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## **INSTITUTE OF BUSINESS MANAGEMENT: AN OVERVIEW**

The Institute was founded more than two decades ago on the vision of its Founder President, Mr. Shahjehan S. Karim. In one of his addresses the President said, “I have served Pakistan all my life and will make all efforts and sacrifice to see this Institute a reservoir of national strength and power. With God’s help and with the continued support of our Government, patriotic business community and our colleagues, I am confident that we will accomplish our mission. May Almighty Allah always be with us.”

This spirit carries through today as the Institute strives to maintain a high standard of professionalism. As the President further reiterate, “Profit making has never been and shall never be the motive and driving force of IoBM. What drives IoBM is its exemplary commitment to lifelong learning for IoBM community in particular and the nation in general. It is with this spirit of commitment that we feel it is more important than ever to continue our efforts to help our students excel as leaders of tomorrow.”

We remember these words since they contain the gist of what guides the policies in place; exemplary commitment to lifelong learning and continuous efforts to help our students excel as leaders.

One of the foremost business institutes in the country, IoBM is composed of four colleges, namely College of Business Management (CBM), College of Computer Science & Information Systems (CCSIS), College of Economics & Social Development (CESD) and College of Engineering and Sciences (CES).

## COLLEGE OF BUSINESS MANAGEMENT (CBM)

### 1. Introduction

College of Business Management (CBM) is one of the four Colleges of IoBM. The teaching began at the College of Business Management (CBM) in September 1995, as IoBM's first constituent college.

#### 1.1. CBM Vision

To be among the leading business schools, nationally and internationally, that is recognized for producing transformational and change leaders and managers.

#### 1.2. CBM Mission

To provide transformational and change leadership and management for the development of economy and society through excellence in character, professionalism, education and research.

#### 1.3. CBM Academic Programs

CBM offers the following academic programs:

BBA (Honors) Program  
BS Program: with different specialization  
MBA Program: with different specialization  
MPhil in Business Management  
PhD in Business Management

#### **BBA (Honors) Program**

BBA is a four-year program which requires completion of 138-144 credit hours of course work and 2 credit hours of internship in a firm approved by the Institute. A student is required to complete 48 courses of 3 credit hours each in order to meet the degree requirements. Six credit hours are structured into the program for a foreign language course. Students must maintain a CGPA of 2.5 for the conferment of the degree.

#### **BS (Joint) Honors**

CBM prepares graduates for professional careers in different areas of business management. It requires completion of maximum 144 credit hours of course work and 2 credit hours of relevant internship of at least six weeks in an approved firm. The program offers business and few social sciences courses.

#### **MBA PROGRAM**

MBA program is designed to produce transformational, ethical and change leadership for businesses and industry through an integrated curriculum and experiential learning and prepares graduates for business challenges emerging from globalization, connectivity and technology driven innovations. The program is designed to produce a skilled pool of business leaders possessing multidisciplinary expertise.

CBM's MBA program consists of 36, 72 and 108 credit hours, depending on the students' background to be completed in 1.5, 2 and 3.5 years respectively. It is designed for students with a minimum of 16 years of education with degrees in a wide range of disciplines such as business, commerce, engineering, law, science, and arts. CBM MBA programs share a unified structure consisting of a foundation stage followed by the specialization stage. The Foundation Stage of the MBA program fulfills the minimum eligibility requirements of HEC to switch from a non-business major at the bachelor stage to a master level program in business as per Pakistan Qualification Framework (PQF).

Students joining CBM for the first time are expected to have qualified the MBA Boot Camp.

**MBA BOOT CAMP: ORIENTATION PROGRAM FOR NEW MBA STUDENT**

CBM challenges its incoming MBA students by offering a rigorous boot camp of orientation courses which fulfill the pre-requisite requirement to undertake first year foundation stage courses of the MBA program for those coming with irrelevant background. The camp helps students from disparate backgrounds to bond quickly and prepare them for the intellectual challenge that they are going to encounter in the MBA program. They get a head-start with pre-requisite knowledge which acclimatizes them with the rigor and culture of CBM. This is an intensive 126hour program which is spread over five weeks and conducted during evenings and weekends. Its objectives are:

1. To develop technical skills in statistical and IT tools
2. To develop a shared knowledge base in core areas of business
3. To bring their communication and presentation skills to the desired level
4. To provide orientation for personal organization and effectiveness
5. To familiarize them with pedagogies of case study, and experiential learning

	<b>Modules</b>	<b>Number of Hours</b>
1	Business Communication	12 hrs
2	Economics	12 hrs
3	Personal Effective and Leadership	12 hrs
4	Introduction to Management and Case Method	12 hrs
5	Introduction to Marketing and Case method	12 hrs
6	Business Finance	12 hrs
7	Business Accounting	12 hrs
8	Excel for Decision Making	18 hrs
9	Research Tools and Techniques	12 hrs
10	Business Mathematics and Statistics	12 hrs

**MBA Specializations**

Specializations include (i) functional area specializations and (ii) domain-based specializations:

- a. Functional-area specializations; include majors in **Marketing, Finance, Human Resource Management**. It also includes majors in Logistics and Supply Chain Management, and Development Studies. Functional area specializations offer the flexibility to the MBA students to choose from at least one major before the final year. Students considering functional-area specializations must select at the time of admission from one of the following shifts for their entire program; morning week-days, evening week-days and week-ends.
- b. Domain-based specializations; include aggressive tracks in the following domains. Students are expected to opt for them at the time of admission. Students selecting any of these specializations have to complete their entire MBA program during the weekends.

- Health and Hospital Management
- Media Management and Marketing
- Finance and Risk Management
- Environment and Energy Management
- Logistics and Supply Chain Management
- Industrial Management

- Entrepreneurship and SME Banking and Financing
- Educational Management

### **MPhil in Business Management**

MPhil program in Business Management is a research route for a PhD in Business Management and is designed for students meeting the HEC criteria for MS in management science i.e. 16 years of education with degree in relevant business field with CGPA 2.5.

#### **Program Structure**

MPhil in Business Management is a 36 credit-hour program with 10 courses and one thesis of 6 credit hours. Each of the 10 courses is of 3 credit hours. After successful completion of course work, students are required to carry out research study for the thesis under the guidance of an eligible research supervisor assigned by IoBM. The minimum duration of degree is 2 years and maximum duration is 4 years. Students are required to qualify IoBM test or GAT General with the required score as per HEC criteria.

### **MS in English Applied Linguistics**

The MS in English-Applied Linguistics program envisages enhancing students' understanding of issues in the field of Applied Linguistics. The program has been designed to meet the needs of emerging professionals for a) reading research critically; b) doing research; and c) sharing ideas/findings with peers and the wider academic community.

#### **Program Structure**

MS in English - Applied Linguistics is a 2-year program and has 30 credit hours. The course work comprises a total of eight 3-credit hour courses (4 Core and 4 Electives) to be completed over a period of one year; this is followed by a thesis bearing a 6 credit load. After successful completion of the course work, students are required to carry out a research study for the thesis under the guidance of a research supervisor selected by the students and approved by the BASR. The student must convert the research thesis into a publishable paper as part of the degree requirement.

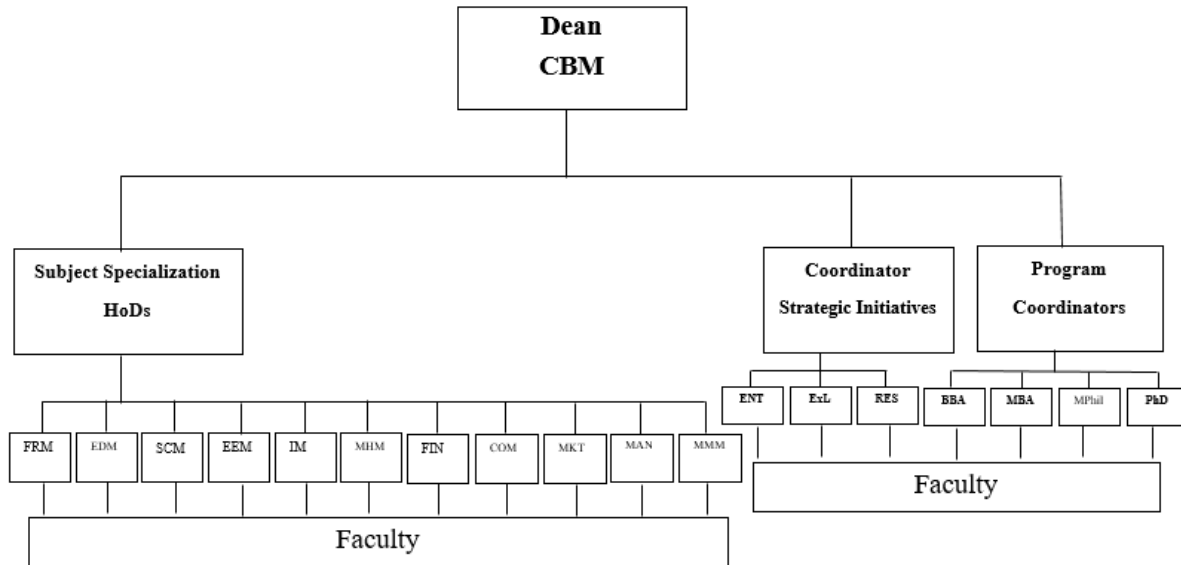
### **PhD in Business Management**

The mission of the PhD research program in business management is to pursue leading-edge research, engage in the development of innovative ideas and analytical skills, and encourage both faculty and students to be independent and creative in their thinking. The outcome of this research program is the creation of a real and measurable impact on society and industry through quality research published in impact factor journals and recognized by industry.

**PhD requires completion of course work and dissertation. Minimum duration is three and maximum eight years:**

- PhD course work requirements consist of six courses (18 credit hours)
- On completion of course work, the student is supposed to qualify the Comprehensive Exam
- On completion of dissertation, the student is awarded 30 credit hours
- Eligibility criteria is 18years relevant education and GAT Subject with the required score as per HEC criteria (Further details are given in PhD Manual available on OGS Website)

## 2. CBM Organizational Structure



COM= Communication  
 EDM= Education Management  
 EEM= Environment and Energy Management  
 ENT= Entrepreneurship  
 ExL= Experiential Learning  
 FIN= Finance and Banking  
 FRM= Finance and Risk Management

IM= Industrial Management  
 MAN= Management  
 MHM= Health and Hospital Management  
 MKT= Marketing  
 MMM= Management and Media Marketing  
 RES= Research  
 SCM= Supply Chain Management

## 3. CBM Academic Structure

- Curriculum Committee
- Board of Study (BoS)
- Board of Faculty (BoF)
- Board of Advanced Studies & Research (BASR)
- Academic Council
- Curriculum Committee:
  - Curriculum committee consists of the experts of the subjects like Finance, Marketing, HR, Management, etc. This committee discusses the courses and course outlines in depth as a home work for BoS.
- Departmental Board of Study (BoS) consists of:
  - The relevant HoD (Chair)
  - All Professors of Department
  - One faculty member other than Professor nominated by relevant HoD
  - One faculty member other than Professor nominated by Dean
  - Two to three experts from each discipline outside the Institution to be appointed by Dean (Nominated by relevant HoDs of Marketing, Finance, Management, etc)
- Management Committee of the Faculty / Board of Faculty (BoF) consists of:
  - The Dean of the Faculty
  - The Professors and Heads of Academic Departments of the Faculty
  - One faculty member other than Professors and Head of each Academic Department to be nominated by the Head

- Two teachers (Faculty Members), to be nominated by the Academic Council by reason of their specialized knowledge of the subjects
  - Two experts in the field from outside the Institute to be appointed by the Executive Council
  - One member to be nominated by the Rector
- Meetings:
- Curriculum Committee meets once in a semester
  - One Board of Study (BoS) meeting takes place in each Fall and Spring semester
  - One Board of Faculty meeting takes place in each Fall and Spring semester (after all departmental BoS)
- All Faculty Meetings:
- At least two Departmental/Cluster Faculty meetings are supposed to be held in a semester with relevant HoD or Dean

#### **4. Duties and Responsibilities of CBM Dean**

The College of Business Management Dean is responsible for the following:

1. To formulate and oversee the implementation of academic policies.
2. To oversee the teaching/learning process of the college
3. To oversee and monitor the performance of Faculty, HoDs and other staff of the college
4. To coordinate between academic and administrative units related to the college
5. To shortlist and recommend for the recruitment and promotion of Faculty, Research Assistants and other relevant staff for the college.
6. To prepare the annual budget for the college with the consultation of HoDs & coordinators.
7. To monitor the student's academic activities and issues through the relevant HoDs.
8. To coordinate through the HoDs and other Academic and Administrative units of the IoBM for the research activities like: seminars, workshops, annual conferences, paper writing and submitting proposals for the training and consultancies.
9. To recommend the appraisals of the faculty, staff and HoDs.
10. To approve the budget spending up to Rs. 25,000/ at a time from the contingency funds for the academic activity of the college.
11. To help the admission dept. in the process of test like interviews etc.
12. To oversee and coordinate the exam activities like: timely submission of question papers, results and invigilation through the HoDs
13. To oversee the preparation of the documents through QEC and HoDs (if required) for the purpose of accreditation, ranking, inspection etc.

#### **5. Duties and Responsibilities of CBM HoDs**

Department Heads are appointed by the President IoBM upon nomination from the College Dean. The Department Head is responsible for the following:

1. HoDs directly report to the college Dean
2. Assist College Dean overseeing the preparation of the college academic plan and its implementation
3. Coordinating between the academic and administrative units in his/ her department
4. Assist College Dean in submitting proposals regarding recruiting faculty members, Research Assistants and others
5. Monitoring issues related to student affairs and directing activities for the enhancement of student learning in his/her department
6. Assist College Dean proposing and implementing policies that enhance research activities in his/her department

7. Chairing the Departmental meetings and following up its recommendations.
8. Representing the department in the Board of Faculty
9. Forming the department committees and following up their activities (if any)
10. Recommending the faculty leaves
11. Supervising the department academic, research and extracurricular activities
12. Coordinating with other HoDs of CBM
13. Nominating Course Coordinator amongst the faculty of the department
14. Evaluating and recommending faculty members in his/ her department for appointment, appraisal and/or promotion to College Dean

## **6. Duties and Responsibilities of Course Coordinator**

Course Coordinators are appointed by the relevant Dean from the faculty members, with the recommendation of HoD. The Course Coordinator is responsible for the following:

1. Course Coordinator directly reports to HoD
2. Assist HoD preparing the semester time table and coordinate with academic office related to all issues of scheduling
3. Assist HoD to assign relevant courses to permanent faculty members and to visiting faculty members (if required)
4. Resolving all academic matters for students and faculty members
5. Resolving all course offering issues for graduate students
6. Offering courses as per Catalog
7. Collection and maintaining course file folders of all courses from the faculty members
8. Timely communicating with permanent and visiting faculty members regarding their courses, schedule of Exams, Assessment, uploading Attendance and Results on time
9. Timely communicating with students regarding offered courses
10. Coordinating with other College/Institute Course coordinators to resolve scheduling and offering issues

## **7. Duties and Responsibilities of Faculty Members**

Faculty members are appointed by College Dean with consultation of relevant HoD and they report to relevant HoD. The different duties that a faculty member is expected to perform are classified under the following categories:

- a. Teaching
- b. Research
- c. Community Service and Industrial Engagement

In addition to these general areas of activity, it is expected from the faculty member to:

1. Participate actively in departmental and college level activities
2. Carry out administrative tasks and other activities related to the faculty member's position as assigned by HoD and/or Dean
3. Uphold intellectual integrity and objectivity in the search for the truth
4. Avoid discrimination against, harassment of, or imposing prejudicial treatment upon other faculty members, staff members, students, etc because of ethnicity, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a person with a disability
5. Uphold current IoBM rules and regulations
6. Guide students on academic matters, including courses to be taken and following the course plan as per student's catalog
7. Comply with instructions from the HoD and/or Dean, or other authorized university officers with respect to the timely performance of their essential duties like teaching, assessment, result upload, etc
8. Perform his/her responsibilities and obligations as a teacher, researcher and the member of the faculty
9. Use his/her time and efforts totally for the Institute; any work (like training, workshop, etc) outside the Institute can only be performed with a special permission
10. Prohibited to teach anywhere outside the IoBM

**a. Teaching**

Faculty members are expected to:

1. Meet with their regularly scheduled classes at the time specified on the teaching schedule
2. Engage in reasonable and substantial preparation for the teaching of courses that are assigned to them, using active learning strategies
3. Involve in assessment activities
4. Maintain and display (on office door) regular office hours for consultation with students
5. Apply various teaching/learning strategies to meet student needs and to achieve the course objectives
6. Utilize efficient teaching technologies
7. Involve in any administrative activity assigned by the HoD or Dean

**b. Research**

Each faculty member is expected to:

1. Be involved in serious research and its publishing in preferably Impact Factor, ISI-Indexed or HEC recognized Journals and Conferences
2. Give priority to research that is related to the development plans of the country and community
3. Encourage and supervise the research performed by students
4. Provide constructive input to the faculty members in their research
5. Actively involve to review dissertations, theses and research papers
6. Actively involve and participate in the conferences held from time to time

**c. Community and Industrial Engagement**

Each faculty member is expected to:

1. Actively participate in the various departmental/College level committees to which he/she is assigned
2. Participate in extracurricular activities
3. Participate in the professional development and training activities
4. Join professional associations
5. Arrange at least one guest lecture from Industry (if applicable) each semester in each course

**d. Consulting Hours**

Students should be given the opportunity to meet with the teacher outside the regular class period. Full-time faculty should have a minimum of 4 office hours per week devoted to meeting with students. The syllabus should list the location and the hours when they would be available. Full-time faculty members are expected to be on campus five days a week for a minimum of 30 to 35 hours including class time. Consultation hours should be displayed in front of faculty offices.

**Other Responsibilities of Faculty Members**

The IoBM expects that all faculty members will be responsible for all matters relating to the academic life of the Institute. A few specific items of importance are mentioned below:

**a. Conduct of Classes:**

Each faculty member is expected to conduct class for the entire allotted time period. Classes meet for fifteen weeks. The sixteenth week is the final examination. The faculty should be prepared to hold class for the full period even though only few students are present. During this first session, faculty should discuss with their class the course syllabus, which includes an overview of the course, introduction to the textbook(s) that would be used, set forth the course requirements, explain their method of grading, discuss the assignments or research project mechanics and requirements, and suggest helpful outside readings. A faculty member must not allow students to attend his/her classes without officially enrolling for the course; this practice violates Institution regulations. Any student in your course who is not registered (on Smartz) must not be given any graded materials. The student should immediately be referred to the academic office.

**b. Cancellation of Classes:**

Cancellation of classes are discouraged at IoBM; but in case of emergency, the faculty member must notify the relevant HoD and academic office well in time before the start of class, so that information can timely be forwarded to students from academic office. If faculty need to cancel a class for any other reason, he/she should consult with Department Head or College Dean and notify students in advance (through academic office). In any event, faculty members are responsible for making up all cancelled classes. It is suggested to arrange make up classes before Dead Week with the consultation of students, HoD and academic office.

**c. Classroom Environment:**

A faculty member has the right and responsibility to maintain a classroom environment that is encouraging to learning. He/she shall meet each class as scheduled and adhere to the standards of the profession and to the IoBM policies and procedures. Each faculty member has the additional responsibility to see that students respect the IoBM property. Any students who damage the IoBM property should be promptly reported to the HoD, Academic or Admin /Security Office.

**d. Class Rosters and Enrolment Verification:**

At the beginning of the semester, please check the registration system (Smarzt) so as to obtain the most current list of students registered in your class. This list should be checked carefully. Any students who has not completed the pre-requisite, should be instructed to withdraw the course and same should be reported to HoD and Academic Office. Any student who has been attending classes, while their names are not on the list provided should be instructed to contact the Academic Office. Faculty members should not return any graded academic exercise, such as assignment, quizzes, or tests, to students whose names are not on the official registration list. Students are expected to attend all class sessions for courses in which they are registered and are, off course, responsible for all the work covered. Faculty member may also include whatever penalties he/she think appropriate for late work. Class attendance requirements must be clearly stated on his/her course outlines. Students who do not attend class and meet the attendance requirement will be awarded 'F' grade. Faculty members are responsible to upload timely student's attendance on Smartz.

**e. Course Outlines:**

Faculty member must provide students with the latest course outlines in the very first session. Having a course outline helps students to avoid any misunderstanding of his/her course requirements. The course outline should be approved by departmental BoS, which can be obtained by the Academics department or the relevant HoD.

The course outline should contain:

1. Instructor's name, phone extension, and email address;
2. Time and location of your office hours;
3. List of latest required texts with ISBN;
4. Course objectives;
5. Tentative sequence and timing of topics to be covered;
6. Written assignments and due dates;
7. Test dates (hourly I, hourly II and/or Mid Term and Final Exam, etc);
8. Grading policies;

9. Attendance policies for late comings; and any absent student will be treated as Absent as per IoBM policies

**f. Exams Invigilation:**

Faculty members are supposed to do their examination invigilation as per schedule provided by Controller of Examination (CoE) and they should make sure of punctuality.

**g. Final Examinations:**

Final Examinations must be given in the sixteenth week and may not be given earlier.

Students have the right to review all graded academic exercises except Final Exam.

- In case of open book exam (for MS & PhD courses only) faculty member need to get prior permission from relevant HoD and to timely inform office of the CoE.
- In case of take home exam (for MS & PhD courses only) faculty member need to get prior permission from relevant HoD to timely inform office of the CoE and also make sure that all the exam material (e.g. Answer sheets etc.) are returned back from students.
- In case of Lab based exam, faculty member needs to get prior permission from relevant HoD and timely inform office of the CoE along with IT team for installation of required software and facilities (if any required).

**h. Final Grades:**

Faculty members are responsible to upload final grades in Smartz within 10 days of Final Examination. Only students who are officially registered for the course may receive a grade.

**i. Course File Folder:**

Faculty members are responsible to complete course file folders (in soft or hard copy) at the end of every semester and submit the same to the relevant course coordinator, HoD or TA if any assigned in this regard.

**j. Examination Answer Sheets:**

Faculty is responsible to collect the answer copies from the students, and the students are also responsible to submit the answer copy to the relevant invigilator / faculty on time. Faculty members are also responsible to submit all Examination original answer sheets to examination department after completion of each semester.

**k. Overall Exam Guidelines (Setting, Submission of Papers, Conducting Examination and Posting Results):**

1. Examinations Department will strictly follow the academic calendar of the Institute.
2. All exam papers will be submitted to respective HoDs who will ensure that they are in accordance with the syllabus and reflect an appropriate balance and standard. This process should be completed one week before the exam.
3. HoDs will submit exam papers to Controller of Examinations three days before the conduct of the examination.
4. Questions must not have more than ten percent of MCQs.
5. Each full time/visiting faculty member shall be personally solely responsible for ensuring security. He/she should type the paper on a computer not linked with any network. He/she shall personally photo copy the question paper and distribute it himself/herself in the examination hall. He/she will not assign photo copying responsibility to any other person.
6. Presence of the faculty is mandatory during the examination.
7. Any leakage of the paper will be the sole personal responsibility of the individual faculty member concerned.
8. No other means except the above is acceptable for submission of exam papers.

9. All exams will be held during the predefined examination week and no exam will be rescheduled without prior approval of the Rector.
10. All questions, parts of questions & instructions should be clearly framed leaving no ambiguity.
11. While setting the paper, the examiner should design paper in such a way so that it can be completed within the given time.
12. Assessment should be done in red pen/ball point with comments where necessary. Pencil should not be used for correction.
13. All marks (question wise) should be recorded on the cover sheet of the script.
14. All assessed papers except the final examination paper should be discussed in class in the week following the exam week.
15. All documents, i.e., answer scripts of hourlies & final, project reports and attendance record should be returned to the examinations department immediately on completion of semester.
16. All results must be signed by the concerned faculty, HoD and the Dean, IoBM before handing over to the Controller.
17. Any omission or error in result should be intimated in writing to the Examinations Department after approval by the concerned HoD.
18. All faculty members are requested to adhere to the following grades distribution plan:

40%	Final Exam
30%	Two Hourly Exams (15% each)
30%	Term Papers and Assignments

19. There is no provision for N-1 examination. 2 hourlies/mid-term and a final exam are compulsory.
20. No make-up exam is allowed by any faculty member.
21. No weightage is allowed for missed examination for any reason.
22. If a student misses a final exam, the final result should be an automatic 'F' grade.
23. Our website will be the sole mean of announcement of results.
24. The faculty must disclose the break-up of marks out of 60 to the students before the commencement of final exams.

### **Faculty Course Load Policy**

#### Permanent Faculty Course Loads:

- Full time load of a permanent faculty member is 07 courses a year, plus research.
- Course load can be adjusted according to the research credentials of the faculty members and their administrative assignments.
- Adjustment may be made at the time of their appointment or it may be done later on when responsibilities are assigned.
- To encourage research, course load for the active researcher and holding professorial assignments is different from those who are not active researchers.
- Course load of faculty members who are not active researchers but have professorial appointments may not be allowed to claim these course reductions if they do not meet the required publication requirements.
- Faculty members may obtain cash incentive in place of course load exemption for research publications
- A faculty member may be assigned a course load greater than actual in certain circumstances, in which case the faculty member can claim financial compensation for the additional course.

#### Visiting Faculty Course Load:

- Visiting faculty member's course load is maximum 2 courses.
  - Assignment of course load greater than 2 courses to a visiting faculty member requires prior permission and signing of a semester contract.

## 8. Duties and responsibilities of Visiting Faculty Members

Visiting faculty members are appointed (semester wise) with the recommendation of relevant HoD. Visiting faculty members are responsible for the following:

1. Attend departmental meeting whenever required
2. Avoid discrimination, harassment, or prejudicial treatment with the students, other faculty members, staff members because of ethnicity, religion, national origin, gender, country of citizenship, age, or status as a person with a disability
3. Follow the IoBM rules and regulations
4. Closely coordinate with the relevant HoD or Academic Office with respect to the timely performance of their essential duties
5. Perform his/her responsibilities and obligations as teacher/researcher/scholar and member of the faculty
6. Meet with their regularly scheduled classes at the time specified on the teaching schedule
7. Engage in reasonable and substantial preparation for the teaching of courses that are assigned to them, using active learning strategies
8. Participate in assessment activities
9. Apply various teaching/learning strategies to meet student needs and to achieve the course objectives
10. Utilize efficient teaching technologies
11. All other faculty policies such as; class meetings policy; cancellation of classes policy, classroom environment policy; class rosters and enrolment verification policy; course syllabus policy; exam invigilation policy, final examination policy; final grades policy; course file folder policy; and examination answer sheet policy, etc

## 9. Academic Freedom

Academic Freedom is the right of members of the academic community to study, discuss, investigate, teach, conduct research, and publish as appropriate to their respective roles and responsibilities. It is the policy and responsibility of IoBM to ensure and protect these rights within the governing framework of the institution. However, faculty members have an obligation to inform their students with the various scholarly views related to their subjects, and they are expected to be careful in the use of controversial materials.

## 10. Professional Ethics for Faculty

The statements hereunder define some areas of ethical conduct that govern faculty members' behavior towards students, colleagues, staff and the community. These statements do not address every situation; rather, they aim at providing the faculty member with an overview of a general perspective on the code of ethics governed by IoBM, which includes:

➤ Compliance with IoBM Rules and Regulations:

All faculty members at IoBM shall abide by the rules and regulations applicable at IoBM. If the faculty member is uncertain about any issue, he/she may refer to the HR Manager, relevant HoD and/or Dean.

➤ Harassment or Discrimination:

IoBM upholds the principle that all individuals have the right to be treated with respect and equality. Any harassment, discrimination, or prejudicial treatment towards students, faculty members, or administrative staff on grounds of ethnicity, religion, national origin, gender, country of citizenship, age, or disability status undermines the IoBM essential ethics and shall not be tolerated.

➤ Conflict of Interest:

Faculty members are in obligation to avoid any situation, where their personal interests conflict or could be interpreted as being in conflict, with those of IoBM. Faculty member cannot teach, evaluate, supervise, etc. the close relatives.

➤ Confidentiality:

IoBM prohibits any form of disclosure or dissemination of confidential information obtained during or after work with IoBM. Faculty members shall treat as confidential any information or records conveyed to them on that basis.

**11. IoBM Regular Working Hours and Compensatory Leaves**

**a. Regular Working Hours:**

Faculty is supposed to follow the working hours as per IoBM policies.

**b. Compensatory Leaves:**

Faculty members are supposed to follow the IoBM leave policies in general, which are discussed in detail below. Compensatory leaves can only be granted when faculty member/staff is coming on any off day(s) for an official work approved by the relevant HoD. If the faculty member/staff is coming on off day for any official work and paid by IoBM, will not be entitled for Compensatory Leave.

**12. IoBM General Leaves Policy**

The leaves that are to be availed will be restricted to a set number, as indicated against each:

TYPE OF LEAVE	NUMBER OF LEAVES A FACULTY CAN AVAIL AT A TIME
Casual Leave:	1 day, 2 days at max.
Sick Leave:	Sick leave for 2 days may be availed however, leave for more than 2 days will require medical certificate from a Registered Medical Practitioner.
Annual Leave:	Annual Leave for less than 3 days, in no case will be allowed.
Maternity Leave:	Female faculty and management staff member can avail paid Maternity Leave for a period of 6 consecutive weeks
Special Leave (Iddat Leave)	Female employee can avail this special leave for a period not exceeding 135 days inclusive of annual leave
Haj Leave:	Regular full-time faculty and management employees can be entitled to 30 days paid leave for the purpose of performing Haj
Sabbatical Leave:	Sabbatical leave is granted to faculty for scholarly development maximum for one year, for example Leave for Post-Doc, etc.

1. To avail casual leave, prior intimation/approval of leave will be required. However, in extenuating circumstances which are beyond control, leave may be allowed/granted even if prior approval is not sought subject to availability of leave balance in the account.
2. Sick Leave may be availed in case of genuine illness. Sick leave if availed for more than 2 days will require medical certificate from a Registered Medical Practitioner specifying the cause of illness.
3. Annual leave is usually planned well beforehand for a longer period but certainly not for 1 or 2 days. Therefore, availing annual leave for less than 3 days, which may be taken as casual leave, is un allowed. However, in situations where quota of casual leave is exhausted and if the need is such that 1 or 2 days are required as casual leave then the same will be adjusted from annual leave subject to availability of annual leave balance and approval of EDA, if recommended by concerned HoD.

4. All regular full-time female faculty and management staff member, who have successfully completed one year's continuous employment with the Institute. Paid Maternity Leave shall be granted for a period of 6 consecutive weeks, 2 weeks prior to delivery and 4 weeks after delivery up to a maximum of 3 times during an employee's period of service. It shall be admissible after one year of service once in 2 years only.
5. A female employee shall, on the death of her husband, be entitled for special leave (when applied for) on full pay for a period not exceeding 135 days inclusive of annual leave. The special leave shall commence from the date of the death of the husband of the employee and the employee shall furnish his death certificate issued by the concerned authority either along with the application for special leave or, if that is not possible, at any time thereafter. An employee, who remains absent after the expiry of the Iddat Leave shall not be entitled to any pay for absence during the period of further extension for leave. An employee, on return from leave, shall resume her job responsibility.
6. All regular full-time faculty and management employees who have completed at least two years of service with the Institute shall be entitled 30 days paid leave for the purpose of performing Haj. This leave shall be granted only once during an employee's period of employment.
7. The institutional policy is to grant Sabbatical leave to eligible faculty members. The eligibility of sabbatical leave is as under:
  - Faculty members holding the position of Senior Lecturer and above
  - The status of faculty should be permanent (not contractual) and has to be regular full-time
  - The employment tenure with the institute should be no less than five (5) consecutive years
  - Sabbatical leaves may be granted maximum two times during employment period. However, while availing second time, a gap of five years has to be maintained.
  - Performance ratings should be "Excellent" and have required amount of publications

**Guidelines:**

The Sabbatical leave is granted to faculty for their scholarly development and to provide them with opportunity for career development which may enable them to contribute in a highly efficient manner and add significant value in institutional growth.

- Sabbatical leave may be granted for a maximum period of one year
- The leave period in no case should exceed one year unless approved by the President on recommendation of the Dean and Rector
- The period of absence will be treated as 50% paid leave, irrespective of duration whether it is of one year or less
- During leave period all benefits are frozen

It is mandatory for faculty to assume his/her duties and responsibilities with the Institute after availing sabbatical leave and serve IoBM for at least further period of two years. In case of non-compliance, concerned faculty will be required to pay back to IoBM full salary for the period of absence

**Procedure:**

- Faculty may formally apply for Sabbatical leave through his/her HoD and Dean.
- The request for leave should contain/be supported by relevant information/document which should include:
  - Evidence of invitation for sponsored studies with duration and plan to proceed on sabbatical leave with expected date to resume duty
- HoD will forward the request for approval through the concerned Dean
- HR Department upon receipt of duly approved request for Sabbatical leave, will formally intimate to concerned faculty

- To ensure compliance to serve IoBM for two years after availing Sabbatical Leave, an Agreement/Bond will be signed between IoBM and concerned faculty.

**13. Permanent Faculty Hiring Criteria**

**13.1. Hiring Policy for CBM**

The primary goal of implementing Faculty Recruitment Guidelines across the Faculty of Management Sciences is to operationalize best practices during the faculty hiring process in support of the IoBM’s strategic goals and priorities. The Management of Institute aims to identify and recruit highly qualified, talented, and diverse faculty members, and to coordinate a faculty recruitment process that is compliant with search procedures, Institutes policies, and legal and regulatory requirements. Management of IoBM strive to have a consistent selection process for all positions, and minimize ad hoc procedures and a lack of transparency, both of which can contribute to systemic barriers to diversity, advancement, resource distribution, and other benefits of pursuing an academic career. These guidelines are intended to:

- Encourage a thoughtful and systematic approach to faculty
- Support our strategic goals and priorities (e.g., to build research expertise in high priority and strong areas within or across borders);
- Create consistency, continuity and community; 4. Build teams to support key activities with differentiated expertise;
- Channel individuals’ time and energy in ways that best match the nature of their appointments and the expertise they bring to the Faculty; and
- Integrate the principles of merit, equity, innovation and excellence with institute’s recruitment practices.

Faculty positions and selection criteria is mainly based on the following HEC policy:

<b>Lecturer</b>	
<b>Minimum Qualification</b>	First Class MS/MPhil/equivalent degree awarded after 18 Years of education in the relevant field from an HEC recognized University/Institution with no 3 <sup>rd</sup> division in the academic career.  Note: The 3 <sup>rd</sup> Division condition in one case/once can be waived if the candidate has additional qualification, research and work experience, etc.
<b>Experience</b>	Nil
<b>Minimum Number of Publications</b>	Nil
<b>Assistant Professor</b>	
<b>Minimum Qualification</b>	PhD in relevant field from HEC recognized University/Institution
<b>Experience</b>	No experience required
<b>Minimum Number of Publications</b>	Nil, but it will be encouraged to have some research publications.
<b>Associate Professor</b>	
<b>Minimum Qualification</b>	PhD in the relevant field from an HEC recognized University/Institution.

<b>Experience</b>	10-years teaching/research experience in an HEC recognized University or a postgraduate Institution or professional experience in the relevant field in a National or International organization <b>OR</b> 5-years post-PhD teaching/research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization
<b>Minimum Number of Publications</b>	The applicant must have 10 research publications (with at least 4 publications in the last 5 years in the HEC recognized Journals.
<b>Professor</b>	
<b>Minimum Qualification</b>	PhD from an HEC recognized Institution in the relevant field.
<b>Experience</b>	15-years teaching/research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization. <b>OR</b> 10-years post-Ph.D. 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.
<b>Minimum Number of Publications</b>	The applicant must have 15 research publications with at least 5 publications in the last 5 years in HEC recognized journals.

### 13.2. Faculty Hiring Process for CBM

#### a. Full-time Faculty

- Advertisement to be put up by HR Department in DAWN Newspaper, if required and/or on IoBM website.
- Initial screening of application will be done by a team consisting of HoD of concerned Department and/or a couple of senior faculty members to be nominated by the relevant Dean.
- Shortlisting of candidates done by HoD and Dean to be sent to HR Department supported by duly completed interview Evaluation forms, for further action.
- HR will arrange a panel interview of the candidate with the President, Rector, Advisor to President, Dean CBM, and HoD HR. Schedule of interview will be communicated to the candidate. CV of the candidate will be sent to panel members well before the interview for review.
- If recommended, the HR Department will prepare a comparative analysis with on-board faculty to determine an adequate monthly salary in consultation with EDA, concerned HoD or Dean.
- Candidate will be informed of the monthly salary and other terms and conditions by EDA or HoD HR and upon acceptance will be served with a contract, intimation of which will be sent to payroll for processing payment.

#### b. Visiting Faculty

- Candidate to be interviewed or called for Demo by the HoD of concerned Department including a team of faculty members nominated by the relevant Dean.
- Short listing of candidates done by HoD and Faculty members to be sent to HR Department supported by duly completed Interview Evaluation Forms, for further action.
- HR will arrange an interview of the candidate with ED and HoD HR, if required, schedule of which will be communicated to the candidate in advance.
- If recommended, the HR Department will prepare a comparative analysis with on-board faculty to determine an adequate hourly rate in consultation with EDA and concerned HoD or Dean.

- Candidate will be informed of the Hourly Rate by HoD HR or HR Officer and upon acceptance will be served with a contract, intimation of which will be sent to payroll for processing payment.

#### **14. IoBM Faculty Promotion Policy**

Institute of Business Management is an equal opportunity employer which strives to ensure that merit based system is in place for providing opportunities for career growth to its faculty members.

The policy for promotion of faculty is enforced as per following:

- Criteria and guidelines set by Higher Education Commission for promotion of faculty members shall be enforced in CBM, as mentioned in 13.1.
- Those faculty members who do not fulfill criteria of their current position as per HEC guidelines, and were promoted to the position before enactment of HEC policy, shall continue to occupy their position. However, these faculty members shall be required to fulfill deficiency against HEC criteria on top priority basis.
- Those faculty members, who lack in not more than one criteria of promotion as per HEC policy, may be promoted. However, they must demonstrate that they shall achieve the said one deficient criterion at the earliest.

The following procedure for accelerated promotion of faculty members requesting for promotion, on the basis of acquiring an MS/M.Phil. /Ph.D., is being implemented with immediate effect:

1. To constitute Promotion Committee to review cases of MS/M.Phil. and Ph.D. degree holders. The committee will comprise of Rector, Dean of CBM, Director Research (ORIC) and HoD HR, who would act as coordinator of the committee. The concerned HoD will also be a co-opted member of the committee.

2. To request for promotion, the MS/M.Phil. /Ph.D. should have been earned from an HEC recognized institution, evidence of which has to be produced.

3. The applicant will send a request for promotion to the relevant Dean through concerned HoD with the copy to ED Administration and HR, who will refer the case to the M. Phil promotion committee.

4. The applicant will make a presentation of his/her M. Phil/Ph.D. thesis (if required) to an M. Phil/Ph.D. promotion committee (if required) which will be followed by a question/answer session. Final recommendations of the committee on whether or not, the applicant should be promoted, would be provided to the President.

5. After the presentation, a copy of the thesis will be submitted to the IoBM library, if thesis is done from outside of IoBM, which will index it and announce its availability for being issued to faculty members or students who may be interested in carrying out further research on a related topic or want to benefit from the thesis.

#### **Promotion criteria will be based on the following:**

1. Served for at least three (3) consecutive years in the existing capacity.
2. The Duration of three years may be relaxed to two and half years at the discretion of President/EDA/Rector.
3. Rating of past two years performance should not be below GOOD.
4. The paper contribution in Research through Impact Factor or HEC Recognized Journals made should be up to the desired level.
5. Students' evaluation of faculty should be good, preferably Excellent during the last years.
6. Any other accomplishment which was significant.

## 15. Remuneration Policies for Research Publications for Faculty

IoBM encourages, supports and promotes researchers to publish their research papers in HEC recognized Journal Scopus Journals and Thomson Reuters (ISI) Journals. For this IoBM has adopted excellence measures for the faculty through the rewards for high-quality research publications.

### 15.1. Remuneration for Publication in Local Journals

Rate of remuneration is different depending up on the category of research Journal.

For example: If the research paper is published in **W category** journal then the Prof, Associate Prof and Assistant Professor will get the 100% amount of one paid course.

**Following are rates of the paid courses:**

Prof: 1150/- per hour ( $45 \times 1150 = \text{Rs.} 51,750/-$ )

Associate prof: 1060/- per hour ( $45 \times 1060 = \text{Rs.} 47,700/-$ )

Assistant Professor: 1000/- per hour ( $45 \times 1000 = 45,000/-$ )

### 15.2. Remuneration for Publication in local category Journals

#### **W and X Category Journals 100% Equivalent to paid course**

Prof, Associate Prof and Assistant Professor will get 100% amount equivalent to one paid course for 45 credit hours as mentioned in above rate statement.

#### **Y Category Journal 50% of the paid Course**

Prof, Associate Prof and Assistant Professor will get 50 % amount equivalent to one paid course for 45 credit hours as mentioned in above rate statement.

#### **Z Category Journal 40% of the paid Course**

Prof, Associate Prof and Assistant Professor will get 40 % amount equivalent to one paid course for 45 credit hours as mentioned in above rate statement

If the research paper is a joint publication, and all authors are from IoBM then following rates/ratios will apply.

1. Just one Author 100 % payment
2. For two authors rates/ration will be 67:33
3. In case of more than two authors first author 50% and all other remaining authors equally divided by 50%

If the research paper is a joint publication and all other authors are outside of IoBM then irrespective of number of total authors Prof, Associate Prof. and Assistant Professor 100% amount equivalent to on paid course for 45 credit hours as mentioned in above rate statement.

### 15.3. Remuneration for Publication in ISI Indexed Journals (International)

**Following are rates of the paid course of 1.5 paid courses:**

Prof: 1150/- per hour ( $67.5 \times 1150 = \text{Rs.} 77,625/-$ )

Associate prof: 1060/- per hour ( $67.5 \times 1060 = \text{Rs.} 71,550/-$ )

Assistant Professor: 1000/- per hour ( $67.5 \times 1000 = 67,500/-$ )

#### **Impact Factor 0.1 to 0.5 = 2.0 paid Courses**

If the research paper is published in the journal having an impact factor of 0.1 to 0.5 then Prof, Associate Prof and Assistant Professor will get the amount equivalent to 2.0 of paid course, which will be equivalent to 67.5 credit hours as mentioned in above rate statement

**Impact Factor 0.5 to 01 = 2.5 paid Courses**

If the research paper is published in the journal having an impact factor of 0.5 to 01 then Prof, Associate Prof and Assistant Professor will get the amount equivalent to 2.5 paid course which will be equivalent to 90 credit hours

**Impact factor more than 1 = 3.0 paid Courses**

If the research paper is published in the journal having an impact factor more than 01 then Prof, Associate Prof and Assistant Professor will get the amount equivalent to 3.0 paid course which will be equivalent to 112.5 credit hours

If the research paper is a joint publication, and all authors are from IoBM then following rates/ratios will apply.

1. Just one Author 100 % payment
2. For two authors rates/ration will be 67:33
3. In case of more than two authors first author 50% and all other remaining authors equally divided by 50%

If the research paper is a joint publication and all other authors are outside of IoBM then irrespective of number of total authors Prof, Associate Prof. and Assistant Professor 100% amount equivalent to on above specified paid course (for 1.5, 2.0, 2.5. or 3.0 times 45 credit hours) as mentioned in above rate statement.

**16. Travel Grant Policy for Research**

**16.1. Introduction**

For the purpose of dissemination of knowledge and nurturing the seeds of research, IoBM encourages research based activities at the Institute and believes on the development of research and training activities. IoBM believes that the financial sponsorship to these events is essential for professional grooming and growth of faculty and students in particular and overall economy of the country and society in general.

In this regard, the Travel Grant Committee (TGC) has been constituted to recommend matters related to the financial support for IoBM's faculty not only to enable them to present their research work nationally and internationally but also participate in training programs, workshop and seminars within the country.

All Travel Grant requests shall be approved through the Travel Grant Committee (TGC) which will meet at least thrice in a year to formally take decisions on travel grant applications received from the IoBM's faculty members.

The Travel Grant committee members consist of: Rector, Director ORIC, all Deans and the representative of President's office.

**16.2. Scope of the Policy**

The scope of this policy is to facilitate the faculty for the presentation of their research contribution in conferences at national/international level and participation in workshop/training programs/seminars. The travel grant shall cover: registration fees, travelling expenses and accommodation and daily allowance.

**16.3. Eligibility Criteria**

**a. Full Time Faculty Member**

A full time faculty member is eligible to apply for the travel grant provided that he/she is not on the probationary period.

**b. Past Experience of Travel Grants**

The number of times a faculty member has attended the conferences in the past will determine the approval of the Committee on the next travel grant request.

c. **Status/Quality of Conferences**

It is recommended that while sending the paper for conferences, the faculty should keep in mind that the conference is of high professional standing. In this regard, the following are some of the quality parameters to be considered for travel grant:

1. The conference should meet the general standards of professional as well as academic standing in terms of invited resource persons and keynote speakers.
2. Conference proceedings should be published with ISSBN number
3. Conference proceedings should be indexed in one of the following indexing agencies:
  - ISI Conference Proceedings Citation Index-Science (CPCI-S)
  - EI Engineering Index (Compendex and Inspec databases)
  - ACM Digital Library
  - DBLP
  - IO-Port
  - MathSciNet
  - Scopus/ Procedia
  - Zentralblatt MATH
  - Any other reputed indexing

d. **Similarity Index and Plagiarism**

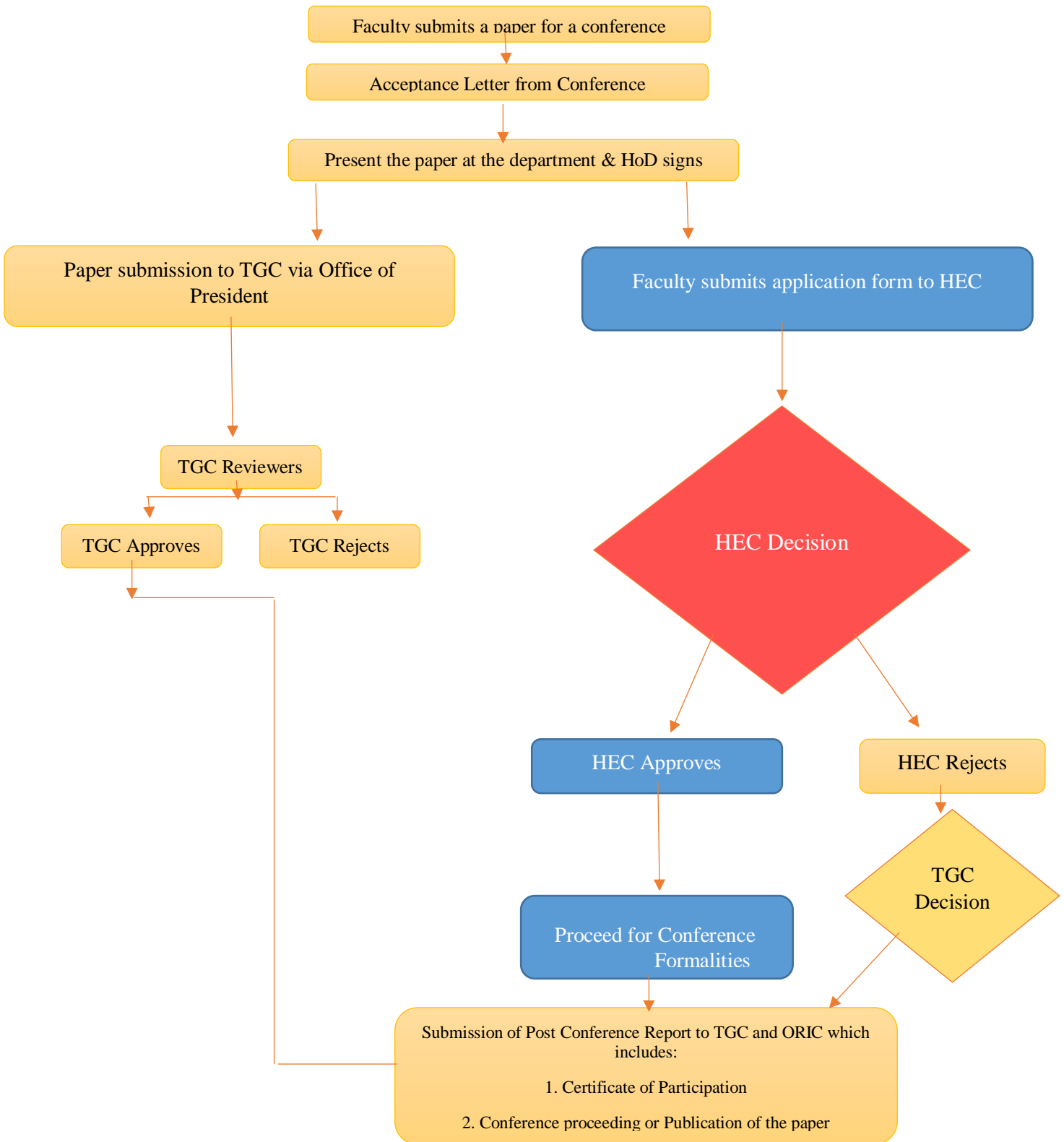
The applicant must submit Similarity Index report duly signed by the Focal Person. In case of plagiarism being proven, the faculty member shall be penalized depending upon the severity of the case. The maximum similarity acceptable is less than 19% and from the same source, less than 5%.

**16.4. Application Procedure**

- a. All applications should be forwarded to the TGC through President's office  
**Hard copy submission/Duly filled out Form (Annexure 1 Travel Grant Form to Ms. Amtul Salam and an email notification along with the research paper at [amtul@iobm.edu.pk](mailto:amtul@iobm.edu.pk), with a CC to [samra.javed@iobm.edu.pk](mailto:samra.javed@iobm.edu.pk), six weeks before the conference registration schedule.**
- b. Authors should be affiliated with IoBM in the proposed conference. In case of multiple authors with different institutional affiliations, the relevant details must be mentioned and the applicant must be the **principal author**.
- c. It is assumed that the faculty will select average residential facilities avoiding too expensive hotels.
- d. All participants are required to submit the conference proceedings/Post Visit report to the ORIC and Rector's Office upon their return.

Please note that the meeting of TRC will be held on the first Tuesday (next working day, in case of a holiday of first Tuesday).

**Travel Grant Procedure to apply**



**17. Faculty Free Education Policy**

**Children of Employees who have completed at least three years of regular service (for contractual employees three years of continued service without any break)**

Program	Reqd. GPA/semester		Min. Credit Hours Load in a semester	Waiver in tuition fee
	Need	Merit		
1 <sup>st</sup> Child, Bachelor	2.50	3.00	5	75%
2 <sup>nd</sup> Child, Bachelor	2.50	3.00	5	50%
3 <sup>rd</sup> Child, Bachelor	2.50	3.00	5	50%
1 <sup>st</sup> Child, Masters	3.00	3.20	5	75%
2 <sup>nd</sup> Child, Masters	3.00	3.20	5	50%
3 <sup>rd</sup> Child, Masters	3.00	3.20	5	50%

**Children of employees who have completed one year but less than three years of regular service**

Program	Reqd. GPA/semester		Min. Credit Hours Load in a semester	Waiver in tuition fee
	Need	Merit		
1 <sup>st</sup> Child, Bachelor	2.50	3.00	5	50%
2 <sup>nd</sup> Child, Bachelor	2.50	3.00	5	50%
3 <sup>rd</sup> Child, Bachelor	2.50	3.00	5	50%
1 <sup>st</sup> Child, Masters	3.00	3.20	5	50%
2 <sup>nd</sup> Child, Masters	3.00	3.20	5	50%
3 <sup>rd</sup> Child, Masters	3.00	3.20	5	50%

**Educational Assistance to children of employees for MBA (Educational Management)**

Program	Reqd. GPA per semester	Min. Credit Hours Load in a semester	Waiver in tuition fee
MBA (Educational Management)	2.50	3	50%

**M.Phil & MS Program (Faculty)**

Program	Reqd. GPA per semester	Min. Credit Hours Load in a semester	Waiver in tuition fee
M.Phil & MS Programs	3.00	3	100%

**PhD Program (Faculty)**

Program	Reqd. GPA per semester	Min. Credit Hours Load in a semester	Waiver in tuition fee
PhD Programs	3.00	3	100%

**18. Faculty Training Workshops – Consultancy Policy**

**EMEC –Consulting Collaboration Models**

Cost Elements	EMEC Led Model	Intermediate Model	External/Corporate In- house Model
	Major role: EMEC		Major Role: Faculty

	Support Role: Faculty				Support Role: EMEC	
	EMEC	Faculty	EMEC	Faculty	EMEC	Faculty
Planning						
Proposal Development	xx					xx
Training Content Development		x				xx
Brochure/Flyer Design	xx				x	
Workshop handouts contents		x				xx
Collaboration with training/consulting firms: local and international	xx					xx
Marketing						
Nominal letters from higher management, personal pushing for the project	xx	x			x	xx
Personal Selling	xx					xx
Proposal visit expenses (out of town and in town)	xx					xx
Facebook/LinkedIn push promotion	xx					
Mass emails	xx				x	
Training visits	xx					xx
Administrative						
Printing and distribution of workshop specific brochures	xx					xx
Mass Courier	xx					xx
Workshop stationary: files, folders, pads, pencils, markers, flip cards, post it notes, charts	xx					xx
Workshop attendees certificates/thank you letter	xx				x	
Lunch/tea/water/refreshment expenses	xx					xx
Workshop hall expenses/ac/utility rentals	xx					xx
Workshop multimedia/sound/computer support	xx					xx
Delivery						
Trainer Cost for third party trainers; local or international	xx					xx
Fieldwork expenses for research projects; questionnaire, visits, teams engagement, pilot project, survey, interviews, data gathering	xx					xx
Transcribing	xx					xx
Data analysis, data interpretation, report writing		x				xx
Report Printing	xx					xx

Final Presentation		x				xx
Any other						
<b>Share</b>	<b>60%</b>	<b>40%</b>			<b>40%</b>	<b>60%</b>

**\*net profit sharing after deducting all expenses**

**Note: Faculty may also collaborate with local and international trainers/training/consulting firms to organize workshops and acquire consulting work for EMEC/IoBM**

**19. Dress Code Policy**

The image, respectability and professionalism will be upheld by all staff in their dress and attire, which should be consonant with the national cultural sensitivities.

**Scope**

The policy applies to all Faculty and Management Staff of the Institute of Business Management (IoBM).

**Purpose**

In order to portray a professional and decent image of IoBM, it is expected that all faculty/staff will wear neat, clean and well pressed formal/semi-formal dress/attire while on duty. Wearing casual attire/dress will not be permitted.

**Guidelines**

All faculty/management staff are required to be clean, well-groomed and dressed appropriately for the job at all times.

Male employees are required to portray a business-like image (formal/semi-formal; but not casual) in either shalwar kameez with a waist coat; suit, shirt and tie: shirt and trousers; safari suit or uniform. However, wearing tie is not mandatory but desirable.

Female employees are required to dress in well-tailored and subtly colored shalwar kameez, churidar pajamas and/or western dress which portrays an image of modesty, respectability and decorum. Heavy makeup, jewelry and use of glittery cosmetics are not permitted.

Where there is a prescribed uniform, employees are required to wear the complete uniform while on duty. Uniforms provided by the organization will be treated with care and will be worn only when on official duty.

Wearing casual dress/sports attire, while on duty, is strictly prohibited. Male and female employees will not report for duty in track suits or other sports attire. Clothes which are tight-fitting and/or are flimsy, transparent will not be acceptable. Shoes/sandals which are to be worn should be properly cleaned and polished. Wearing chappal/slippers is not permitted. Facial hair (beards and moustaches for men) are permitted, however, those who shave and don't have a beard are expected to shave on a daily basis.

The Department Head will be responsible to ensure that employees in the department are appropriately attired at work in conformity with Dress Code Policy.

As part of dress code, Institutional ID badge must be worn and displayed prominently by all employees (male and female) while on duty. Any employee, if found/reported without wearing ID badge during duty hours, disciplinary action will be initiated against him/her for violating institutional policy.

## **20. Employees Home-based/Remotely Working Policy**

### **Purpose**

To allow employee to work from home/remotely in circumstances that are difficult/beyond control and hence restricting from coming to work/institute with the objective not only to facilitate employee but for the benefit of the institute.

### **Eligibility to Apply**

Employee having full-time and permanent employment status with no less than two years of consecutive service with the institute may apply.

The current position level of requester should be no less than Assistant Professor and Manager in faculty and management, respectively.

The duration to work from home/remotely, in no circumstances will exceed three (3) months.

Any further extension will be subject to strong justification and approval of the authorities.

All benefits will be frozen during the period while work is being done from home/remotely.

Before entering this arrangement, a complete plan/work schedule duly approved by the concerned HoD/Dean and Rector should be submitted to the HR department for review and reference in order to process payment.

The work being done will be monitored on a regular basis through a set mechanism which is to be devised by the concerned HoD in consultation with Dean and should have Rector's approval.

Compensation for the approved period will be worked out based on the output/productivity if found up to the desired level by meeting the deadlines, set earlier.

Monetary compensation in such situation will be worked out minus conveyance charges.

The payment will be processed on a monthly basis subject to receiving confirmation each month about the work done was satisfactory, up to the desired level and has met the time lines.

The above arrangement may be allowed if any of the following family members is seriously ill and require full time attention: spouse, son, daughter or parents

The institute may allow the above arrangement only if there is no other alternative available to get the work done and time lines are approaching and the HR record proves that the person recommended has the strong background of performing similar sort of tasks quite satisfactorily.

### **Procedure**

Employee desiring to opt for working from home, must submit a written request with supporting documents from the consulting physician to the concerned HoD mentioning complete details which are compelling the requester to work from home/remotely.

The requester should indicate tentative amount of duration to be worked from home/remotely.

The concerned HoD should justify from every angle about the importance of task which is to be completed in a specified period of time. Also, that there is no alternate arrangement available except to have the same completed exclusively by recommended employee.

The employee working from home/remotely will constantly remain in contact through phone, email and Skype until the completion of project.

The payment will be processed on a monthly basis subject to receiving progress report with details of work done and most importantly mentioning the level of satisfaction. These documents should come from the concerned HoD and approved by the relevant head/Dean and Rector.

## **21. Retirement Policy**

### **Purpose**

The purpose to exercise this is to provide job opportunity to youngsters for them to contribute in a highly effective manner because of their being enthusiastic and creative. Additionally, they come with high energy level, also desirous to do something different in the best interest of the institute.

### **Definition**

Employees on attaining sixty (60) years of age are retired from regular service.

### **Scope**

Applies to all regular employees (Faculty, Management and Non-Management) irrespective of gender.

### **Procedure**

- Employees upon reaching 60 years of age will be issued with a notice by the HR Department at least one month before attaining stipulated age informing about retirement.
- The employment conclusion letter is issued prior to retirement date which will have a clear indication about the issuance of post retirement contract.
- During this period, regular employment is concluded effective retirement date and a cheque is issued, clearing all dues, as full and final settlement payment.
- It will be solely institutional discretion to issue the retiree with a post retirement contract (close ended) which would be in the light of his/her past track record.
  - (a) The President is the final approving authority for issuance and renewal of contract for faculty and management members on or after their retiring subject to recommendation of concerned HoD, Dean, Rector and EDA respectively. However, approving authority for non-management employees is EDA subject to recommendation of concerned HoD.
  - (b) The issuance of close ended post retirement contract and renewal thereafter will be subject to good health for which the person concerned will be required to get his/her Chest X-Ray and CBC done at the designated Lab and Diagnostic Center (Essa Lab or AKU Lab) as described/asked from time to time.
- The maximum period, subject to meeting condition as stated in (a) and (b) will be extended, from the date of retirement, up to 10 years for faculty and 5 years for management and non-management staff excluding Security Guards, who are expected to retire on attaining 60 years of age. Any extension beyond that will be subject to approval of President.
- The terms and conditions for post-retirement contract will not be same as regular employment and hence the benefits will be restricted to out-patient ceiling and leave entitlement.
- Above all, the institute, at any stage, can exercise the option of offering retiree an advisory role. However, in advisory capacity, because of reduced working hours/days, the last drawn salary will be reduced as per given responsibilities.

## **22. Provident Fund Policy**

Provident fund is a compulsory, organization-managed savings scheme. Workers give a portion of their salaries to the provident fund and employers must contribute on behalf of their employees. The money in the fund is then held and managed by the employer organization, and eventually withdrawn by employees leaving the organization.

### **Admission to Membership**

Member means any eligible employee who is admitted to the membership of the Fund by the Trustees and participates in or contributes to the Fund.

Any eligible employee who becomes entitled to membership on or after the effective date of the fund shall apply for membership within one month after becoming entitled, or which such further period as the institute may allow. The application to join the fund shall be made in manner prescribed by the Trustees from time to time. Subject to the provision of these rules, a member shall remain a member of the fund until he ceases to be an eligible employee of the institute or on written consent of the Trustees retires from the fund.

### **Contributions**

Every member, during the period of this membership, shall make monthly contribution to the fund at the rate of 8.33% of salary for the time being, calculations to be made to the nearest rupee. The institute shall be entitled to deduct this contribution. The institute shall at the end of each month contribute a sum equivalent to the contribution made by each member and pay this sum to the Trustees for credit to the member's individual account.

### **Credit of Interest/Profits**

The profits payable to members shall be determined in the following manner:

As soon as possible after the close of each financial year, the Trustees shall prepare an account of the total income received and accrued due to the invested amounts of the fund during the financial year and after deducting there from any losses shall place the balance as profit earned, and declare a fair and equitable rate of profit for credit to the member's individual account for the financial year. However, as provided in Rule 3(b) of Sixth Schedule to the Income Tax Ordinance 2001, interest credited on the balance to the credit of each employee shall not exceed one-third of the salary of the employee; or rate fixed by the Federal Government in the official gazette in this behalf.

### **Withdrawals**

Withdrawals by members shall not ordinarily be allowed by the Trustees but may be permitted in their absolute discretion on the special grounds in circumstances and on terms and conditions.

### **Nominations**

Each member shall on joining the fund nominate, as per requirement specified by the Trustees, any person or persons who shall be entitled to receive the accumulated balance due in the event of the member's death while in the service of the institute. If a member should nominate a person who is a minor or under disability to give a legal receipt or discharge to the Trustees, the member shall at the time of such nomination appoint, a person of full age and ability, who is capable of giving a legal receipt and discharge, to receive payment of the amount standing to the credit of the member for and on behalf of the nominee if he should still be a minor or under disability at the time the payment is to be made, any the receipt of the said person of full age and ability shall be a good discharge to the Trustees; in the aforesaid case the member shall make his nomination form and manner specified by the Trustees.

If a member nominates more than one person, he shall specify the amount of share payable to each of the nominees in such manner as to cover the whole of the accumulated balance due.

The members may change their nomination from time to time and inform the Trustees accordingly.

### **Permitted Withdrawals**

Withdrawals by employees from accumulated balance may be allowed by the trustees of a recognized provident fund in the following circumstances, namely:

- a) To pay expenses in connection with the illness of a subscriber or a member of his family

- b) To meet the expenditure on purchase of a motor cycle or scooter provided that authenticated copies of documents substantiating such purchase are deposited with the trustees of the fund
- c) To pay expenses in connection with marriages, funerals or ceremonies, which, by the religion of the subscriber, it is incumbent upon him to perform and in connection with which it is obligatory that expenditure should be incurred
- d) To pay expenses in connection with the performance of Hajj by the subscriber
- e) To meet the expenditure on repairs, renovation or extension of a residential house belonging to the subscriber, etc.

### **23. Faculty Retention Policy**

#### **23.1. Purpose**

The policy is to facilitate retention of faculty members with IoBM.

#### **23.2. Scope**

Applicable to Full-time faculty members offered open-ended employment.

#### **23.3. Policy Guidelines**

IoBM is committed to hiring and retaining faculty and is dedicated to removing any barriers that may limit the opportunities for advancement.

The strategies are adopted to retain and attract faculty, detail of which is as follows:

#### **Incentive:**

##### **a. Monetary:**

- 1. Research paper incentive
- 2. Teaching additional course incentive
- 3. Project supervision incentive
- 4. Thesis supervision incentive

##### **b. Benefits Package:**

- 1. Annual increment
- 2. Provident fund
- 3. Car loan
- 4. Paid annual leaves for 30 days and leave encashment
- 5. Free education for faculty members and their children
- 6. Medical reimbursement against outpatient entitlement
- 7. In-patient facility (self and family)
- 8. Group life insurance
- 9. Subsidized transport facility
- 10. Subsidized meals
- 11. Food court with branded outlets
- 12. Library facility to support research work
- 13. Daycare facility for working mothers
- 14. Furnished guestroom facility
- 15. Sport facilities (Squash and Badminton court, Snooker and Table Tennis)
- 16. Gym facility

#### **Supportive and Friendly Environment:**

- a. Communicate department policies and expectations clearly
- b. Create opportunities for faculty to participate in departmental activities
- c. Promote mentoring for faculty
- d. Provide resources to faculty to accomplish their tasks comfortably

- e. Provide networking opportunities to faculty
- f. Consider leaves and other policies to best meet faculty needs
- g. Reduce course load during summer semesters
- h. Reduce course load for faculty heading any department, assigned any administrative task and pursuing PhD from IoBM.

**Professional Development:**

- a. Encourage faculty to contribute intellectually and pursue research bridging Industry and Academia
- b. Arrange professional training opportunities for faculty members
- c. Encourage improvement in teaching practices

**Monitoring Departmental Functions (an on-going process):**

- a. Regular faculty meetings to receive response and provide feedback to measure their job satisfaction
- b. Monitor course load, research commitments and administrative work to ensure faculty have feasible workload
- c. Comparative analysis of data for faculty appointments, promotions and resignations for any disparities
- d. Review decision making processes

Following are few other resources that are allocated to Departments, keeping in view their workload, which could be utilized by the faculty and monitored by the HoDs for their proper distribution and usage:

- a. Teaching assistants
- b. Research assistants
- c. Time for research
- d. Adequate funding
- e. Clerical/Administrative support
- f. Equipped computer labs

**Appendices**

**Appendix 1**

**Travel Grant Form**

**Institute of Business Management (IoBM), Karachi**

*(To be submitted to Travel Grant Committee)*

**1. Personal Details**

Name of Faculty	
Designation	
Department	
Employee ID	
Contact #	
E-mail	

**2. Conference Papers presented in last 05 years:**

<b>Number of Papers</b>	
<b>Details of Papers:</b>	
<b>i. Title</b>	
<b>ii. Venue</b>	
<b>iii. Date</b>	
<b>iv. Sponsored by IoBM or HEC</b>	

*Note: Please use additional sheets (if required)*

**3. Details of Research Paper applied for Travel Grant:**

Title of Research Paper	
Principal Author Name and Affiliation	
Author 2 Name and Affiliation	
Author 3 Name and Affiliation	
Similarity Index (less than 19 %)	_____ % <i>(Attach signed copy of the Turnitin report by the focal person)</i>

**4. Conference Details**

Name of the conference			
Theme of the Conference			
Complete address where conference will be held			
Website/URL Link of conference			
Conference contact details	Conference Secretary Name (if any): _____ Telephone: _____ Email: _____		
Conference Date(s)			
Is the Paper Accepted?	Please Tick ( <input type="checkbox"/> ) <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>Yes</td></tr><tr><td>No</td></tr></table>  <i>(If YES, attach acceptance letter)</i>	Yes	No
Yes			
No			

<p>Will the conference proceeding be published with ISSBN Publication?</p>	<p>Please Tick ( <input type="checkbox"/> )</p> <div style="text-align: right;"> <input type="checkbox"/> Yes  <input type="checkbox"/> No         </div> <p>If yes, please mention the ISSBN # _____</p> <p>If Not, mention the date when it will be published with ISSBN # _____</p>
<p>Will the Proceedings be Indexed in Well Reputed Indexing agencies such as?</p> <p><i>i. CPCI,</i> <i>ii. Procedia/Scopus</i> <i>iii. EI etc.</i></p>	<p>Please Tick ( <input type="checkbox"/> )</p> <div style="text-align: right;"> <input type="checkbox"/> Yes  <input type="checkbox"/> No         </div> <p>If yes, please mention the Indexing agencies 1.          .....          2. ....          3. ....</p>

**5. Travel Grant Details**

<p>Application Submitted to HEC for Travel Grant?</p>	<p>Please Tick ( <input type="checkbox"/> )</p> <div style="text-align: right;"> <input type="checkbox"/> Yes  <input type="checkbox"/> No         </div> <p>If yes: Date of submission: _____</p>												
<p>Approval Status of application submitted to the HEC</p>	<p>Please Tick</p> <div style="text-align: right;"> <input type="checkbox"/> Approved  <input type="checkbox"/> Rejected  <input type="checkbox"/> Awaiting         </div> <p>If approved or rejected, please attach the award letter/regret letter</p>												
<p>Financial Assistance requested from IoBM</p>	<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 80%;"></th> <th style="width: 20%; text-align: center;">Amount (Rs.)</th> </tr> </thead> <tbody> <tr> <td>Registration Fee</td> <td></td> </tr> <tr> <td>Travelling expenses</td> <td></td> </tr> <tr> <td>Accommodation charges</td> <td></td> </tr> <tr> <td>Daily Allowance</td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> </tr> </tbody> </table>		Amount (Rs.)	Registration Fee		Travelling expenses		Accommodation charges		Daily Allowance		<b>Total</b>	
	Amount (Rs.)												
Registration Fee													
Travelling expenses													
Accommodation charges													
Daily Allowance													
<b>Total</b>													

**6. Undertaking by the Applicant**

<ul style="list-style-type: none"> <li>▪ <i>The contents presented in this research paper are based on my/our original research. In case any plagiarism is proved, in addition to penalties, I will refund the entire amount of grant.</i></li> <li>▪ <i>The subject paper has not been presented earlier in any conference/ workshop etc. and has not been published.</i></li> <li>▪ <i>I will furnish a report of visit on returning back from the conference/ workshop etc.</i></li> <li>▪ <i>All the supporting documents attached are authenticated.</i></li> </ul>	
<p>_____ Signature of the applicant</p>	<p>_____ Signature of the HOD</p>

**FOR OFFICIAL USE ONLY**

The request of Dr/Mr./Ms. \_\_\_\_\_ for financial support to present research paper,  
entitled: \_\_\_\_\_ at (name of conference): \_\_\_\_\_

**Recommendation: (Please tick (☐) the relevant)**

Recommended for approval	
Not Recommended for approval	
Additional Information Required	

**Reasons for Not Recommending/ Additional Information Required (Please tick (☐))**

Application Form/documents incomplete .....	<input type="checkbox"/>
▪ Form Not filled properly .....	<input type="checkbox"/>
▪ Already availed the Grant .....	<input type="checkbox"/>
▪ Additional Information required (please mention): _____	
_____	
Any other reason (please mention): _____	
_____	

*The committee members are: Rector, all Deans, Director ORIC and OGS, & Manager EMEC*

**Note:** Conference participants are required to submit the conference proceedings and post visit report to the Director ORIC and Rector Office up on their return.

**Recommendation Committee**

<b><u>Member. 1</u></b>
Name: .....

<b><u>Member. 2</u></b>
Name: .....

<b><u>Member. 3</u></b>
Name: .....

<b><u>Member. 4</u></b>
Name: .....

**Member. 5**

Name: .....

Signature: .....

*Representative of President Secretariat/Nominee*

**Approval of President – IoBM**

**Signature:** .....

**Appendix 2**  
**Annual Performance Evaluation**  
**Of Full Time Faculty 2018-2019**

<b>Faculty Name:</b>	<b>Employee ID #</b>
<b>Position:</b>	<b>Department :</b>
<b>Appraisal Period From :</b>	<b>To:</b>
	<b>Increment Due on :</b>

The Academic Council has approved the following criteria for evaluation of full time faculty members:

- Teaching : 30 percent
- Research : 25 percent
- Industry Engagement : 25 percent
- Student Affairs : 10 percent
- Administrative Assignment: 10 percent

The evaluation has been undertaken on the basis of the criteria:

- Teaching : \_\_\_\_\_ percent
- Research : \_\_\_\_\_ percent
- Industry Engagement : \_\_\_\_\_ percent
- Student Affairs : \_\_\_\_\_ percent
- Administrative Assignment: \_\_\_\_\_ percent
- 
- Total : \_\_\_\_\_ percent

---

Note: Details are needed to be attached of all the above 5 criteria

**Comments:** \_\_\_\_\_

**Recommendations:** \_\_\_\_\_

Name and Signature: \_\_\_\_\_  
HoD

**Comments:** \_\_\_\_\_

**Recommendations:** \_\_\_\_\_

Name and Signature: \_\_\_\_\_  
Dean

**Appendix 3**  
**Institute of Business Management (IoBM)**  
**Faculty Teaching Evaluation Form/ Questionnaire by the students**

Thoughtful student feedback can help us to improve the teaching effectiveness. In this regard, this questionnaire is designed. Your assistance will be appreciated if you will please fill this questionnaire:

Please answer each question using the following rating scale.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>

<i>S.No.</i>	<i>Note: Please write the appropriate scale in the column provided.</i>	<b>Rating Scale</b>
1	The instructor is always on time in class.	
2	The instructor speaks audibly and clearly.	
3	The instructor gives well-organized lectures.	
4	The instructor is able to convey ideas and concepts clearly.	
5	The instructor is up-to-date with the subject matter covered in the course.	
6	The instructor is helpful in assisting the students with questions and problems in the class.	
7	The instructor is helpful in assisting the students with questions and problems before and / or after class.	
8	The learning and teaching methods encouraged the students.	
9	The reading list and material provided were relevant to the course.	
10	The course material is presented at right time during the class.	
11	Assignments in this course are related to the course material taught in class.	
12	Exams accurately cover the material taught in class.	
13	Exams are assessed fairly and impartially.	
14	The overall teaching ability of the teacher is good.	
15	Over all, I have made a progress in this class in terms of learning	

Following are the criteria of performance:

- If A ≥ 80 ———▶ Very Good  
 B ≥ 70 ———▶ Good  
 C ≥ 60 ———▶ Satisfactory  
 D < 50 ———▶ Not Satisfactory  
 E < 40 ———▶ Poor

**Overall Comments:**

\_\_\_\_\_ HOD

\_\_\_\_\_ Dean

**Appendix 4**

**Policy Guidelines for Moderation of Exam Papers & Results, and Grading Plan**

IoBM believes in the transparent and balanced system of assessment. In this regard, the HoD/Course Lead of the relevant program reviews/moderates the question paper and checks the answer copies randomly to make sure about the quality of question paper and overall makes sure for the neutral assessment. Further policy details are given below:

**1. Moderation of Examination Papers**

College of Business Management recognizes the importance of question papers in the Semester Examinations as an important exam process. This policy underpins the institution’s assessment practice and seeks to ensure that all

assessments are set for purpose, conform to validated course documentation, and provide accurate and accessible instructions and guidance to students that all marking decisions are robust, consistent, and fair. The moderation of question paper shall ensure maintenance of good standard paper in examinations as well as transparency of the process.

- Course Lead shall be a Senior Faculty whose field of expertise fall in the subject area of the examination paper.
- Moderation of examination papers should be done after an interactive session between the Faculty and Course Lead, without any prejudices.

During the Moderation Process, Course Lead and faculty should pay attention to the following points:

- Compliance with a prescribed standard format of Question paper
- Clear instructions to the candidates in the rubric
- Time allocation against the number of questions
- Mark allocation for questions and distribution of marks within sections and sub sections of a main question
- Availability of a detailed marking scheme (Should submit with the paper)
- During the process, the Course Lead should present constructive criticisms to improve the standard of the question paper in a friendly yet in a professional way to avoid any misunderstanding or ill feelings in either party.
- During the process of moderation, both faculty and Course Lead collaborate with each other to achieve timely printing of examination papers and offer fullest cooperation to the Examination Department of the university to ensure a smooth operation of the semester examination.

## 2. Policy Guidelines for Moderation and Rechecking of Examination Results/Copies

The College of Business Management is committed to a philosophy of education and learning which aims to facilitate students to become articulate, inquisitive practitioners capable of problem solving, analysis, reflection and self-direction at a level appropriate to their development. College of Business Management aims to sustain high standards and demonstrate consistency in the standard of awards. College of Business Management strives to achieve both rigor and fairness in the assessment of students against those standards. College of Business Management is willing to ensure that standards are met through the assessments set and that they remain appropriate. This is achieved through operating systems for continuing monitoring and moderation of assessment process and outcomes.

This is a process of ensuring consistency of standards and fairness across a range of assessments within a program. It allows for Course Lead to discuss and reach agreement in a transparent, valid and consistent manner. Moderation is concerned with providing fair assessments (quality assurance) and with adjusting outcomes of an assessment where necessary to ensure fairness in marking (quality control).

HoD/Course Leads are supposed to check randomly the assessed answer scripts of the students and all results to make sure that there is a fair assessment and balanced result by the concerned faculty.

Following further guidelines should be adhered to by faculty and Course Lead for the moderation of final results

- Sessional result (Quiz, Assignment and hourly. etc.) should be entered in portal timely on regular basis.
- Final result should be discussed with the Course Lead and then process for the final approval from Head of the Department.
- It is required that Course Lead should moderate result according to the prescribed grading guidelines of the Institute.
- Results should reflect the balanced grading, not the extremes (higher or lower).

## 3. Grading Guideline

Faculty is not allowed to make any deviation from the below mention grading scheme.

- A+ should be awarded only to outstanding student.
- Grade should never be changed for personal reasons.

IoBM Grading Plan

Grade	Marks	Grade Point
A <sup>+</sup>	96-100	4
A	91-95	3.89
A <sup>-</sup>	87-90	3.78
B <sup>+</sup>	84-86	3.67
B	79-83	3.33

B <sup>-</sup>	75-78	3
C <sup>+</sup>	69-74	2.67
C	64-68	2.5
D	60-63	1.5
F	<60	0

#### 4. Rechecking (Scrutiny) Policy

Rechecking Policy of IoBM states that after the final exam, results have been posted, and student can apply for rechecking of his answer script of final exam or term project if he/she has certain doubt in marking of the said answer script/term project by his faculty member. Following steps would be required for rechecking of his/her answer script.

- The student has to ensure that he/she has scored at least 60% aggregate marks in the two hourly exams & final exam and has 80% class attendance during the semester.
- The student shall apply for rechecking of his answer script/term project within three weeks after announcement of result of the examination.
- The student is required to pay Rs. 1,000 rechecking fee in accounts department that will issue receipt to the student against this payment.
- The student will collect a rechecking form from examination department, fill in the required information and submit it back to examination department along with original receipt of Rs. 1,000. During rechecking of answer script by the faculty members/committee recommended by the relevant HoD, if the changes in marks are found due to counting or calculation error, the rechecking fee will be refunded to the student.
- Examination department will provide the answer script of final exam required to be rechecked, along with the rechecking form and send it to the HOD/Dean who will get the answer script rechecked by the relevant neutral faculty member/s/committee. In case of any change in marks of question(s), faculty member will mention question-wise previous marks, corrected (revised) marks, reason/justification for change in marks and grade in the relevant columns of the rechecking form and finally sign the same.
- The change in marks and grade if found appropriate, will be reviewed by the HOD and approved by the Dean. They will also sign the rechecking form for having reviewed and approved the change in marks and grade of the student. In case of no change in marks or grade, the faculty member will mention “no change in marks.” The rechecking form and the answer script should be sent back to examination department for further action.
- In case of change in marks and grade, examination department will compile the revised result of the student after the change in a separate rechecking compilation form. This form shows detail of previous marks and grade before rechecking and add to the previous total marks, the additional marks given by faculty member after rechecking to ascertain total revised marks and grade. The compilation form is checked, rechecked and signed by the competent authority and sent to Registrar and Rector for approval and to record change in the previous marks and grades.