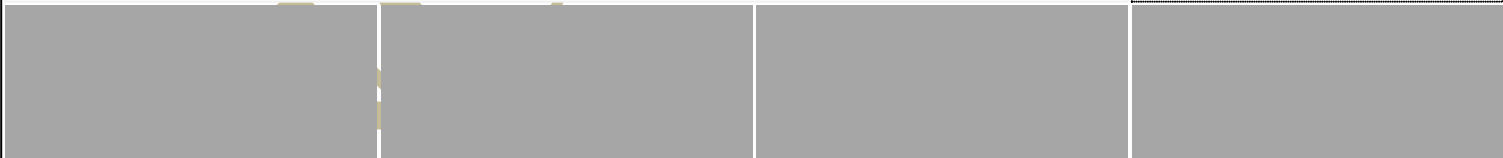
*These rules have been duly approved by the Academic Council and/or HEC and come into force immediately.*

### **Arrangement for monitoring of teaching, Learning and student performance**

The spirit of semester system lies in the teaching of individual courses by a faculty member. We can accomplish the educational goals more effectively if each faculty member develops greater details of the process, content and methodology of conducting course work.

There is Quality Assurance and Enhancement Center, which oversees the work of the teachers and the students on regular basis in accordance with HEC directives.

**13. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
FACULTY APPOINTMENT  
CRITERIA**





## FACULTY APPOINTMENT CRITERIA

### 13.1 INTRODUCTION

The qualification requirements for the appointment of faculty members in universities and degree-awarding institutions (DAIs) as notified by HEC on May 07, 2012 are as follows:

The minimum qualification for the appointment of a Lecturer in universities/DAI will be M.Phil/MS or equivalent degree (18 years) or master's degree from a foreign university with effect from Jan 1, 2015.

Similarly, the minimum qualification for the appointment of an Assistant Professor in universities/DAIs will be PhD with effect from Jan 1, 2016.

The details in each case are given below. The details are reproduced from the HEC web page.

### 13.2 ELIGIBILITY CONDITIONS FOR APPOINTMENT OF LECTURERS IN UNIVERSITIES AND DEGREE AWARDING INSTITUTIONS

Position	Minimum Qualifications	Experience	Minimum Number of Publications
Lecturer	<p>*First Class Master's Degree OR equivalent degree awarded after 16 years of education in the relevant field with no 3<sup>rd</sup> Division in the academic career from an HEC recognized University/ Institution.</p> <p>Condition of no 3<sup>rd</sup> division shall not be applicable in the qualification of appointment as lecturer in Universities or Degree Awarding Institutions provided that the candidate holds a higher degree viz. M.Phil/PhD or equivalent degree with not more than one 3<sup>rd</sup> division in entire academic career.</p>	No experience required.	Nil

	<p>Furthermore, the candidate with 2<sup>nd</sup> Division in the Master's Degree but holding higher degree i.e. M.Phil/PhD or equivalent degree with 18 years of education could be Considered.</p> <p>*First division (1<sup>st</sup> Division) in Master of Arts in English is relaxed in favour of the second division (2<sup>nd</sup> Division) as the minimum eligibility condition for appointment of Lecturers in English for Annual System degree holders for a period of five years. w.e.f. 24-02-2007.</p>		
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### 13.3 ELIGIBILITY CONDITIONS FOR APPOINTMENT OF ASSISTANT AND ASSOCIATE PROFESSORS IN UNIVERSITIES AND DEGREE AWARDING INSTITUTIONS.

Position	Minimum Qualifications	Experience	Minimum Number of Publications
<b>Assistant Professor</b>	PhD in relevant field from HEC recognized University/Institution.	No experience required	Nil
	<b>OR</b> Master's degree (foreign) <b>OR</b> M.Phil(Pakistan) <b>OR</b> equivalent degrees awarded after 18 years of education as determined by the HEC in the relevant field from an HEC recognized University/Institution.	4-years teaching/research experience in a recognized university or a post-graduation Institution or professional experience in the relevant field in a National or International organization.	Nil
<b>Associate Professor</b>	Ph.D in the relevant field from an HEC recognized	10-years teaching/research in	The applicant must have 8

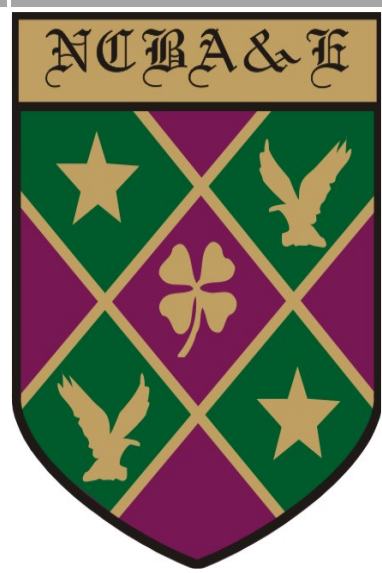
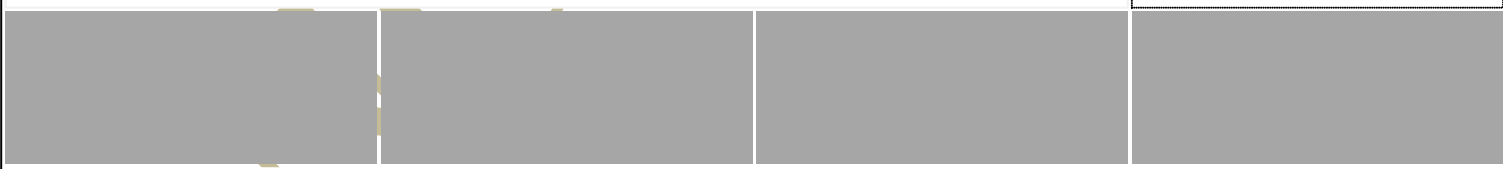
	University/Institution.	<p>an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.</p> <p><b>Note:</b> After 30<sup>th</sup> June, 2010, at least 4-years Post-PhD level experience in an HEC recognized University or post-graduate institution or professional experience in the relevant field in a National or International organization will be required.</p>	<p>publications (with at least 2 publications in last 5 years) up till 30<sup>th</sup> Sep. 2008 and 10 publications (with at least 4 publications in the last five years after 30<sup>th</sup> Sep. 2008 in the HEC recognized Journals.</p>
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#### 13.4 ELIGIBILITY CONDITIONS FOR APPOINTMENT OF PROFESSORS IN UNIVERSITIES AND DEGREE AWARDDING INSTITUTIONS.

Position	Minimum Qualifications	Experience	Minimum Number of Publications
<b>Professor</b>	Ph.D from an HEC recognized Institution in the relevant field.	15-years teaching/research in HEC recognized University or post-graduate Institution or professional experience in the relevant field in a National or International organization.	The applicant must have 12 research publications (with at least 3 publications in last 5 years) up till 30 <sup>th</sup> Sep. 2008, and 15 research publications (with at least 5

		<p><b>Note:</b> After 30<sup>th</sup> June, 2010, at least 8 years Post Ph.D level experience in an HEC recognized University or post-graduate institution or professional experience in the relevant field in a National or International organization will be required.</p>	<p>publications in the last 5 years) after 30<sup>th</sup> Sep. 2008, in HEC recognized Journals.</p>
		<p><b>OR</b></p>	
		<p>10-years post-PhD teaching/ research experience in a recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.</p>	

**14. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
PLAGIARISM POLICY**



## **PLAGIARISM POLICY**

Quality assurance is an essential element to maintain the standard of our research activities. All submitted dissertations and publications need to be checked and authenticated thoroughly. The prime aspect to be focused upon is the genuine work, therefore, a plagiarism check for all submitted dissertations and publications, is a compulsion at NCBA&E.

### **14.1 GUIDELINES PROVIDED BY HEC, ISLAMABAD WILL BE FOLLOWED.**

- a. A submitted dissertation/publication shall not be considered for evaluation without a comprehensive plagiarism check.
- b. Maximum accepted similarity index is 19; higher figure shall fall under the category of plagiarism.
- c. As a supervisor submits his/her candidate's dissertation, the first process for this dissertation is plagiarism checking. Without plagiarism clearance certificate further proceedings for respective research document shall be stopped.
- d. In case there is a plagiarism report containing similarity index more than 19, report shall be provided to respective supervisor and candidate to re-write/re-format the document for re-submission.
- e. A research document may submit for plagiarism check twice. In case plagiarism report contains a similarity index higher than the threshold in two attempts, the complete document shall be discarded and shall not be considered again for plagiarism check. Director Research shall report about discarded documents to BASR to constitute an inquiry committee. If a candidate is found guilty of planned plagiarism then his/her research candidacy shall be considered null and void.
- f. One semester fee shall be charged as a fine amount from such candidates
- g. Such candidates may opt for MS track and may have two subjects to complete the MS requirements.

Same rules are applicable on thought-papers/research papers, conference papers etc.

**15. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
FACULTY HAND BOOK**



# FACULTY HAND BOOK

## SERVICES RULES

### PRELIMINARY RULES:-

1. These rules will be called the NCBA& E Service Rules.
2. These will come into force with immediate effect.
3. These will apply to full time employees of the NCBA& E.
4. The appointing authority's decision about the interpretation and meaning of these rules, or any supplementary rules shall be final.
5. If an employee feels aggrieved he/she may appeal to the management whose decision about the appeal will be final and cannot be changed in any court of law.

### DEFINITIONS:

1. College Means " NCBA& E" located at 40 and 41-E/1 Gulberg III, Lahore.
2. "Management" means and includes the Management committees or officers who delegated authority for exercising the function of supervision and control, of NCBA&E affairs, or college affairs.
3. "Service" means the period for which an employee receives any pay from the college and includes the periods of authorized leave.
4. A calendar means Christian calendar.
5. "Month" means a calendar month.
6. "Special Pay" means an addition in pay for a post, granted in consideration of the special duties or specific addition to the work and responsibilities.
7. "Honorarium" means one time payment granted to an employee as remuneration for work of special work or in consideration of specific addition to the work and responsibilities.
8. A probationer is an employee who is provisionally employed on experimental basis for a specified period or regular basis a decision is made about the continuity about his/her service is made at the end of the probation period.
9. A permanent employee is one who is to be treated as permanent under these rules, after the successful completion of his/her probation period.



## **SECTION 1**

### **LEAVES RULES :**

The following types of leave will be permissible to the employees of the college:

1. Earned Leave 12 days per year
2. Casual leave 10 days per year
3. Medical Leave 8 days per year
4. Maternity Leave for
  - a) (Female staff) Two months and for up to two children during the entire service of the employee having minimum one year service.
  - b) (For male staff) To cater for his wife's need for hospitalization etc, he will be granted 7 days maternity leave, per child up to two children during the whole service having minimum one year service to his credit.

### **LEAVE ENTITLEMENT**

1. a) During probationary period no leave will be granted and absence from duty will be treated as leave without pay the deduction of which will be made from the monthly salary of the employee/probationer.  
b) However, after successful completion of probationary period, the leave entitlement shall be granted from the date of 1<sup>st</sup> appointment, but no refund will be made on account of absence during the probationary period.
2. The yearly earned leave for 12 days may be availed by the employee every year. This leave can also be carried forward for one year after which it shall lapse.
3. Application for grant of leave should, as far as possible, be made in advance and prior permission obtained before availing the leave. In emergent and unforeseen circumstances, however, leave not exceeding two days, may be availed, but a written application should necessarily be submitted to the management on the 3<sup>rd</sup> day.
4. If any employee after proceeding on any leave desires an extension, he/she shall make an application in writing and get it delivered to the management before the expiry of the leave, originally granted to him/her.

5. If an employee stays away beyond the period of authorized leave and fails to return within ten days of the expiry of the leave granted originally or subsequently, he/she will be issued a show cause notice for his/her absence. The decision on this issue will then be taken by a committee constituted for this purpose.
6. Causal and Medical leaves or a part thereof, not availed during the calendar year, shall lapse with the close of the financial year of the college.
7. Causal leave can be allowed to be taken at a time for a maximum of 3 days, and could be prefixed or suffixed with the earned leave.
8. Medical leave can be availed at any time, maximum for three days, if more leave is required; then the Management may ask for the medical certificate, and any further leave maybe granted only subject to production of such a certificate.

## **SECTION 2 COLLEGE HOLIDAYS**

The college shall observe all holidays declared by the Provincial/Federal Government for the educational institutions. An employee may be required by the management to work on a holiday. Similarly an employee may be required to work after office hours. The employee deprived of such holiday (except those not entitled to overtime allowance) will be allowed compensatory leave or overtime payment, relevant from time to time.

## **SECTION 3 OVERTIME**

1. Employees ( Non-teaching staff) are required to be punctual, and late sitting will be permitted subject to the approval of the Departmental Head for which he/she be paid on the basis of monthly salary, or may be compensated with leave which may be accumulated with annual leaves. It will apply on the Section 8 the sub-clause 1 of the leave entitlement.
2. Teaching and Faculty members are not entitled for overtime allowance.

## **OVERTIME & MEAL ALLOWANCES:**

Employees doing overtime are entitled for meal allowance fixed by the management from time to time as per following categories:-

- |                          |               |
|--------------------------|---------------|
| a) Less than Rs. 5,000/- | 100/- per day |
| b) More than Rs. 5,000/- | 200/- per day |

## **TA/DA CLAIM**

When an employee of the college is required to travel on an official duty from one station to another, he/she shall be eligible for TA/DA as sanctioned by the management from time to time.

#### **GRATUITY**

1. An employee after putting in at least one-year's continuous service in the college shall be entitled to the benefit of gratuity of 1 month per year at the rate of last basic salary drawn.
2. No payment on account of gratuity shall be made to an employee, if the management dismisses him/her from service due to misconduct.
3. For calculating the amount payable as gratuity, for each full year gratuity would be for one month salary. No payment will be made for the period in which service period is less than nine months.

#### **INCREMENT:**

- a) Employee would receive up to 10% increment on his/her gross salary, after his/her performance appraisal, for each financial year, as decided by the management.
- b) To become entitlement to annual increment, an employee must have at least 6 months of continue service during the current year.

#### **SECTION 4**

##### **TERMINATION OF SERVICES:**

1. For termination of services of permanent employee, one month's notice in writing shall be given by the employer or the employee, or one month's pay shall be paid or forfeited in lieu of such notice.
2. No temporary employee or probationer shall be entitled to any notice or pay in lieu thereof.
3. The services of an employee shall not be terminated by ways of punishment unless he/she has been given opportunity of explaining the charges/allegations leveled against him/her. Decision of the management in such a case will be final.

#### **MISCONDUCT**

The following acts and omissions shall be considered as misconduct:

- a) Willful insubordination or disobedience (whether alone or in combination with others), or use of intemperate language.
- b) Theft, fraud or dishonesty in connection with the business or property of the institution, or pertaining to an employee of the college.

- c) Habitual short absences without permission or frequent late attendance in spite of written warning.
- d) Riotous or disorderly behavior in the working hours, any activity subversive to good discipline or use of intemperate language.
- e) Taking or giving bribe or any illegal gratification, from the students.
- f) Any other objectionable conduct as determined by the management.
- g) Sexual harassment of female students or female teachers.

## **SECTION 5 AMENDMENT**

Subject to the decision of the management, the above rules may be amended in full, or in part; in future; and such an amendment shall be applicable to all employees of NCBA&E.

## **SECTION 6 LEAVE BREAKDOWN**

(This policy / procedure is in accordance with and shall be read with the Leave Rules ( Ref – Section 8) given in the Service Rules of 2005. (Annexure A)

- |                        |  |
|------------------------|--|
| 5. Earned Leave        | 12 days per year   |
| 6. Casual leave        | 10 days per year   |
| 7. Medical Leave       | 8 days per year  |
| 8. Maternity Leave for | Two months and for up to two children                                |
| during the entire      |  |
| a) (Female staff)      | service of the employee having minimum one                           |
| year service.          |  |
| b) (For male staff)    | To cater for his wife's need for hospitalization                     |
|                        | etc, he will be granted 7 days maternity leave, per child up to two  |
|                        | children during the whole service having minimum one year service to |
|                        | his credit.  |

## **PROCEDURE FOR OBTAINING CASUAL / EARNED LEAVE SANCTIONING AUTHORITY**

- a) The Sanctioning Authority for teaching faculty is “ The Rector””.
  - I. The Sanctioning Authority for leave up to one week period, by teaching faculty and the staff working within the department is HOD.
  - II. However, leave application for more than 1 week, will be sanctioned by the Rector on the recommendation of the HOD.
- b) The officer in-charge of other administrative units like, Rector office, Controller of Examination, Account office, Admission office, Estate/ Administrative office, Library will have the authority to sanction the leave for up to 7 days, however leave requested for longer period shall be

sanctioned by the Rector on the recommendation of the respective officer in-charge.

- I. The Registrar office will maintain the record of all the sanctioned leaves of all the employee in the college. A copy of relevant record will also be maintained by the respective teaching department/administrative units.

### **APPLYING FOR LEAVE**

1. When proceeding on leave, a prior information in the form of an application be given to the Sanctioning Authority.
2. The application may contain the reason and duration of leave. In case during leave, the applicant intends to proceed outside station of duty, information may be given about the station of destination.
3. In case of emergency or urgent work, the request for leave can be made over telephone either to the sanctioning Authority or the Registrar or some responsible person. The employee shall, however, submit leave application on the day he/she returns after availing leave.
4. On return from leave, the schedule for makeup lecture(s) may be intimated/notified to concerned officer in-charge.
5. Any leave requested and obtained in excess of number of leaves permissible under the rules will be intimated to Finance Office by the officer in-charge for appropriate deduction from the salary.
6. Absence from duty without prior or subsequent intimation will be reported to Registrar Office as unauthorized absence. Any ex post facto sanction of leave may also be forwarded to Registrar Office for record.
7. All instances of unauthorized absence reported to the Registrar Office will be forwarded to Finance Office for deduction from salary.

### **SHORT LEAVE:**

1. In case any faculty member or functionary intends to leave the college for short time, he/she will inform the HOD or the respective officer in-charge. Approximate time of return may also be indicated.
2. Short leave shall be allowed twice a month after which it shall be counted as half day's leave.
3. In case an employee avails short leave counted as half day leave on 3 occasions, it shall be treated as one Casual leave and shall be deducted from the leave account.
4. Leaving the College premises without permission from the competent authority shall be treated as absence from duty and shall be counted as one

Casual leave deductible from the leave account or may result in salary deduction as the case may be.

## **SECTION 7**

### **OFFICIAL DUTY:**

1. Employees leaving the College premises on official duty shall in advance inform the competent authority who shall in turn intimate the Registrar Office accordingly.
2. In case the above procedure is not followed, the Registrar Office will not be able to consider absence from duty as on official business.

### **LATE ARRIVAL AND EARLY DEPARTURE:**

1. Arriving late and departing early on three occasions will be treated as one day's leave (i.e. for each late arrival or early departure) which will be deducted from leave account of the employee. In case the employee has exhausted his/her leaves permissible under the Rules and leave is not available in the leave account, the Finance Office shall be intimated for making salary deduction in case of all such instances, by the officer In-charge/ Registrar.

### **HAJJ LEAVES:**

- Hajj Leaves for 25 days on full salary/emolument (only once in service tenure) is allowed.
- Hajj leaves shall only be admissible to employees having at least two years of continuous service to the College.
- Hajj leaves shall not be encashable under any circumstances.
- Employees requiring any additional leave shall obtain the leave permissible to him/her which shall be deductible from his/her leave account.

### **UMRAH POLICY:**

The management has decided to send one employee to perform UMRAH every year at college expense. The following procedure will be followed:

- All employees who have completed five years of services are eligible.
- The selection of the lucky person will be through a ballot process.
- If the person selected can't proceed for some reason, the ballot process will be repeated to select a next person.
- The college will pay the return fare and will subsidise all normal expenses.

- This policy has been devised with the spirit to send the individual to perform Umrah hence it is not encashable under any circumstances.
- The selected person will have to acquire a current valid passport and related travel documents at his own expense.
- The Registrar will prepare a list of eligible employees and set a date for the ballot which shall be held in the presence of:

(a) Vice Chairman

(b) Rector

(c) Vice Rectors

All employees are welcome to witness the ballot.

## **SECTION 8**

### **GRATUITY:**

#### **To be read with relevant part of section 8**

1. An employee after one year's satisfactory and continuous service shall be entitled to benefit of gratuity equal to one month's basic salary drawn during the year of service.
2. Gratuity shall accrue on yearly basis.
3. No payment shall be made if the employee leaves the job before completion of one year's satisfactory and continuous service at the start of service.
4. In the subsequent year / years the gratuity shall accrue in case the employee who puts in 9 months or more of satisfactory and continuous service during the service year under consideration before he/she leaves the job.

## **SECTION 9**

### **VISITING FACULTY:**

- 1) The payment to a visiting faculty staff shall be fixed and made on per semester basis depending on his/her qualification and experiences.
- 2) The competent Authority should express concern depending upon the gravity of the situation if he/she commences the class late. After such instances, a verbal/written warning will be issued to the concerned visiting faculty.

## **WORK HOURS:**

All employees shall observe the following work hours:

### **1. Teaching staff**

- a. 5 hours per working day.

- b. 6 working days per week.

## **2. Non-Teaching staff**

- a. 7 hours per week day.
- b. 6 working days per week.

## **SECTION 10**

### **EFFICIENCY AND DISCIPLINE RULES OF NCBA&E**

1. In case an employee commits an act of indiscipline, misconduct or indulges in corrupt practices, he/she shall be served a notice to explain his/her conduct in writing within the period specified in the notice calling explanation.
2. If the employee fails to render his/her explanation within the specified time, it shall be presumed that he/she has no explanation to offer and further proceeding shall be taken up against him/her.
3. If the explanation offered, is found unsatisfactory and an enquiring is considered necessary, the employee shall be charged sheeted and an enquiry officer / committee (E.O.) shall be appointed by the Competent Authority for this purpose.
4. The enquiry officer shall complete the enquiry within a specific period.
5. Or in case of an employee who has not given any explanation, the Competent Authority or any person nominated by him shall give personal hearing to the employee.
6. After the personal hearing, the EO shall give his/her recommendations to the Appointing Authority.
7. The Appointing Authority shall take decision on such recommendation and impose major or minor penalty as deemed necessary.
8. In case the employee is charge – sheeted and it is considered that the presence of the employee in the job shall affect / influence the inquiry proceedings, the Appointing Authority may put him or her under suspension.



9. During the period of suspension he/she shall come to the college regularly as and when called during work hours and shall be paid half of his/her substantive pay.

10. In case the employee is found not guilty after the enquiry and is exonerated from all charges and reinstated, he/she shall be entitled to claim the other half of the pay deducted during his/her period of suspension.

## **PENALTIES**

### **MINOR:**

1. Censure
2. Warning

### **MAJOR:**

1. Termination / Dismissal
2. Reduction in rank / pay
3. Denying increment for specified period.

## **SECTION 11**

### **RECRUITMENT PROCEDURE FOR PERMANENT, CONTRACT, ADJUNCT AND VISITING FACULTY**

1. On occurrence of vacancy / vacancies, an advertisement will be given in newspapers of wide circulation.
2. In the advertisement, required qualification, experience and age limit will be specified.
3. The applications received for the jobs, will be examined and the candidates short-listed.
4. The Competent Authority may decide to give a written test to the short listed candidates.

5. The short listed passed candidates will then be called for interview to appear before the Interview Board constituted for this purpose by the Competent Authority.
6. Selected persons will be offered job on the prescribed Appointment letter.
7. The service rules and the prevalent policies of the College will be brought into the notice of a selected person after his/her acceptance of the job offer.

#### **ACADEMIC POLICY FOR VISITING FACULTY.**

1. Instructor must not allow any student whose name is not included in the attendance sheet provided by the Head of Department (HOD) to attend the class.
2. Visiting staff should take all the classes scheduled in time table for the course. Any deviation must be reported to the HOD concerned preferably well in advance.
3. Mid/Final term exams supervision: as in section 1 of Para 2.
4. Mid-term / Final- term exam / marked answer books/ award lists should be submitted to HOD by the date provided in the semester schedule. The HOD will forward these to the Controller of Examinations after retaining the copy of the award lists.
5. Instructor teaching a course to more than one sections, may combine the same exam of his/her classes.
6. All grade changes after the result submission, must be got approved by the Vice Rector (Academic)/ Vice Rector (Research) through the concerned HOD.
7. All results must be submitted on the prescribed Performa duly signed by the course instructor. Otherwise it will not be accepted.
8. Every course Instructor should bring into the notice of the HOD, the students in his/her class, who has missed midterm exam, quizzes, final exam etc.
9. All projects and examination answer books will be passed onto the Controller of Examination's after the semester is over. The CEs will maintain this record until after the related students have completed their course.
10. The course instructor must show all the awards and grades to students before the submission of result, to avoid any complaints by the students later on.

11. All cases of unfair means must be brought to the notice of HOD/Unfair Means Committee, who will deal with these cases with iron hand. Such cases may lead to heavy fine or even rustication of the student from the program.
12. The students should be encouraged to prepare their assignments, projects etc, by using computer themselves.
13. At the end of semester, a copy of the grade report will be sent at student's postal address. Duplicate copies will be issued on receipt of fee prescribed for the purpose.

## **SECTION 12**

### **MODE OF EVALUATION**

1. Two formal examinations will be held in every semester namely mid-term and final term exams.
2. Course instructor must supervise both the mid-term and final term examinations.
3. All permanent faculty members may be assigned invigilation duty. All course instructors are responsible for the conduct of their exams.
4. The maximum duration of an examination shall be determined by the course instructors.
5. Only the student will be given a chance to reappear in the exam, who falls in the following categories.
  - i) Hospitalization of the student during the examination or otherwise the student must produce the certificate given by the medical specialist.
  - ii) Death of close family member.----- a satisfactory evidence must be produced.

“Maintenance of Course File is compulsory for the teacher. It will have a complete record of everything that happened during the semester. The course file will contain:

- Description of Course/Course contents
- Course Coding
- Weekly Teaching Schedule
- Dates of Mid-Semester Examination
- Grading policy will identify each activity. Such as homework, Quizzes, Mid-Semester Examination, Final Examination, Term Papers
- Copy of Each Homework Assignment
- Copy of Each Quiz Given
- Copy of Mid Semester Examination

- Grading Sheets of the Course detailing Statistical data on the grades obtained by students.
- Difficulties /Problems faced during classroom / course delivery”. (HEC, Policy Guidelines)

**COURSE FILE: specimen**

1. Teacher’s name: -----
2. Course code and title -----
- 2) Class schedule: -----
- 3) Text and reference books -----  
-----  
-----
- 4) Relevant Research papers to be down loaded for reading and research/projects
- 5) Course contents:
- 6) Grading system:
  - A > 85
  - B+ 80--85
  - B 70—79
  - C+ 60---69
  - C 50---59
  - D+ 45---49
  - D 40---44
  - F < 40
- 7) Course grading system
 

Attendance	10%	( Less than 7 will get F automatically)
Quizzes	4	10%
Assignments	4	10%
Mid-term test		30%
Final test	40%	

Note:  
 Attach attendance sheet  
 Attach Midterm and final question papers  
 Attach result grade report

## GRADE CHANGE

- I. Once the result is submitted by the course instructors, it will not be changed in any case (The course instructors are advised to satisfy themselves and the students about the correctness of the submitted results).
- II. Student getting grade I in any course must get this grade converted by the instructor within 8 weeks of the date of the result. Otherwise it will be converted into F.

(Makeup of assignments / tests etc.)

A student who misses more than 20% of the classes held, will not be allowed to sit for the final exam and will be required to repeat the course.

## **SECTION 13**

### **Student performance**

The performance of students will be measured (in any course) by the following minimum criteria:

- I. Two quizzes (15%), at least one assignments etc (15%), midterm exam (30%) and final term (40%).

## **SECTION 14**

Each class of students shall be assigned to a faculty member who will advise and help them on all matters connected with their studies. The students may seek his/her advise in the selection of the courses offered by the Department for registration in the semester. The Student Adviser will also help students to solve their difficulties in both academic and non academic matters. The Adviser will also maintain a close liaison with the students and parents to bring into their notice, the students performance or any other remarkable problems/situations.

- ❖ There shall be Academic and Disciplinary committee appointed by the Rector, consisting of senior faculty members of the university. The duty of this committee will be to deal with all matters of indiscipline and violation of the rules and code of conduct.
- ❖ There shall also be a Students Adviser to be appointed by the Rector to look after the students, welfare at the global level in the university.
- ❖ The Departmental Students Adviser will perform all his/her duties and services under the guidance and advice of the concerned HOD.

## **SECTION 15**

### **a) Academic and Discipline Rules**

- Academic and Disciplinary Committee: As in section 5 above
- Students who do not fulfill the requirements related to CGPA for their program will be issued transcript only. They will not be entitled to receive university degree.

### **b) DISCIPLINE**

- All kind of this indiscipline or misconduct shall be dealt with firmly. It may also lead to dropping of the student from the university rolls.

### **MISCONDUCT WILL INTERALIA INCLUDE:**

- Academic Dishonesty involves cheating in the examination, plagiarism, forging of documents
- Rude behavior with Faculty and Staff including the security officers.
- Unruly behavior on the campus.
- Violation of university rules and regulations.

### **c) PROHIBITION OF SMOKING**

The university campus is “No Smoking” area. Smoking anywhere on campus is, therefore, strictly prohibited. Anyone found smoking on campus will be fined as given below:

- On first warning Rs. 200/-
- On second warning Rs. 500/-
- On third warning Rs. 1000/-

Any further default may lead to disciplinary action resulting in expulsion from the university.

## **SECTION 16**

### **STUDENTS LEAVE RULES**

All students are required to attend at least 90% of the delivered lectures of that course during the entire semester. Students not attending at least 90% requisite number of lectures will not be allowed to appear in the final examination except for the following categories of students:

- a. The students who are hospitalized or produce the medical specialist certificate of illness.
- b. In order to encourage the students attending their classes regularly, will be rewarded as follows
  - 5 absence shall have zero score out of 10
  - 4 absence shall have 2 score out of 10
  - 3 absence shall have 4 score out of 10
  - 2 absence shall have 6 score out of 10
  - 1 absence shall have 8 score out of 10
  - 0 absence shall have 10 score out of 10

A warning letter will be issued by the concerned teacher to the students who do not attend the classes regularly. A copy of which will be sent to the HOD. A student, who has more than the permitted number of absences in the lectures, will be required to repeat that course with payment of normal fee for that course.

**16. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
STUDENT HAND BOOK**





# STUDENT HAND BOOK

## 16.1 ACADEMIC AND DISCIPLINE RULES

### d) Academic

Students who do not fulfill the requirements related to CGPA for their programs will be issued transcript only. They will not be entitled to receive College degrees.

### e) Discipline

All kinds of indiscipline or misconduct shall be dealt with firmly. It may also lead to dropping of the students from the College rolls.

## 16.2 MISCONDUCT WILL INTERALIA INCLUDE:

- Academic Dishonesty involves cheating in the examination, plagiarism, forging of documents
- Rude behavior with Faculty and Staff including the security officers.
- Unruly behavior on the campus.
- Violation of university rules and regulations.
- Sexual harassment of female students and female teachers

## 16.3 PROHIBITION OF SMOKING

The university campus is “No Smoking” area. Smoking anywhere on campus is, therefore, strictly prohibited. Anyone found smoking on campus will be fined as given below:

- On first warning Rs. 200/-
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- On third warning Rs. 1000/-

Any further default may lead to disciplinary action resulting in expulsion from the university.

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A warning letter will be issued by the concerned teacher to the students who do not attend the classes regularly. A copy of which will be sent to the HOD. A student, who has more than the permitted number of absences in the lectures, will be required to repeat that course with payment of normal fee for that course.

## **16.5 NON-ACADEMIC MATTERS**

### **16.5.1 Hostel**

The university has made arrangements with female and male hostel in Lahore close to city campus. A need for 100 boys and 50 girls hostels is realized and the administration is planning to built it.

### **16.5.2 Extra-Curricular Activities**

The university has its own table tennis, badminton and volleyball courts. In addition to these, the university has a cricket team. Intra-university and inter-university competition and matches are a regular feature of the on-going sporting activities in each semester. During the semester trips are arranged to visit the hill stations historical places to enhance the knowledge of the students.

Strong focus is given on personality development of student body in addition to their academic excellence. The college has initiated various co-curricular activities like inter college debates, quiz competition, dramatic, concerts, campus news letter editorial board, educational and excursion tours that provide them with opportunity to gain exposure and enrich their studentship experience at NCBA&E.

## **16.6 ADMISSION OFFICE**

Information centre is headed by the Director Admission, students can obtain all the relevant information about different academic programs, placement opportunities and admission in foreign Universities. In addition to this we also arrange the gathering at different places and restaurants to enable the students to exchange their views and ideas.

## **16.7 INTERNATIONAL LINKS**

The university has the privilege of having international links with several prestigious Universities across the world, and our old students are lucky to get admission in those universities and getting the higher education, all of which accept our course work.

## **16.8 UNIVERSITY NEWS LETTER**

The university has its own magazine and news letter called “Eve’s Dropper” for better information flow. This has become an effective way of informing the incoming student community of the university’s commitment, programs and prospects relative to what is being planned and accomplished.

## **16.9 SERIES OF ADVANCE LECTURES (SOAL)**

SOAL has been initiated for general students in which experts from different fields conduct short seminars. Students from other institutions are also encouraged to register and attend the lectures. We also hold the conferences to contribute for research in different areas and support industry for their uplift.

## **16.10 ALUMNI ASSOCIATION**

An Alumni Association is a critical and effective part of the university educational program. Alumni are valuable source that is given a strong and active focus. The association actively holds a periodical event that helps to strengthen the networking amongst the NCBA&E community.

## **16.11 ADVISORY BOARD**

The university is trying to constitute an advisory board of renowned academicians and professionals in the area of Business Administration, Computer Science and other sciences. The need of the board is realized to make

the bridge between the university and the industry to facilitate the students for getting the jobs.

## **16.12 COLLEGE INFORMATION SOURCES**

### **16.12.1 CDAR (Career Development & Alumni Resource) Center**

NCBA&E has developed strong links with the industry in terms of professional placement of its graduates and its human resource requirements for training and educational programs. Today, our graduates are working in different large and medium national and multinational organizations. In addition to the strong placement program, NCBA&E also ventures in joint professional projects with the industry. Also the students exchange views and ideas about the companies and help to get the jobs to one another.

### **16.12.2 Face Book**

We have also an official web page on Face Book which gives the students information about the programs and planning of the academic activities and also inform about the job opportunities.

## **16.13 SCHOLARSHIPS**

Our college gives the scholarship to the bright students to continue their studies and get their goals.

**17. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
QUALITY ASSURANCE &  
ENHANCEMENT CENTRE**



# **QUALITY ASSURANCE & ENHANCEMENT CENTRE (QAEC)**

## **17.1 INTRODUCTION**

NCBA&E has established Quality Assurance and Quality Enhancement Centre to be named as QUALITY ASSURANCE AND ENHANCEMENT CENTRE (QAEC) during 2013-14, to improve quality of education in its campuses, sub-campuses and Affiliates. A comprehensive policy was drawn that recognizes the College mission and objectives for improvement in teaching and research.

## **17.2 PURPOSE OF QAEC**

Higher Education Commission (HEC) requires that each college establishes QAEC for controlling academic monitoring and conducting academic audit of all sub-campuses and affiliated institutes as per guidelines of HEC. The college QAEC shall also perform the duties of supervision and monitoring of sub-campuses and affiliated institutes.

## **17.3 OBJECTIVES OF QAEC**

Quality in higher education is a dynamic entity which is the outcome of interaction among many factors including inter-alia, leadership, quality of faculty and students, infrastructure facilities, research and learning environment, governance, strategic planning, assessment procedures, and market force.

## **17.4 FUNCTIONS OF THE QAEC**

1. The NCBAE Quality Assurance and Enhancement Centre (QAEC) is to be headed by a Director reporting directly to Rector. He is to be the correspondent with the outside bodies.
2. QAEC is responsible for promoting public confidence that the quality and standards of the award of degrees are enhanced and safeguarded.
3. QAEC is responsible for the review of quality standards and the quality of teaching and learning in each subject area.
4. QAEC is responsible for the review of academic affiliations with other institutions in terms of effective management of standards and quality of programs.

5. QAEC is responsible for defining clear and explicit standards as points of reference to the reviews to be carried out. It should also help the employees to know as to what they could expect from candidates.
6. QAEC is responsible to develop qualifications framework by setting out the attributes and abilities that can be expected from the holder of a qualification, i.e. Bachelors, Bachelor with Honors, Master's, M. Phil., Doctoral.
7. QAEC is responsible to develop program specifications. These are standard set of information clarifying what knowledge, understanding, skills and other attributes a student will have developed on successfully completing a specific program.
8. QAEC is responsible to develop quality assurance processes and methods of evaluation to affirm that the quality of provision and the standard of awards are being maintained and to foster curriculum, subject and staff development, together with research and other scholarly activities.
9. QAEC is responsible to ensure that the university's quality assurance procedures are designed to fit in with the arrangements in place nationally for maintaining and improving the quality of Higher Education.
10. QAEC is responsible to develop procedures for the following:
  - a). Approval of new programs
  - b). Annual monitoring and evaluation including program monitoring, faculty monitoring, and students perception.
  - c). Departmental review
  - e). Student feedback
  - f). Employer feedback
  - g). Quality assurance of Master's, M.Phil and Ph.D. degree Programs
  - h). Subject review
  - i). Institutional assessment
  - j). Program specifications
  - k). Qualification framework

## **17.5 HEC'S STANDARDS FOR INSTITUTIONAL QUALITY**

HEC has devised eleven standards for the institutional quality and NCBA&E has made its commitment to raise the standards of its teaching and research by following these standards. NCBA&E has now added three more standards to make its performance more attractive and faculty-student friendly.

- Standard 1: Mission Statement and Goals
- Standard 2: Planning and Evaluation
- Standard 3: Organization and Governance
- Standard 4: Integrity

- Standard 5: Faculty
- Standard 6: Students
- Standard 7: Institutional Resources
- Standard 8: Academic Programs and Curricula
- Standard 9: Public Disclosure and Transparency
- Standard 10: Assessment & Quality Assurance
- Standard 11: Student Support Service
- Standard 12: Faculty and Institutional accountability
- Standard 13: Students evaluation and their performance
- Standard 14: Raising Institutional infrastructure

## 17.6 SALIENT FUNCTIONS OF QAEC

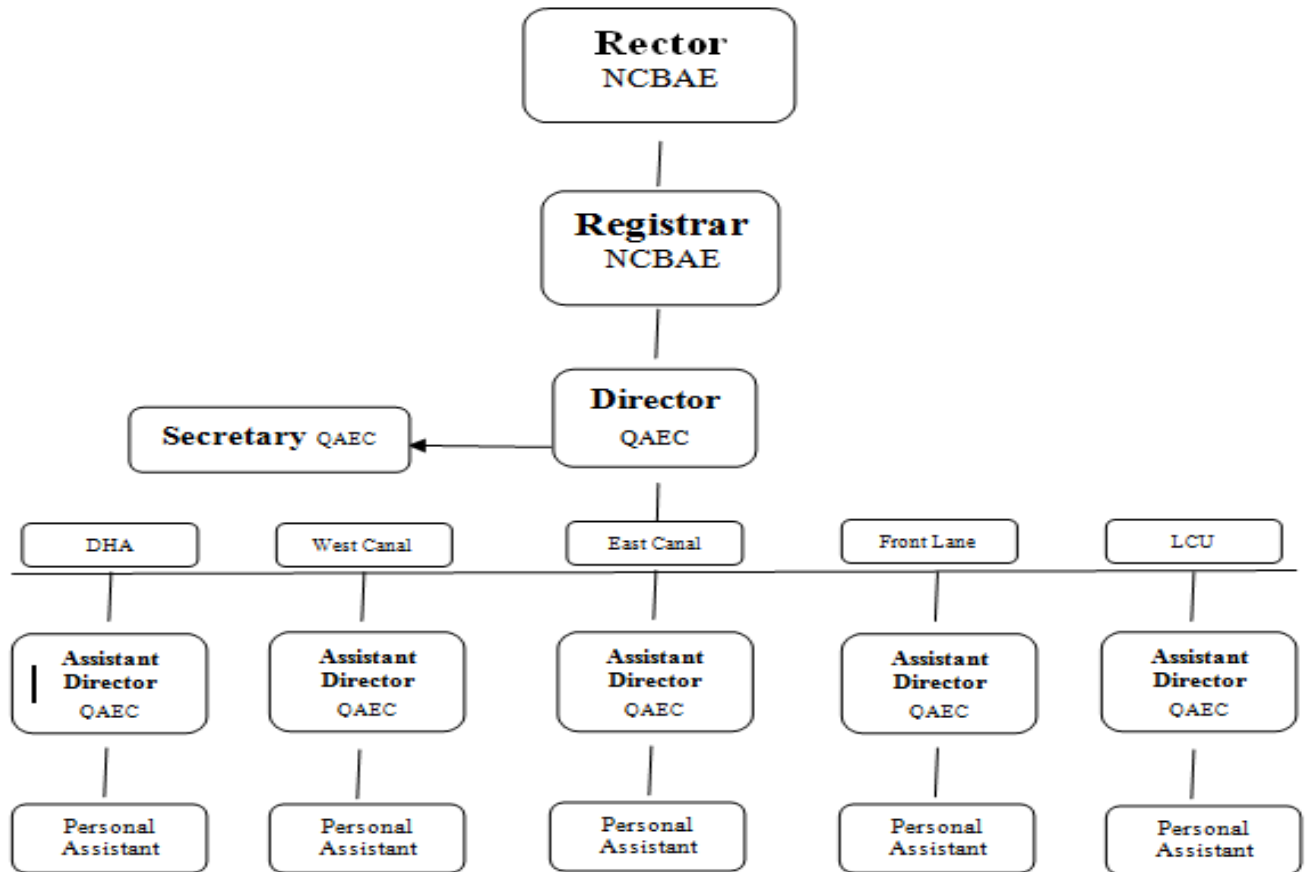
Some further features of the QAEC's functions have been added to implement the HEC standards:

- Assuring stakeholders on the College quality and standards of the education.
- Monitoring the quality of teaching and research programs of the main campus/campuses/sub-campuses/ affiliates
- Assure the inclusion of higher education's quality component in the College system
- Evaluate standards and quality of teaching programs.
- Approval of new programs
- Students, faculty, alumni and employers' assessments of College education.
- Quality assurance of all programs including Master's, M Phils and PhDs.
- Adopt some of the ISO Standards for Self-Assessment. In this regard we may conduct:
  - (a) Annual Self-Assessment, and
  - (b) External assessment on two yearly basis.

## 17.7 QAEC HIERARCHY

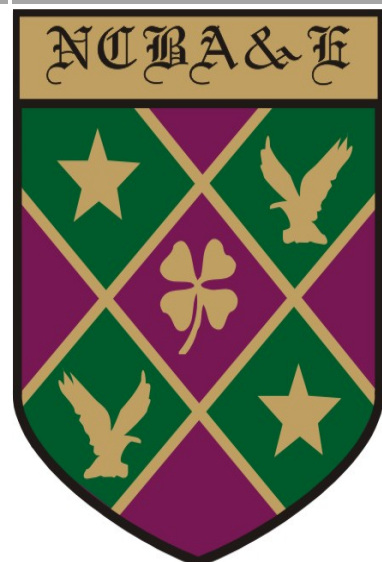
The following organism has been adopted for the Campuses at Lahore. All sub-campuses and Affiliates have been directed to establish their own QECs for reporting its functions to Lahore QAEC.





NCBAE

**18. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
AFFILIATION/SUB-CAMPUS  
CRITERIA**



# **AFFILIATION CRITERIA**

## **18.1 DEFINITIONS**

In this criteria anything repugnant in the subject and context used vide infra:

1. 'affiliation' means affiliation with the university ;
2. 'affiliation committee' means the committee, which guides the university regarding affiliation/de-affiliation of institution ;
3. 'Commission' means Higher Education Commission ;
4. 'inspection committee' means the committee executing inspection of the institute;
5. 'institution' means the educational institution seeking affiliation with the university ;
6. 'prescribed' means prescribed by the university ;
7. 'principal' means the head of the college or the chief executive of the institution applying for affiliation ;
8. 'Senate/BOG' means Senate or Board of Governors of affiliating university as the case may be ;
9. 'Vice-Chancellor' means Vice-Chancellor of affiliating university ;
10. 'university' means the affiliating university

## **18.2 LEGAL FORMALITIES**

- i) The ownership of the institution shall vest in a body corporate and not in individual(s) or family, registered under the relevant laws of companies ordinance/societies registration act/trust act as a foundation/society/trust. This shall not be required in case the institution is in the public sector.
- ii) No ownership of the body corporate will be permissible after affiliation without prior approval of the university.
- iii) The permission from District Coordination Officer (Education) of the concerned City District Government be sought before applying to the university for affiliation.
- iv) No educational institution situated within the territorial limits of a university shall, with the consent of university and sanction of education department for provincial jurisdiction and the sanction of Commission for Federal Capital Territory, be associated in any way with or seek admission to the privileges of any other university.
- v) A copy of the registration deed alongwith a memorandum of association will be supplied to examine the objectives and credentials of the members. A brief profile of each member of management should also be provided.

### **18.3 APPLICATION FOR AFFILIATION**

An institution applying for affiliation to university shall make an application to Registrar of university on prescribed form (Ann-I) at least 6 months prior to the date from which affiliation is sought with sufficient time prior to commencement of academic programmes of university. There shall be an application processing fee at such rates as may be prescribed by university.

The procedure to be followed in disposing of an application for the affiliation of an institution shall be such as may be prescribed. The Senate/BOG may, on the recommendation of the Affiliation Committee, grant or refuse affiliation to an educational institution.

### **18.4 CONDITIONS GOVERNING THE GRANT OF AFFILIATION**

The provisions for affiliation of institution shall be governed by the following conditionalities

#### **18.4.1) Institutional and Academic**

- i). That the institution is to be under the management of a regularly constituted governing body;
- ii). That the site selected for the institution must be suitable from academic point of view. Sustainable physical viability, availability of water, electricity, fuel gas, telephones must be ensured;
- iii). That the site existing or selected for the institution must be easily accessible to general public;
- iv). That the institution has framed proper rules regarding the efficiency and discipline of its staff and other employees ;
- v). That provision has been made for well stocked library and well equipped laboratory facilities and other practical work where affiliation is sought in any branch of experimental science. Where affiliation is sought in IT fields due arrangements have been made for imparting instructions in a well-equipped IT laboratory having internet connectivity, which can cater to the course needs of students and teachers ;
- vi). That the library shall have at least 50 books per subject as reference books and at least 200 books per subject for supplementary reading. The institution should spend at least Rs. 50,000/- per annum for updating the library by adding new editions and titles. The institution should subscribe 10 daily newspapers and 5 weekly periodicals;

- vii). The library shall have seating facility for 20% of the total number of students on roll;
- viii). That institution shall have internet connectivity with appropriate number of computers depending upon the student's population and the subjects offered;
- ix). That at least 10% of students be granted fee exemptions and scholarships on need basis;
- x). That permission granted shall be restricted to a specified place and for a particular subject. No sub-campus or branch shall be established or franchised;
- xi). That the strength and qualifications of teaching and other staff and the terms and conditions of their service are adequate;
- xii). That the courses of study and syllabi taught in institution should be same as being followed by the university;
- xiii). That all examinations leading to award of degrees/diplomas/certificates and their checking and evaluation shall be done by the university;
- xiv). That the institution shall not admit students for any degree/discipline except those to be awarded by the university under its seal;
- xv). That the institution shall be governed by the statutes, regulations, rules framed by the university from time to time regarding; general scheme of studies; duration of courses ; the medium of instruction and examination ; detailed syllabi for examination held by university; the conditions under which students shall be admitted to the examination of university etc. ;
- xvi). That in drawing up the organizational structure of the institutions, the standard and quality of teaching and efficiency of the system must be ensured;
- xvii). The strength and qualifications of the teaching and other staff, and the terms and conditions of their service, are appropriate enough to provide for courses of instruction, teaching and training work to be taken;
- xviii). That an institution of a public/private university shall have at least 20 to 25% of the faculty with M.Phil degrees, particularly in the subjects of Basic Science; Computer Science ; and Information Technology subjects;
- xix). That the institutions in private sector must possess 50% of its teaching members employed on permanent basis with minimum prescribed qualifications as Master's degree from an accredited/chartered university in relevant subjects;

- xx). The work load of the faculty should not exceed the limits prescribed by the government/affiliating universities for affiliated institution in public sector;
- xxi). That the total number of students in evening classes should not exceed more than 50% of the students admitted in the morning classes and enrollment in the evening classes will be granted only to those persons who are in service;
- xxii). That the sponsors will provide career counseling and job search services to students; and
- xxiii). That the private universities can affiliate institutions in those subjects, which it offers at its principal seat.

#### **18.4.2). Financial**

- i). That subject to the satisfaction of university, the institution is financially stable and has the ability to sustain a regular functioning and efficient working ;
- ii). That the institution shall furnish such reports, returns and other information as the university may require, to enable it to judge the financial sustainability and soundness of the sponsors ;
- iii). That the sponsors shall, prior to enrolling students will establish an endowment fund of Rupees one million, whose interests be utilized for refurbishing the laboratories and libraries and for provision of gadgets aimed at enhancing the quality of education ;
- iv). That working capital of at least Rs. 2.0 million lies with the institution for smooth functioning of the affairs of institution;
- v). That tangible asset in form of land, building etc. not less than Rs. 5.0 million are in existence on ground
- vi). That above financial arrangements need to be supported by documentary evidence

#### **18.4.3). Constitutional and Cultural**

- 1. That the institution shall be required to strictly comply with and respect the constitutional provisions, local laws, cultural and religious sensitivities;
- 2. That the institution must restrict to teaching, training and co-curricular activities. Political or other activities detrimental to national, religious, social or local culture shall not be undertaken.

#### **18.4.4). Co-curricular & Health Care Facilities**

- ❖ That the sponsors shall promote the extra curricular and recreational activities of students, and to make arrangements for promoting their health and general welfare;
- ❖ That institution shall ensure to provide co-curricular activities like debating contest, declamation contest Quran Khawani, Naat Khawani, Holding of Musharahas, camp fire, boy scouts, girls guides activities etc. Excursions to places of historical importance and student's visits to factories, stock exchanges, chambers of commerce & industries and other educational trips etc. shall also be arranged for augmenting the development of students ;
- ❖ That in door and out door facilities for games should be ensured to provide healthy out lets to the youngsters for imbibing the sense of competition and tolerance. The students should be encouraged to participate in one/two of the games. If possible the facilities of gymnasium should also be made available ;
- ❖ The practice of providing necessary health care to the students has gradually dwindled and dispensed with in most of the institutions. Since, the students work in groups and have to spend most of the time together the chances of catching the contagious/infectious diseases are greater than in any other gathering. That's why, it is advisable that quarterly medical check up should be ensured and students be advised for health problems

#### **18.4.5). Monitoring & Visitation**

- i. That the institution shall furnish such reports, returns and other information as the university may require, enabling it to judge efficiency and effectiveness of the institution;
- ii. That monitoring and visitation of institution will be carried out by an Inspection Committee to be appointed by university, when there exists substantial evidence on any aspect of the institutional inefficiency or malfunctioning;
- iii. That the university may call upon any institution to take such action as it may deem necessary in respect of any of the matter specified under law from time to time;
- iv. That the institution will abide by the laws of Commission and university with regard to affiliation of institutions framed from time to time;
- v. That the university shall have full powers to take any action, it may consider appropriate including de-affiliation of an institution, if it is found indulging in any subversive or unlawful activity, or against provisions of laws. However, in doing so the placement of students pursuing different academic courses will be the responsibility of institution and university;

- vi. That the institution shall be liable to provide facilities to the representatives of Commission and university for visitation to enable them to verify that the institution is maintaining appropriate academic standards;
- vii. That the institution shall furnish an annual statement of accounts to university with details of fees, donations and other income received and expenditure incurred duly audited within two months of the close of every financial year ;
- viii. An inspection of institution shall be held once a year during first three years of its affiliation by the Inspection Committee constituted by university and subsequently once in three years

#### **18.4.6). Space Standards and Norms**

- ✓ The institution shall be located in a spacious, separate and independent building conducive for academic activities, situated on plot of at least half acre (04 kanals), depending on the location having potential for further development, without any other institution or person sharing the premises;
- ✓ That sufficient space in shape of classrooms, common room, library, laboratories and common room for girls is available with appropriate size not less than 16' X 32' sq. ft. for each section of a class not exceeding 40 in number;
- ✓ That size of laboratory in case of Basic / Natural and Applied Science subjects should be at least 20' X 40' sq. ft.;
- ✓ That institution shall have an auditorium, 2 class rooms, students common room (incase of girls students) and staff room;
- ✓ That institution shall have adequate canteen, toilets, a dispensary and facility for indoor and out door games;
- ✓ The desirable space standards for institution are laid down in form (Annex –II)

#### **18.4.7). Inspection Requirements**

In order to physically verify the detailed academic and physical infrastructure available with the institution, the inspection committee may like to conduct a detailed survey of the institution before grant of affiliation. The affiliation, however, will be granted subject-wise.

#### **18.4.8). Formal Agreement**

- (a) All arrangements of affiliation between institution and university should be agreed upon and formally written down as approved legal agreement and signed by senior authorized representatives. Detailed arrangements



for partnership should be set out clearly in the agreement and memorandum of understanding ;

- (b) The agreement should take into account the scope of the arrangements, responsibilities, financial arrangements, quality control mechanism, mode and means of payment, validity period, procedure for resolution of differences and termination of agreement etc. ;
- (c) The agreement should clearly spell out the provisions for quality control mechanism including monitoring, assessment procedures and review and visitation ;
- (d) The validity period of the agreements should be clearly agreed upon by the parties. Any provision or extension should specify the requirements for review ;
- (e) Termination of affiliation should safeguard the interests of the students and should be duly notified to the general public and Commission

#### **18.4.9). Conditions and procedure for de-affiliation**

If an institution fails to observe any of conditions of its affiliation, or its affairs are conducted in a manner which is prejudicial to the interest of education or the university, the rights conferred as a result of affiliation may, on an inquiry made by the Affiliation Committee, and after giving an opportunity of hearing to the Principal and with the approval of Senate/BOG, be withdrawn. However, the Vice-Chancellor may, on a report of the Affiliation Committee, and after considering such representation as the institution may wish to make, restore to it such rights either in whole or in parts. The procedure to be followed for the withdrawal of affiliation shall be on case to case basis.

The appeal against refusal or withdrawal of affiliation shall lie to the Vice-Chancellor against the decision of Senate/BOG refusing to affiliate an educational institution or withdrawing the rights conferred on such institution by affiliation or against modification of such rights.

#### **18.4.10). Fees for affiliation and sharing in income :**

- The institution shall be required to pay an annual affiliation fee, at such rates as may be prescribed, to cover the cost of services provided by the university ;
- The university and institution will share the gross fees received from students, in the proportions to be determined by the Senate/BOG from time to time

#### **18.4.11). Affiliation committee**

**There shall be constituted an affiliation committee by university, comprising**

- A. The Chairman; a professor of the university to be nominated by Vice-Chancellor ;
- B. Two Professors/Associate Professors of university of different disciplines, in which affiliation is being sought by the institution ;
- C. An expert to be nominated by the Commission ;
- D. An Associate Professor/Assistant Professor of a local Government College of concerned academic discipline

**The affiliation Committee may co-opt an expert for specific meetings from inside or outside the university, conforming to the matter being considered**

**The quorum for a meeting of Affiliation Committee shall be three members  
The term of office of the members shall be three years**

**The functions of the Affiliation Committee shall be :**

- i) To advise Senate/BOG regarding affiliation of an institution;
- ii) To monitor the academic performance of the institutions;
- iii) To inquire into complaints alleging breach of conditions of affiliation by institutions and to advise the Senate/BOG thereon;
- iv) To recommend to the Senate/BOG the suspension or withdrawal of privileges of the university to an institution ;
- v) To perform such other functions as may be assigned from time to time

### **18.5 Inspection Committee:**

There shall be an Inspection committee constituted by university, comprising the members of Affiliation Committee of the university with additional membership of Registrar of university to execute the preliminary examination of the institution whether it fulfills the basic requirements to be used as an educational institution to cater the literary needs of the society, supplementing quality education. The Committee will inspect the institution seeking affiliation and to submit its report to Senate/BOG of university. The Senate/BOG will grant affiliation on the advice of Inspection Committee.

#### **APPLICATION FORM FOR AFFILIATION**

Note : please answer every question clearly and fully

#### **18.5.1 General**

- a) Name of Institution, address with fax/email/telephone numbers;
- b) Year and objectives of establishment ;
- c) Name of the controlling authority/chief executive ;
- d) Name, designation and qualifications of the head of institution ;
- e) Name of registered society/body, trust, foundation, NGO etc. ;
- f) Governing body, its composition and other relevant details

### **18.5.2 Physical Facilities**

- i. Infrastructure available in shape of land, type of current building (owned/rented) and total covered area of the administration building ;
- ii. Total number and size of class rooms, capacity for students ;
- iii. Details of the laboratories, workshops and equipments appropriate to the courses ;
- iv. Details of the office equipment, furniture and fixtures ;
- v. Number of quarters/residence at the campus for teaching staff ;
- vi. Details of sports grounds and other facilities ;
- vii. Position of gas and water and electricity fitting ;
- viii. Transport vehicles for official use and students ;
- ix. Details of hostel buildings

### **18.5.3 Academic Facilities**

- a) Current academic programmes presented at institution ;
- b) Details of subjects to be offered at Bachelor's level with proposed combinations of academic groups ;
- c) Subjects to be offered at Master's level

### **18.5.4 Faculty/staff**

- i. Faculty strength, names of members of teaching staff, their qualification, designations, experience, pays scales ;
- ii. Mode of appointment of teaching staff and criteria of selection ;
- iii. Total number of non-teaching, administrative and supporting staff, their designation, qualifications and experience ;
- iv. Details of medical services for students and employees

### **18.5.5 Library**

- i. Number of books, textbooks, journals (international and national), periodicals, newspapers, reference books in library ;
- ii. Information regarding accommodated number of students in reading room

### **18.5.6 Facilities regarding Information Technology**

- i) Details of computer literacy and integration of networking and visualization into normal institutional activities, student computer ratio ;
- ii) Internet connectivity available to students

### **18.5.7 Students**

- i) Total number of students enrolled in the institution ;

- ii) Enrolment of students level-wise

### 18.5.8 Admissions

- i) General policy ;
- ii) Number of students to be enrolled, level-wise ;
- iii) Procedures and criteria of admission

### 18.5.9 Quality Assurance and Student Supervision

- i) Arrangement for academic supervision of students ;
- ii) Arrangements for quality assurance :
- iii) Level of administrative and technical support for quality assurance

### 18.5.10 Finances

- i) Financial position of institution and sources of income to meet the recurring and developmental expenses of the institution ;
- ii) Receipts in form of grants, donations, gifts, assets and investment income and fees in term of regular, casual and miscellaneous ;
- iii) Recurring expenditure in term of pays, allowances, maintenance, purchases, utilities, running laboratory expenses, examinations, consumable etc.

## 18.6 STANDARD NORMS FOR THE AFFILIATION OF AN INSTITUTION

Component	Nature of Requirement	Standards/Norms for affiliation of institutions
Departments	Departments (Physics, Chemistry etc)	Only one department
	Teacher: Student ratio (desirable)	1:12 Maximum for Science subjects involving lab. Work
	No. of administrative staff including laboratories, library & other staff for miscellaneous duties.	1:20 For others Equal to teaching staff
Teaching Faculty	Teachers	50 % full time faculty members with minimum prescribed

		qualification as Masters degree in relevant subject
	No. of teachers (full-time) required (cadre-wise) per department	-
	Associate Professor and Professor	At least 20-25 % faculty with M.Phil degree particularly in Basic Sciences, Computer and I.T. subjects
	Journals	Subscription to at least 10 Daily newspapers and 5 weekly periodicals
Libraries	Books required	At least 50 reference books per subject and at least 200 books per subject for supplementary reading
	Hall/Lecture theatres (desirable)	16' x 32' for each section of class ( not exceeding 40 students )
Facilities	No of rooms required (desirable)	2 lecture rooms, 1 seminar room, 1 Library cum Reading room, 1 committee room
Teaching and Administrative Staff Offices	Required for each University (desirable)	1 Staff room 1 Faculty office
Laboratories/ Workshops/PC/ Internet service	No. of laboratories required (desirable)	At least 1 Lab. Per department with appropriate space (in case of science subject)
	Workshops (desirable)	20 to 40 sq ft. per student
	PC (desirable)	1 for 3 students in case of IT courses

Gross Area	Internet service (desirable)	256 Kbytes access rate shall be provided
	Area in acres	1/2 acre (04 kanals) at least (depending upon the location having potential for further development)
	Built in/covered Area (desirable) General facilities: office, staff rooms, cafeteria, reading room, auditorium, committee room, conference room, housing for staff, parking space, and toilets etc.	Minimum 100 sq ft. per student.  Basic facilities for staff and students
Hostels(Desirable)	Cubicles (desirable) Dormitories (desirable) Dinning (desirable) Gross space (desirable)	-
Scholarships	Scholarships and free-ships	At least 10% of the students to be given scholarships
Inspection	Peer review	One scientist having an impact factor of 100 will be associated in the inspection of the institution for NOC clearance.
Finance	Endowment Fund (Secured in the name of Trust/Society)	Rs. 1.0 million (not applicable in case of public sector institution)
	Tangible assets in the form of land/building etc.	Rs.5.0 million
	Working Capital.	Rs.2.0 million (not applicable in case of

	public sector institution)
Total :	Rs.8.0 million

### 18.7 UNIVERSITY - INSTITUTION RELATIONSHIP

The university all will consider application for affiliation from institutions offering programmes similar to those offered by the university. The quality assurance system governing university and the institution must be designed to meet the following conditions:

- a) It is rigorous enough to offer the security about the standard and quality of the programmes being provided.
- b) It provides frequent and reliable two way communication between the institution and the university.
- c) It is effectively managed both academically and administratively. In practice, the nature of the university relationship with each institution may be different, because of the previous experience of staff, the profile of the portfolio of programmes to be offered, the resources available, and geographical location.
- d) The university should take an institutional view of the context within which higher education programmes are to be provided. It should set up a team to visit the institution to review the facilities available for higher education students and to discuss with staff of the institutions and their counterparts in the university involved in managing the proposed affiliation provision a range of matters including:
  - i. Communications, and particularly the lines of academic accountability from the institutions programmes to the university.
  - ii. Arrangements for the academic and administrative management of the programmes to be offered.
  - iii. Learning resources: provision on site, and arrangements for access to the University's collections
  - iv. Staffing strategy: procedures for the identification and appointment of staff to teach, plans for staff development and scholarly activities, and arrangements for staff management and deployment.
  - v. The provision of information to students in publicity material, handbooks etc, and related matters such as appeals and complaints procedures.
  - vi. Student services.
  - vii. Relationships with academic service providers of the university, the Admissions Department and the relevant Faculty Office(s), to secure the integrity of the admissions and, particularly, the assessment processes:

- viii. The university may prefer arrangements in institutions which bring all their higher education provision together in one policy making forum, constituted to be able to make and secure the implementation of academic judgments on the affiliated higher education programmes being offered:
- ix. The university should make arrangements to monitor periodically the effectiveness of the relationship with its affiliated institutions.

## **18.8 GUIDING CRITERIA**

An affiliated institution should possess the following characteristics. It should be able to provide evidence that:

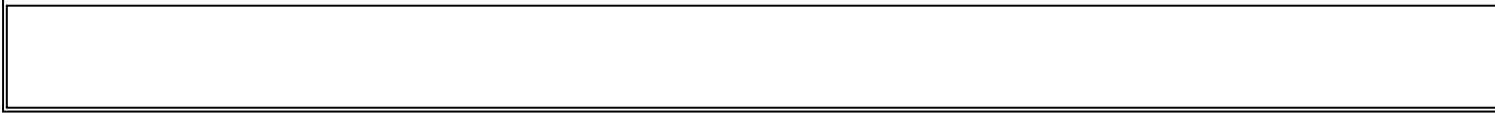
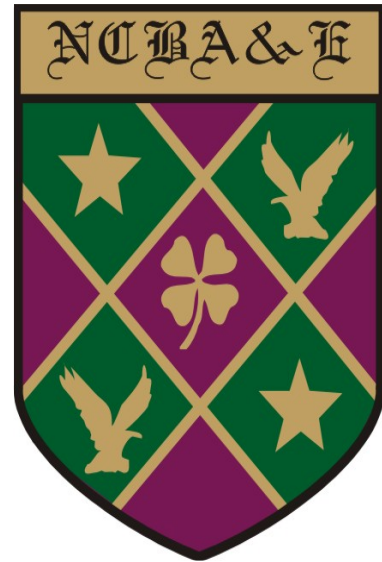
- Its policies for academic planning, quality assurance and resource allocation are coherent and relate to its mission aims and objectives..
- Its systems of governance and management embody clear functions and lines of accountability and responsibility.
- It has demonstrable depth and strength of academic leadership
- Its missions, policies and systems are developed, implemented, communicated and reviewed through consultation with stakeholders.
- It is able to demonstrate continued confidence and stability over an extended period of time in its governance, financial control, quality assurance arrangements and organizational structure.
- Its programs are established and maintained at the appropriate academic standards, as confirmed by academic peers from other higher education institutions and, where appropriate, from professional and statutory bodies.
- Its programmes are regularly self-assessed through annual monitoring and periodic review to ensure that they consistently meet stated objectives and outcomes, and that their subject matter and pedagogical methods are kept up to date.
- Its procedures specify the body responsible for approving amendments to approved programmes.
- Its academic authority is vested in the academic council or equivalent, and the responsibilities of the bodies established within the academic committee structure are clearly differentiated, with their powers of decision, discretion and action carefully described.
- It defines monitors and maintains academic standards through its assessment criteria and practices, which in turn are related to declare learning objectives and learning outcomes.
- It monitors the effectiveness of its learning and teaching infrastructure, ensuring that teaching is consistent with stated objectives and learning outcomes, and that resources for learning are adequate to facilitate students learning to the standard required.



- Its admissions, student induction and student counseling arrangements support its academic aims.
- It engages external peers in the assessment of its students.

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# **19. STANDARD OPERATING PROCEDURES (SOPs) OF CAREER DEVELOPMENT ALUMNI RESOURCE CENTRE**



# **CAREER DEVELOPMENT &ALUMNI RESOURCE CENTER (CDAR)**

## **19.1 INTRODUCTION**

NCBA&E has established Career Development &Alumni Resource Center (CDAR) on the approval of College Academic Council and in accordance with the requirement of the HEC. This Center facilitates and arranges placements and internships for current students at the under-graduate and at the master levels. It offers counseling and placement services and undertakes a wide range of activities that include company presentations, on-campus job fairs, workshops, on resume writing and interviewing skills and job search strategies. All interested students are advised to see job bank on college website i.e [www.ncbae.edu.pk](http://www.ncbae.edu.pk) , and send resume at [iram@ncbae.edu.pk](mailto:iram@ncbae.edu.pk) for further action.

The objectives and aims of CDAR at NCBA&E are to assist students in their career development. Students are advised to go through these pages for info on their career development and searching for internships and future jobs. Learning via internships is a key to undergraduate studies as such NCBA&E values internships, research and field experiences. Learning new skills may benefit students to develop transferable skills that add values to prospective employers companies.

The NCBA&E CDAR Office provides career services including internships to undergraduates and graduate students as well as alumni. Our services include career counseling, internships, conscripting assistance and holding lectures by experts, seminars, and arranging special events. We engage and invite employers concerned in recruiting students and alumni for internships and/or full-time jobs. Career Development & Alumni Resource Center (CDAR) is a division of Student Affairs supporting the career development of undergraduates and graduate students. It prepares students to launch satisfying careers through individualized, quality programs and services. Its mission is to provide career counseling for decision-making and job search services to enhance student success. This department addresses the needs of a wide range of students including those who are seeking employment and those who desire to switch from their current jobs.

It also enables students and aspiring professionals from the institute to embark on challenging training opportunities at leading companies. Every year

numerous training positions open doors to an exchange of expertise, professional connections, and ideas that are beneficial to everyone involved. These opportunities are availed by the pass outs under the support and guidance of CDAR representatives. CDAR is not only helping the pass out students in appointments on jobs but also providing internship and short term experience opportunities to the students with degrees in progress.

## 19.2 MISSION AND GOALS

*The Mission and Goals of CDAR are:*

### MISSION

- i) To assist students in career development.
- ii) To help provide job opportunities by bringing in the companies for on-campus recruitment of eligible students.
- iii) Providing advice, counseling and facilitating career development opportunities through employment or further education.
- iv) Jobs related skills are always given the highest priority at the NCBA&E. Placement and Alumni Office organizes various activities to groom students ready and well prepared for the job market.
- v) To ensure that NCBA&E graduates are employees of choice for employers in their own country and abroad.

### GOALS

CDAR assists students to

- i) Carry out self-assessment and define realistic goals.
- ii) Identify attractive work opportunities and potential employers.
- iii) Generate job offers.
- iv) Evaluate job offers.
- v) Provide career counseling
- vi) preparing for internships and future jobs,
- vii) updating resume,
- viii) career advising,
- ix) meetings with employers
- x) counseling in any matter and problem at the premises of the College

CDAR takes these tasks with students at whatever level of studies they are in, no matter if one is a first-semester or a graduate student or anywhere in between.

Generally, employers hire employees who can add to their workforce, solve their business problems, understand tasks assigned to them, innovate and have clear ideas of the business as whole. Employers are looking for hard and diligent workers. They look for smart and skilled workers.

CDAR shall maintain meaningful relationships with the employer's businesses. CDAR may assist students supplement their education expenses by part-time jobs in business. Some student groups earn experience by engaging themselves in areas of interest like marketing, accounting, and supply chain management, to name a few and some other students may focus on general business, international business and financial management, etc.

CDAR helps employers present these successful, dedicate, diligent, motivated and qualified students for fulfilling the needs of employers and students.

The Office of CDAR provides various programs to help students and graduates explore career opportunities and encourages and helps guide students to look at the opportunities. We also hold counseling during the admission days and continue through their studies and even after when become our alumni.

We support students during their financial crises days and help them by facilitating in their career-planning.

### **19.3 NCBA&E's ALUMNI**

CDAR would like to keep in touch with students who become alumni who pass with flying colors from NCBA&E wish to keep an unending relationship. The CDAR Office is always there to help business alumni, even after they've left campus. CDAR has the capability, capacity and resource to help alumni make good career decisions for making changes in their careers, if they wish so.

Alumni may come back and join NCBA&E for improving their education. CDAR can help, sometimes without paying College registration fee.

Alumni in return may give back by helping NCBA&E by hiring students or recommending to other businesses by saying a few nice words about the College teaching and research and the skill provided by the College.

CDAR can assist alumni and their companies with recruiting business students for internships and full-time positions.

NCBA&E would also like that alumni may mentor a current student or a group of students to proper path(s) a course or courses for career success.

CDAR has the following services for the NCBA&E's Alumni for their future careers:

- i) Access to on-campus career fairs and networking events **and** online database of jobs and postings exclusive to NCBA&E students and alumni.
- ii) Join the NCBA&E Facebook and networking database for students and alumni.
- iii) Alumni professional profiles are the most useful and valuable connections that may chart out student's career forward.
- iv) Career counseling is allowed to the alumni through the CDAR office.

#### **19.4 ALUMNI ASSOCIATION AT NCBA&E**

- i) The mission of the Alumni Association is to support and promote the interests of the Alumni through the creation of personal links, providing services to its members and maintaining emotional connection among them.
- ii) The main objective of the Association is to establish a lifelong relationship between the students and the parent organization for mutual benefits. To fulfill this objective the following specific activities are encouraged:
  - iii) Development of local chapters of the Association.
  - iv) Ensuring a visible and affective Alumni presence on and off campus.
  - v) Support of the quality of education and welfare of NCBA&E.
  - vi) Promotion of the identity and image of NCBA&E both nationally and internationally.
  - vii) Coordination/support of all Alumni activities to supplement and diversify the educational experiences of NCBA&E.
  - viii) Encouraging friendship and support among the members of the Alumni Association.

- ix) Assisting NCBA&E in obtaining human and financial resources required to fulfill its mission.

## 19.5 FINANCIAL AID/SCHOLARSHIP PROGRAMS

The policy for award of scholarships and financial aid/scholarship programs offered in 2014-2015/2015-2016 for CDAR office are as follows:

### 19.5.1 Policy For Award Of Scholarships BBA-Hons/BS(Cs)-Hons/MBA-Eve/MBA-Mor Programs

We offer following scholarships to students at the time of their admission as per their eligibility. Each student is eligible to avail just **One** scholarship out of the followings.

1. 100% scholarship on tuition fee is available to students who get **75% and above** marks in their FA/FSC/ICS/BA/BSC/B.COM annual examination conducted by Board of Education / University, or **3.80 CGPA** in semester system.
2. 50% scholarship on tuition fee is available to students who get **70% and above** marks in their FA/FSC/ICS/BA/BSC/B.COM annual examination conducted by Board of Education and University or **3.70-3.79** CGPA in semester system.
3. If an applicant has got 65--69% in his FA/FSC/ICS/BA/BSC/B.COM annual examination conducted by Board of Education and University or **3.60-3.69** CGPA in semester system, s/he is entitled to **40%** scholarship on tuition fee.
4. If an applicant has got 60--64% in his FA/FSC/ICS/BA/BSC/B.COM annual examination conducted by Board of Education and University or **3.40-3.59** CGPA in semester system. he is entitled to **30%** scholarship on tuition fee.
5. If an applicant has got 50--59% and above marks in his FA/FSC/ICS/BA/BSC/B.COM annual examination conducted by Board

of Education and University or 3.00-3.39 in semester system, s/ he is entitled to **20%** scholarship on tuition fee.

6. If parents of an applicant are serving or retired government employee, the student will get **20 %** scholarship on tuition fee.
7. If an applicant is facing some genuine financial problems, s/ he is considered for some scholarship by the Academic Committee.
8. A student who is not eligible for a scholarship at the time of admission, s/he is considered for scholarship based on his/her performance in first semester.

NCBBA & E

**20. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
AL-HAMRA GROUP OF  
COLLEGES/SCHOOLS**





# ALHAMRA GROUP OF COLLEGES

## Information for Network Associates A Secure Investment in College Education

### 20.1 INTRODUCTION

ALHAMRA Group of Colleges is a project of NCBA & E (Govt. D.A Institute), established in 1994. The institution has been serving for the last fifteen years in the field of commerce, science, arts, humanities and computer sciences. It provides a unique opportunity to those aspiring individuals who want to develop their careers in national, regional and international business markets. ALHAMRA Group of Colleges has sufficient expertise to educate, train and equip them with the knowledge and skills needed for success.

ALHAMRA Group of Colleges has been able to combine the strength of management sciences and computer sciences, knowledge and skill development and expertise being used in advanced technologies and knowledge by integrating it with existing business needs. Its emphasis is on personnel growth by enhancing ability to foresee, strive and succeed.

#### 20.1.1 Vision

To set-up and operate educational institution everywhere in Pakistan for the purpose of promoting education in accordance with the policies of Govt. of Pakistan.

#### 20.1.2 Mission

To establish, construct, run, maintain and manage schools, colleges and Universities for imparting moral and academic education and to promote and encourage the study of all arts, sciences, culture, history and general knowledge. To organize seminars and workshops of Pakistani and Foreign scholars to further educational purposes.

#### 20.1.3 Values

1. Recognize, embrace and respond to individual needs and views.
2. Facilitate a culture of trust and honesty based on open communication.
3. Use resources efficiently and effectively to ensure best value and sustainability through good governance.
4. Grow and develop relationships with stakeholders and partners.
5. Encourage in the individual, confidence, success and citizenship.

## **20.2 ASSOCIATION PROCESS**

The process begins with a client's inquiry about the project. The inquiries are confirmed and then documented on the inquiry form. After evaluation of inquiry a sale executive is assigned to peruse the case. The client is then provided information kit with MOU and relevant leaflets and financial proposal. If agreed and signed on the mutual basis the client shall receive the status of network associate and shall pay the franchise fee and monthly royalty in order to receive all the services and support.

## **20.3 CURRICULUM & CO- CURRICULM ENRICHMENTS**

Following national curriculum ALHAMRA Group of Colleges set out the program of work to be covered by the students as they progress through the college. It covers the core subjects of English, Science, Mathematics and Information and communication Technology along with the foundation subjects of Islamiyat, Urdu, History and Geography.

In order to ensure quality education and standards of the Group we arrange professional teacher training programs with major emphasis on lesson planning and examination system.

## **20.4 ESTABLISHMENT OF COLLEGE**

The head office of ALHAMRA Group of Colleges shall provide all the assistance for selection of suitable site for the college. Also assists the network partner in administrative set-up, academic schedule and setting the layout of the college premises including requisites alteration besides precise guidelines on furniture, fixture and equipment's etc.

## **20.5 MARKETING**

The management of ALHAMRA Group of Colleges undertakes the responsibility of centralized marketing for admissions through leading newspapers. It also provides free of cost design art works for local campaign to its partners.

## **20.6 AFFILIATION**

If required by a network associate the ALHAMRA Group of Colleges may provide all necessary assistance in affiliation process of the college with concerned intermediate Board and University. ALHAMRA Group of Colleges is country wide project of NCBA & E (Govt. D.A Institute) based on network associate in term of college operation management system that helps the investor to receive the service of a comprehensively uniform quality education system, well equipped with professional training programs, well-conceived administration plans and well- developed finance method besides using propriety marks of NCBA & E (Govt. D.A Institute). Education individuals or parties who wish to fulfill a desire to own and operate a college both as a

service to Nation and profitable business will find this project extremely exciting. The network partners will enjoy the benefits of technical and operational planning partners will get immediate support on academic policies, training programs, administrative criteria, admission tests, examination setting and assessment and grading system, marketing guidelines, advices on college infrastructure. We assure a partnership that will go a long way in achieving mutual goals and objectives.

### **20.6.1 Responsibility of The Franchisor**

ALHAMRA Group has the expertise and good will to operate and manage Educational Institution's and has developed a system comprising of various Schemes Procedure, Instructional Material guidelines skill system, techniques, operation plans, format strategies and Methods in its ALHAMRA College.

Advertisement in the Newspapers, Radio, and T.V will be sponsored by the group.

### **20.6.2 Academic Support**

Academic support will be provided by the group  
For Example

- i. Annual Educational Calendar
- ii. Syllabus Break- up
- iii. Inter Examination Schedule
- iv. The group will monitor the Syllabus covered by each branch and also check the standard of teaching.
- v. Co-curricular and Extra-curricular activities Schedule.
- vi. Quality control system
- vii. Central marking system

### **20.6.3 Responsibilities of the Franchise**

- i. Will provide land not less than 4 Kanal along with its title of documents
- ii. Responsibility for Registration & Affiliation
- iii. Responsibility for all type of appointment of staff
- iv. Fee will be collected through HBL
- v. The Furniture & Fixture should be according to the college standard

About Us

ALHAMRA Group of Colleges is an independent education system that follows national curriculum in accordance with Federal Ministry of Education.

Meet Us

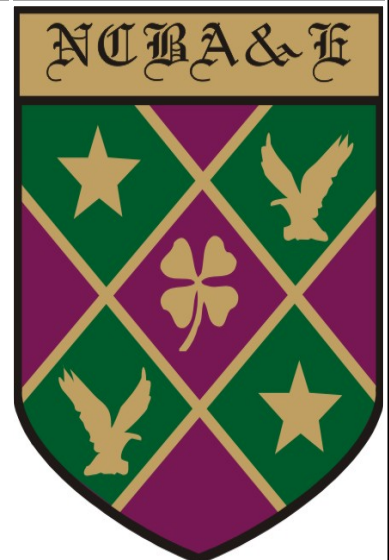
Address: 40- E/1 Gulberg III Lahore.

Contact No: 0332-9405551

92-42-35752716

NCBA & E

**21. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
RESEARCH AND  
DEVELOPMENT CENTRE**



# RESEARCH AND DEVELOPMENT CENTER

## 21.1 INTRODUCTION

The main role of institutions is to provide socially and economically useful education and to create new knowledge. Research institutions are devoted to the creation and dissemination of knowledge having well equipped laboratories, libraries, and other infrastructures that make teaching and research excellent in nature. Such institutions play its role to fulfill mission of research and training students.

Research development is, in fact, to plan practical capacity-building activities to enable faculty members, researchers, and administrators for developing and executing policies that escalate institutional competitiveness. It revolutionizes the intellect, skill and ideas of young ones.

Countries in the world have recognized that research institutions are key to the knowledge economy. In the west, they are concerned about the standards of existing research institutions and start allocating resources to most of their institutions and centers of excellence.

It has been noticed that many institutions in Pakistan have, very recently, improved their research outcomes and the number of research publications showing remarkable rise in their citation index and impact factor. However, a corrupt bureaucracy and red tape in the country hurt R&D activities. On job learning is almost insignificant and many students are not provided with the opportunity to gain relevant work experience in their field of study and provide guidance and expertise for building and nurturing teams and facilitating collaborations amongst investigators. Pakistan has the potential and talent but still need to organize and to create conditions for raising research and development activities at the institutions in some cogent way.

The public sector has a large number of research institutions whereas the private sector cannot afford to support a research center, although some private institutions are developing its research reputation. Research centers are expensive and need to have adequate budgets for its infrastructure.

Students are often willing to pay higher fees because of the quality academic programs and easy contact with professors.

Academic freedom is a requirement for all research institutions in order to arrange and organize multi-disciplinary groups for cross-disciplinary research activities for promoting research events by holding research mini-symposia/seminars/conferences.

### **21.1.1 Vision**

Our vision is to take a lead in research by nurturing innovation and creativeness.

### **21.1.2 Mission**

Our mission is to offer guidance to students, and to provide consultative services to industries and individuals who are engaged in the innovation and entrepreneurial activities.

### **21.1.3 Functions of Research and Development Centre**

1. Create and build cultural understanding towards students.
2. Build skills to encourage post-study work.
3. Create scholarship programs that encourage the best brains to work for Pakistan.
4. Identify areas of research priorities and development support for enabling faculty involvement.
5. Encourage the students to participate in National Conferences.
6. Create association and close liaison with Industry
7. Set up liaison with funding agencies for funding research initiatives.
8. Arrange and organize multi-disciplinary interest groups for cross-disciplinary research activities.
9. Promote research events, e.g. research mini-symposia/seminars/conferences
10. Provide guidance and expertise for building and fostering connections and teams
11. Maintain faculty expertise database and other collaboration tools
12. Facilitating collaborations between investigators of other institutions.
13. Encourage and motivate students to publish their research papers and conduct international level research work.
14. Embolden and support students in getting scholarships in different foreign institutions for higher education.

15. Arrange study trip of students (Advanced Marketing Management) to visit industries.
16. Set up study Business incubator on campus for promoting the Entrepreneurial culture in the country.
17. Arrange guest speakers from leading entrepreneurs to brief and guide the students to register their intellectual work through IPO.

## **21.2 INDUSTRY-ACADEMIA COLLABORATION**

*With the INDUSTRY-ACADEMIA COLLABORATION, the R&D Center for advancement of research shall conduct applied research for the general benefit of the public. The collaboration shall bring academic researchers and industrialists to work on joint projects. The process of selecting, reviewing and execution of projects will follow the following steps:*

- 1. Setting of R&D themes and allied projects**  
A person/expert will be assigned for determining themes and projects.
- 2. Review of R&D themes**  
R&D themes/projects are selected in consultation with the Center Committee instituted for the purpose.
- 3. Holding of workshops**  
Academic researchers and people from the industrial sector shall discuss themes for the workshops.
- 4. Call for project proposals**  
For each project, applications are called from industry-academia, industries, chambers of industries and commerce, institutions and other parties.
- 4. Project selection and approval**  
The Project Committee shall develop selection procedures based on the requirements of the project.
- 5. Execution of research**  
The persons who submitted the proposal shall execute the project within stipulated time. Extra time can be allowed if reasonable arguments are provided.



### **21.3 ORGANIZATIONAL STRUCTURE**

The key personnel engaged in the R&D Center Committee are:

1. Dr. Munir Ahmad (Chairman)
2. Dr. Muhammad Hanif Mian
3. Dr. Muhammad Kalim
4. Dr. A.R.Chaudhary
5. Dr. Alia Ahmed
6. Dr. Irshad Khokhar
7. Dr. Abdul Khalique
8. Dr. Shahid Jaffri
9. Dr. Syed Anwer Hasnain
10. Dr. Zahid Pervaiz
11. Dr. Adnan Khan

Meetings of the R&D Center Committee will be held when and wherever are called for by the Chairman or any two members of the Committee for a specific agenda.

The duties to each person will be assigned from time to time according to his/her expertise. Experts from outside NCBA&E can also be hired on job basis.

### **21.4 BUDGET AND SOURCE(S) OF FUNDING**

Student's research will be funded by students and NCBA&E's research fund (which is mandatory by HEC directives and is about 10% of college budget). Budget will be generating through projects. The HEC, PHEC and Pakistan Science Foundation will be approached for the funds for specific projects of public benefits.

## **21.5 FUTURE PLAN OF RESEARCH AND DEVELOPMENT CENTRE**

1. Travel grant will be prearranged for faculty members/ senior students to participate in national and international conferences by presenting research papers.
2. Research and Development Centre will contact with industries, Government Organizations, Ministry of Planning and Development,.
3. Research and Development Centre is planning to establish a multi-disciplinary Journal for approval of HEC/PHEC.

## **21.6 FACILITIES REQUIREMENTS AND PLANS**

A secretariat will be established for strengthening the Center.

Research and development Center,  
National College of Business Administration and Economics,  
Lahore, Pakistan

**22. STANDARD OPERATING  
PROCEDURES (SOPs)  
OF  
NCBAE INTERNATIONAL  
SUMMER SCHOOL**



## NCBAE INTERNATIONAL SUMMER SCHOOL

### *Rector's Message*

*The National College of Business Administration and Economics (NCBA&E) International Summer School, covering the areas of Business, Management, Economics, Computer, and Mathematical Sciences, has been established to provide society excellent education, learning, and research at the top levels of brilliance. We would like to become the pacesetters in the establishment of International Summer School, welcoming local and students from outside Pakistan. We shall offer programs of teaching and research for which we are recognized. We welcome students of all ages and from all cultures to study together with us at NCBA&E. Study at NCBA&E provides students with openings to expand and augment their employment chances and enhancing prospects of earning post-graduation degrees. The NCBA&E is a small, friendly, collegiate community but is an internationally renowned institution, where you will learn together with students. Our academic modules are highly rated and you are encouraged to take part in social programs that include visits to historical places in and around Lahore. You can make trips within Pakistan to see the scenic beauty and cultural environment of Pakistan. The Summer School helps you progress with your academic career.*

*We make sure that students receive a warm welcome and personal care throughout their studies and stay at Lahore.*

## **22.1 INTRODUCTION**

The NCBA&E located in Lahore, Pakistan is a College in the private sector. It was established in 1994 and chartered under National College of Business Administration & Economics Lahore Ordinance in April, 2002. The College focuses strongly both on teaching and research. Based on the university ranking criteria developed by the HEC in Pakistan, NCBA&E has outperformed many of its counterparts across the country. In the "Business Education" category, it was ranked 5th in Pakistan and was ranked 2nd in the Punjab, Pakistan during 2013-2014.

It also follows the directives and all provisions of higher education commissions, Lahore and Islamabad and equips students with quality skills. The College meets the quality assurance requirements to improve educational standards. It has a strong base in research and has produced more than 90 PhDs in business, mathematics, statistics, economics, and computer science and environment management. NCBA&E is very rich in research papers published in international and national journals widely recognized by international abstracting agencies. It has its own campuses and affiliated some institutions. The College keeps strict vigilance on its institutions in respect of quality standards. The Quality Enhancement Framework provided by HEC is a benchmark for the College.

The academic quality guidelines are being revised under new directives and best practices provided by Punjab Higher Education Commission. It will hopefully facilitate and regulate quality standards in teaching and learning processes.

### **22.1.1 Vision**

To inculcate principles of intellectual curiosity, innovation, and integrity, NCBA&E is one of the leading private institutions in teaching and research which offers students proper knowledge-based work environment for advancement of their prospects and contributor to society.

### **22.1.2 Mission**

Consistent with our vision, NCBA&E provides educational programs and services that promote student's achievement and life-long learning to meet the needs of our diverse community.

NCBA&E offers educational prospects for students at the undergraduate, graduate and post-graduate levels by combining the best of scholarly and professional pursuits. As a research university with a strong research culture, our goal is to develop and transmit knowledge, wisdom and creativity; to foster intellectual and personal growth and prepare our students for productive careers and meaningful lives.

NCBA&E is a nice institution for a Summer School with five campuses located in Lahore. The city campuses are easy to reach. NCBA&E has Sub-campuses and Affiliates in Multan, Bahawalpur, Rahim Yar Khan, Faisalabad, Gujrat, and Mianwali in the province of Punjab. Students from all over Pakistan attend Summer Schools.

Students learn various kinds of skills and are benefited from the Summer School. They *develop* knowledge, take industry specific fieldtrips to gain an insight into a real working conditions and to see how companies operate.

The programs are generally delivered in English.

### **22.2 COURSE MODULES**

The NCBAE International School of Business, Economics and Management and Mathematical Sciences offer four and eight weeks of courses selecting from more than 50 Certificate, under-graduate and graduate modules in subjects including business, management, environment, economics, statistics, mathematics and computer science allowing you to gain credit towards your degree. Courses can be taken for credit towards degrees at other institutions. Your institution will pre-approve your chosen courses of study at NCBA&E if you want to apply credits received at NCBA&E. On completion of courses at summer school, you will receive an official and accredited transcript from NCBA&E.

Based on regular undergraduate courses NCBA&E offers over 70 four-week courses taught by our world-renowned faculty. All courses take place on our campuses at Lahore. We offer all these modules developed by our faculty

who are known for their teaching and research as such you will study in a setting that is embodied with creativity and new thoughts.

### **22.3 EXECUTIVE PROGRAMS:**

NCBA&E also offer courses for Executive MBA, Executive Master of Management with specialization in security and disaster Management.

### **22.4 MS/M.PHIL/PHD DEGREE PROGRAMS**

One can do research at MS/M.Phil/PhD levels at the NCBA&E International Summer School and complete course and thesis work under a well-qualified faculty member. Titles of courses and topics of theses need to be pre-approved by the student's own institutions.

Please note that it is only possible to take a maximum of one course per session but research credit hours can be taken simultaneously with a course.

### **22.5 FOREIGN UNIVERSITY COLLABORATION**

NCBA&E is approaching Beijing Jiao tong University, Beijing, China and shall have partnership agreements for collaboration in running the Summer School in Beijing and/or Lahore. A two-week Chinese-language course is offered for non-Chinese students prior to going to China.

Students visit major companies under the guidance of NCBA&E faculty and executives from companies for learning management theory and practice. Students will acquire cognizance and appreciation of the business and management challenges faced by managers and find out procedures as to how companies apply basic ideas in strategic management, negotiation, finance, and marketing.

Each year, we invite distinguished academicians from around the World to come to Lahore as visiting professors to deliver lectures and hold seminars. We hold a number of international and national conferences at NCBA&E and in Pakistan each year and conduct joint research and projects with experts from within and outside Pakistan and are benefited from the well-known professors who will motivate you to broaden your knowledge.

The Summer School at the NCBA&E has taken a step forward in a new initiative and resourcefulness planned to offer under-graduate and graduate students, PhD candidates, postdocs and professionals with sole occasion to improve their knowledge in a wide-ranging selection of courses and research areas.

## **22.6 ACADEMIC OUTCOMES**

At the end of each assignment and course, students will

- i) attain and appreciate the current management challenges and openings.
- ii) receive a total of at least 45 hours of academic and on job work.
- iii) develop their professional competency by exchanging ideas with employers and other students.
- iv) get certificates/transcripts for their academic and practices at NCBA&E and the companies.

And complete Honours and MS/M.Phil/PhD degrees at NCBA&E.

List of Certificate and Diploma courses are given in Appendices below.

## **22.7 SUMMER SCHOOL FEE**

We charge a reasonable fee that includes

- + Certificate of participation; s included in the fee?
- + Industry related visits;
- + Social and cultural city trips;
- + Tuition fees;
- + Welcome and farewell functions.



## **Certificate in Statistics (C.St.)**

### **Course Description**

Statistics and statistical methods play a major role in the work environment in areas such as business, science, finance, economics, engineering to mention just a few. It is very important that people are comfortable with reading statistics and using statistical methods. This Diploma in Statistics will give you the knowledge and understanding of basic statistical methods such as sampling and collecting data, probability distributions, regression analysis, trend analysis, residual analysis and the calculation of a seasonal index.

### **CERTIFICATION**

To qualify for your Certificate, you must complete all modules and score 60% or more in each of the course assessments.

### **LEARNING OUTCOMES**

Upon completion of this course you will learn how to collect and analyse data. You will gain a good knowledge of the graphs that can be used and the reason for using these graphs. You will have a good understanding of probability and Statistics.

## **Certificate in Mathematics**

### **Course Description**

Certificate in Mathematics course is of 2 months duration and gives you comprehensive knowledge and understanding of key subjects in mathematics. This course covers the following three modules:

1. Calculus, geometry, algebra, trigonometry, functions, vectors,
2. Data analysis and report writing,
3. Probability and Statistics.

Math qualifications are in great demand and this math course will greatly enhance your educational and career prospects.

## CERTIFICATION

To qualify for your official Certificate, you must complete all modules and score 60% or more in each of the course assessments.

## LEARNING OUTCOMES

The math course will greatly enhance your skills, giving you a greater understanding of core mathematics components such as geometry, trigonometry, calculus and more as well as expanding your knowledge base in areas such as chance, data distributions, statistics, probability, correlations and regression.

## ALISON's Diploma Courses

ALISON's **Diploma Courses** category includes diploma-level courses in a variety of professional subjects, such as project management, business management and entrepreneurship, HR, web design, psychology, customer service, programming, social media marketing, children's studies, nursing and patient care, social work, IT management, statistics, mental health, Six Sigma, teaching skills for educators, carpentry, supply chain management, international tourism, and PE. These diploma-level courses will give the learner a comprehensive understanding of the subject. Upon **successful graduation**, the student will have gained **valuable skills and training** that will greatly enhance employability and **career prospects**. The category also includes an innovative work-force re-entry skills advanced diploma that will be of interest to anyone re-entering the workforce after an extended absence.

### Diploma in Project Management

This free online project management professional certification course from ALISON offers a comprehensive review of project management such as methodology, tool sets and documentation, and the project..

Join 242,980 other students.

### Diploma in Business Management & Entrepreneurship

ALISON's free Diploma in Business Management and Entrepreneurship online business course gives you the opportunity to gain extensive knowledge and understanding of the principles and practices behind ..

Advance Learning Academy

### Diploma in Web Design

ALISON's free online Diploma in Web Design course is ideal if you've always wanted to create your own website but lacked the skills or knowledge to do so. Aimed at both the novice and intermediate we..

Join 167,818 other students.

### Diploma in Human Resources

Human resources (HR) plays a key role in modern organizations and businesses, be they private sector, public sector or voluntary. ALISON. com's free online human resources diploma course covers divers..

Join 162,195 other students.

Advance Learning Academy

### Diploma in Social Media Marketing

The importance of social media marketing for businesses and organizations is no longer questioned. It has become a worldwide trend in which helps businesses and organizations connect with their custo..

### Diploma in Operations Management

Operations management is important to any organization, whether they are manufacturing companies producing physical products or organizations offering services. ALISON's free diploma in operations ma..

### Diploma in Legal Studies

This free online Diploma in Legal Studies course from ALISON.com gives you the opportunity to study key subjects in legal studies, greatly increasing your understanding and knowledge of legal systems ..

Join 46,321 other students.

## Diploma in Business and Legal Studies

ALISON's free online Diploma in Business and Legal Studies course covers key topics in business and law such as corporate management, human resources, operations management, accounting, types of law, ..

## Diploma in Information Technology Management

The Diploma in Information Technology Management is a free online course that explains why managers must understand how Information Technology plays a fundamental role in both the structure and contr..  
Join 38,382 other students.

NCBA & E