IOBM ACADEMIC EXCELLENCE FRAMEWORK

Academic Year 2023-2026

(Updated: February 4, 2025

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IAEF Development Core Team

Dr. Tariq Rahim Soomro, Acting Rector IoBM

Dr. M. Shujaat Mubarik, Dean CBM

Mr. Javaid Ahmed, Head Accreditation & Strategy

Dr. Samra Javaid, Head ORIC

Dr. Afak Kazi, Convener AACSB

Executive Summary

Initially IOBM was given 2 years national accreditation in 2012. This accreditation paved the way for improving our processes. In 2016, after a detailed evaluation of NBEAC, IOBM was given 03 years accreditation, having being placed in 'X' category. Several recommendations were provided by NBEAC team for further improvement.

 The overarching focus of those recommendations were on the hiring of PhD faculty members, and reformation of statutory bodies e.g., Board of Studies, Board Faculty. Considerable work on the recommended points were undertaken during 2017-2020, which resulted in the achievement of "W" category in year 2020, which is the highest national accreditation category. Only 7 business schools have been placed in the W category across Pakistan.

This accomplishment is not an end but a mean to attain the highest level of academic excellence. It has fueled us to work with more resilience, dedication and commitment to attain highest level of international accreditations like AACSB etc.

The pursuit of international accreditations is a hallmark task as it requires an institute to compete with institutions/universities around the globe. It requires regular revision, improvisation, and alignment of academic strategic plans. Against this backdrop, a comprehensive academic strategic retreat was undertaken by a team led by Rector, consisting of Dean (CBM), Head Accreditation and Strategy, Director ORIC, Convener AACSB. HoD Academics and Associate Dean (CESD) were also the part of the team in the earlier meetings. The members of the team had also meetings with LUMS accreditation team to seek some strategic guidance. After the various meetings, deliberations and discussions, the team has developed *'IOBM Academic Excellence framework (IAEF)* as the strategic trajectory to attain the academic excellence. Achieving the targets set in the IAEF, will not only lead to accomplish the AACSB accreditation but also will make IoBM an exemplary institution at the national and regional level.

The key highlights of IAEF document are Faculty Classification and workload, Faculty Performance Evaluation criteria, Faculty Key Performance Indicators, Faculty Job Descriptions, Academic Heads Job Descriptions and Strategic thrusts that will lead to implement this framework. Each of the strategy is well-integrated and compliant with local and international accreditation standards for business schools, IoBM strategic business plan, IoBM institutional framework and ground realities.

Faculty Classifications	Designations as per HEC	Qualification	Teaching Load	Research &Intellectual Contribution
Scholarly Academics (SA)	Professor	PhD as per HEC Criteria	02 course per semester (Fall & Spring) 0 course in the Summer semester	Total 2 publications in Q1 Scopus or ABS ranked 3 or above/ ABDC ranked A or B listed Journal
	Associate Professor			
	Assistant Professor			
	Lecturer	Not Applicable		
Practice Academic (PA)	Professor	PhD as per HEC Criteria	03 courses per semester (Fall & Spring) 0 course in the Summer semester	Total 1 publication [01 Impact Factor publications (or Q1/Q2 Scopus or ABS/ABDC listed Journals)
	Associate Professor			
	Assistant Professor			
	Lecturer	Not Applicable		
Scholarly Practitioners (SP)	Professor of Practice	Master's degree with 20 years' experience including 15 year Profit & Loss responsibility in a significant corporation with 15 research paper publications as per HEC / 3 Patents registered with his/her	04courses per semester (Fall & Spring) 2 courses in the Summer semester	

		name/ 200 contact hours of executive training / consultancy for a significant amount & Funds		
	Associate Professor of Practice	Master's degree with 15 years' experience including 10 year Profit & Loss responsibility in a significant corporation with 10 research paper publications as per HEC / 1 Patent registered with his/her name/ 100 contact hours of executive training / consultancy for a significant amount & Funds		
	Assistant Professor of Practice	Master's degree with 8 years' experience including 3 year Profit & Loss responsibility in a		

		significant corporation with 3 HEC recognized publications / 50 contact hours of executive training / consultancy for a significant amount & Funds		
	Lecturer	Master's degree with 5 years' experience preferably 2 years managerial level responsibility in a significant corporation with no publication	04 courses per semester (Fall & Spring) 2 courses in the Summer semester	
Instructional Practitioners (IP)	Professor of Practice	Master's degree with 20 years' experience including 10 years Profit & Loss responsibility in a significant corporation with 200 contact hours of executive training / consultancy for a significant	03 to 04 courses per semester (Fall & Spring) 2 courses in the Summer semester	Business consultancy in terms of significant time and funds OR Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs/Industry

		amount of time & Funds/ Fellowship of chartered bodies /At least 5 years' experience as C-level position		
	Associate Professor of Practice	Master's degree with 15 years' experience including 08 year Profit & Loss responsibility in a significant corporation with 100 contact hours of executive training / consultancy for a significant amount of time & Funds/ Fellowship of chartered bodies / At least 3 years' experience as C-level position	03 to 04 courses per semester (Fall & Spring) 2 course in the Summer semester	Business consultancy in terms of significant time and funds OR Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs
	Assistant Professor of Practice	Master's degree with 8 years' experience including 4-year Profit & Loss responsibility	04 course per semester (Fall & Spring) 2courses in the	Business consultancy in terms of significant time and funds OR Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs

		in a significant corporation with 50 contact hours of executive training / consultancy for a significant amount of time & Funds/ Fellowship of chartered bodies	Summer semester	
	Lecturer+ *+For Colleges other than CBM, experience is not mandatory*	Master's degree with 4 years' experience	04 course per semester (Fall & Spring) 2course in the Summer semester	Business consultancy in terms of significant time and funds OR Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs
Other	Senior Lecturer	18 Years degree with 03 years teaching/ professional experience	04 course per semester (Fall & Spring) 2 courses in the Summer semester	As per HEC criteria
	Junior Lecturer	16 Years degree with no experience	02 (1 level) courses OR 10 Contact hours Labs	Minimum of one of the following tasks as assigned by HoD, such as, Courses Coordinator, Capstone Coordinator, Project Coordinator, Departmental Coordinator etc.
	Research Associate	16 to 18 Years degree		He/she act as departmental research coordinator

		with no experience		

2A. Proposed Faculty Performance Evaluation Criteria

Criteria	SA *(PhD + Research)*	PA *(PhD + Teaching + Industry Engagement/ Consultancy)*	SP *(MS + Research)*	IP *(MS + Teaching + Industry Engagement/ Consultancy)*	HoDs/ Program Head	Associate Deans	Dean	Rector	Others
Teaching Effectiveness	15	35	40	40	20	10	0	0	30
Research & Intellectual Contribution	50	15	10	5	10	10	10	10	20
Industry & Community Engagement	10	25	25	25	10	15	20	20	15
Student Engagement	5	5	5	5	20	20	10	10	10
Administrative	5	5	5	10	25	30	45	45	10
HoD Assessment	15	15	15	15	15	15	15	15	15
Total	100	100	100	100	100	100	100	100	100

Note:
SA Scholarly Academics
PA Practice Academics
SP Scholarly Practitioners
IP Instructional Practitioners

Teaching			
KPI	**Min Weightage**	**Max Weightage**	**Total Weightage**
Student Evaluations	-	50	
Design and develop relevant new curriculum / course	1x10	30	
Content and quality of the Teaching Portfolio (through HoD & Dean)	1x10	30	
Meeting expectation in terms of performance in teaching/pedagogy (through HoD & Dean)	1x10	30	
Class regularities (through HoD & Dean – course outlines, timings, consulting hours)	1x5	20	100
Class projects/Exhibitions/Seminar/Guest Lectures etc.	1x10	20	
Using feedback to improve teaching (through HoD & Dean)	1x10	20	
Projects/Capstone/Thesis (Other than classes – Undergraduate)	1x10	20	
Participate in Other faculty courses/events/activities	1x10	10	

Intellectual Contribution			
KPI	**Min Weightage**	**Max Weightage**	**Total Weightage**
Research Paper / Case Study (with IF >0)	1x100	100	
Book (authored)	1x100	100	
Research Grant Received (<500K)	1x50	100	
Research Grant Received (>500K)	1x100	100	
Reports generated from Consulting Projects (> 1 milion)	1x100	100	
Reports generated from Consulting Projects (< 1milion)	1x60	100	
Policy Document (Internal / External)	1x50	100	
Research Paper (without IF – Scopus/WoS) – HEC Recognized	1x40	80	100
Case Studies (Published without IF)	1x40	80	
Development of Technology for utilization	1x30	60	
Proposal for research Grant (Submission)	1x20	40	
Thesis Supervised (MS)	1x20	40	

Thesis Supervised (PhD)	1x40	40	
Research Paper (Conference – Recognized/Indexed)	1x10	30	
Book Chapter	1x10	30	
Case Studies (Unpublished – used in the class)	1x10	30	
Capstone/Project supervised (with industry linkage)	1x10	30	
Articles in Professional Bodies Proceedings	1x15	30	
Editorship	1x15	30	
Research Paper (Journal) (other than Scopus/WoS) – Non-HEC recognized	1x10	20	
Book (Edited)	1x20	20	
Review of research article / case study (WoS/Scopus)	1x10	20	
Review of (Case study/Conference/Book/Other Journal/Thesis)	1x5	20	
Peer review for Professional Bodies (NCEAC, NBEAC, PEC, QAA, Management Associations etc.)	1x20	20	
Articles in Newspapers	1x10	20	
Member Editorial Board	1x10	20	

Industry Engagements			
KPI	**Min Weightage**	**Max Weightage**	**Total Weightage**
Industry Training (Provider)	1x30	60	
Industry Consultancy	1x30	60	
Keynotes/Invited Lectures (Industry)	1x20	40	
Keynotes/Invited Lectures (Academia/Conferences/Seminars)	1x20	40	
Conference Chair	1x5	10	
Participation in Media (Electronics/Print etc.)	1x10	20	
Participation in Advisory Board /Volunteer Positions -National	1x10	10	100
Participation in Advisory Board /Volunteer Positions-International	1x15	15	
Professional Membership	1x5	15	
Participation in Professional Organization	1x5	10	
Member of National/International Task Force	1x10	10	
Member of Editorial Board Journal (WoS/Scopus)	1x15	15	
Member of TPC (Conference/Other Journals)	1x5	10	
Organizing Seminar/Event	1x10	20	
Organizing National Level Conference/Event	1x20	20	
Organizing International Level Conference/Event	1x30	30	

Student Affairs			
KPI	**Min Weightage**	**Max Weightage**	**Total Weightage**
Participation in Student Societies	1x20	40	
Participation in Student Counseling	1x5	50	
Participation in Student Research/Innovation Activities	1x10	50	100
Participation in MS/PhD/Project/Capstone Proposals/Defense	1x5	30	
Organizing Student-level Seminar/event/sessions etc.	1x20	40	

Administrative Assignment (personal development)			
KPI	**Min Weightage**	**Max Weightage**	**Total Weightage**
Course coordination (Department wise)	1x40	40	
Project Coordinator (Department wise)	1x40	40	
Focal Person (Program/Department wise)	1x40	40	
Other administrative Coordination (assign by HoD/Dean)	1x40	40	
Administrative assignments (assign by HoD/Dean)	1x40	40	
Course Lead	1x10	30	
LMS Support / CMS Support	1x20	20	
Plagiarism Support (Program wise)	1x5	20	100
Involved in Minutes Writing	1x5	30	
Involved in report writing (SAR/ORIC/OGS/QEC)	1x20	40	
Involved in Accreditation Matters	1x30	60	
Departmental committees (Course File/ DPCOC etc.)	1x10	40	
New Initiative (Course / Project)	1x15	30	
Field visits (IoBM related)	1x10	30	
Departmental event organization	1x40	40	

3. IOBM Academic Excellence Framework SCORECARD

Vision: The Institute of Business Management aims to be one of the leading institutions, nationally and internationally, for learning, research, innovation, and adding value to society.

ACTION PLAN FOR STRATEGIC THRUST 1: FACULTY CLASSIFICATION, MANAGEMENT & DEVELOPMENT

GOALS	OBJECTIVES	Measurement (KPIs) – Leading Indicators	Timelines	ACTION Initiatives
FACULTY COLLECTIVELY DEMONSTRATES SIGNIFICANT ACADEMIC AND PROFESSIONAL CAPABILITIES AND ENGAGMENTS	*Create IoBM Academic Excellence Framework*	• 100% existing faculty and relevant management made aware of framework • 100% Existing faculty mapped with framework (50% by Fall 2022) • 100% new faculty hiring & Orientation based on framework	i. Done ii. First week of January 2023 iii. January 2023 and onwards iv. In process by June 2023 v. Done vi. June 2023 vii. June 2023 and onwards based on new appraisal parameters viii. Done ix. Done x. September 2023 xi. January 2023 and onwards	i. Develop Faculty classification framework ii. IoBM Academic Excellence Framework role out launch iii. IoBM Academic Excellence Framework training awareness iv. Mapping existing faculty with faculty classification framework v. Establish faculty hiring criteria vi. Adoption of faculty hiring criteria vii. Revisiting faculty hiring process viii. Define and adoption faculty workload and appraisal criteria (Faculty KPIs) ix. Establish JDs align with faculty classification x. Adopting of JDs align with faculty classification (HR & HoDs training) xi. Training of faculty & HoDs based on revised JDs xii. Implement faculty orientation and induction processes

			xii. In process (June 2023 and onwards)	
Develop faculty members capacity to comprehend current trends in academia and practice		• 100% HODs and Senior Faculty trained as per timeline/ action • 100% exiting faculty trained as per timeline/ action	i. February 2023 and onwards ii. April 2023 and onwards iii. January and onwards iv. April 2013 and onwards v. January and onwards vi. Fall 2023 to Summer 2024 vii. Fall 2023 to Summer 2024	i. Training on alignment of Departmental Objectives with Institutional vision and Mission & SDGs ii. General training of Senior faculty members on Course codes & levels iii. Blooms' Training iv. Course Structure and Contents development, management and execution v. Awareness of CLOs & PLOs vi. Faculty internship/ shadowing vii. Faculty course portfolio training (For batches of 20 to 30)

IOBM Academic Excellence Framework SCORECARD

The Institute of Business Management aims to be one of the leading institutions, nationally and internationally, for learning, research, innovation, and adding value to society.

STRATEGIC THRUST 2: CURRICULUM DEVELOPMENT, MANAGEMENT and EVOLUTION

GOAL	OBJECTIVES	Measurement (KPIs) – Leading Indicators	Timelines	ACTION Initiatives
ENSURE SUCCESS OF LEARNERS IN THE DEGREE PROGRAMS	*Ensure (Revisit) alignment of PLOs with Vision and Mission*	• BBA program PLOs • MBA program PLOs • Subsequently other Colleges' programs PLOs	i. Fall 2023 ii. Fall 2023 iii. Fall 2023 onwards	i. Development of Program Review Team ii. Preparation of TORs iii. Regular Management and evaluation of PLOs
	Ensure (Revisit) course content is relevant, current, forward looking aligned with PLOs	• BBA core courses • BBA elective courses • MBA core courses • MBA elective courses • Other Colleges' program core courses • Other colleges' program elective course	i. Fall 2023 to Summer 2024 ii. Fall 2023 iii. Fall 2023 onwards	i. Development of Course contents and Structure Review Team ii. Preparation of TORs iii. Regular Management and evaluation
	Ensure course content is academically structured CLOs – Blooms – Pedagogy/ies – Assessment – Feedback	• BBA core courses • BBA elective courses • MBA core courses • MBA elective courses • Other Colleges' program core courses • Other colleges' program elective course	i. Fall 2023 to Summer 2024 ii. Fall 2023 iii. Fall 2023 onwards	i. Development of Course Review Team ii. Preparation of TORs iii. Regular Management and evaluation of CLOs

Creating FTP awareness and effectiveness through development, management and execution of faculty portfolio	• BBA core courses FTP • BBA elective courses FTP • Other colleges' core courses FTP • Other Colleges' elective courses FTP	i. Fall 2023 to Summer 2024 ii. Fall 2023 to Summer 2024 iii. End of every semester (Starting Fall 2023) iv. Regularly in BoS & BoF (starting Fall 2023)	i. Development of Faculty Teaching Portfolio ii. Management of faculty teaching portfolio iii. Review of faculty teaching portfolio iv. Alignment of curriculum with the output of faculty teaching portfolio through Curriculum Review Committee
Ensure LMS/ Flipped classroom facilitates learner to learner and learner to faculty engagement	• 100% new students/faculty training on Flipped classroom and LMS/Smartz • 50% existing students/faculty training on Flipped classroom and LMS/Smartz (Fall 2022) • Remaining 50% existing students/faculty training on Flipped classroom and LMS/Smartz (Spring 2023)	Fall 2023 to Summer 2024	i. Training on Flipped classroom for students and faculty ii. Faculty training on effective use of LMS/Smartz Tools and Techniques iii. Student training on mandatory use of LMS/Smartz iv. HoD training on LMS/Smartz reporting and evaluation of FTP
Ensure Curriculum promotes innovation, experiential learning and lifelong learning mindsets	• Feedback from different sources (LMS, Students, Alumni, Faculty, Employers etc.) • Personality testing of students after admission (Fall 2022)and after completion of degree program	Ongoing from Fall 2023	i. Review and design curriculum incorporating innovation, experiential learning and lifelong learning Concepts ii. Motivating and helping faculty members and students to develop innovation, experiential learning and lifelong learning mindset

IOBM Academic Excellence Framework SCORECARD (May 2022)

Vision: The Institute of Business Management aims to be one of the leading institutions, nationally and internationally, for learning, research, innovation, and adding value to society.

STRATEGIC THRUST 3: INTELLECTUAL CONTRIBUTIONS – BROADENING THE CANVAS AND RAISING THE RELEVANCE

GOAL	OBJECTIVES	Measurement (KPIs) – Leading Indicators	Timelines	ACTION Initiatives
FACULTY DEVELOPS IMPACTFUL SCHOLARSHIP THAT IS MISSION-DRIVEN	*To develop scholars to effectively undertake impactful scholarship*	• 30 selected researchers (SA/SP) • 100% SA/SP	• Academic year 2022-23 and onwards	I. Launch learning & training courses, seminars, workshops for researchers (SA/SP) II. Capacity building training programs in proposal writing. Performance management frameworks
	To development and execution of relevant policy framework to achieve the annual R&D and innovation targets	• Development of framework • Execution of the framework	i. November 2023 ii. December 2023 iii. December 2023 iv. April 2024 v. Fall 2024 and onwards vi. Fall 2024 and onwards	i. Reviewing the R&D targets ii. Formation of Committee to develop policy framework iii. TORs of the committee iv. Developing the framework v. Managing and execution of the framework vi. Create opportunities for faculty and students that will lead to IP disclosures, licensing, patents / trademarks / design patent / copyrights, etc. institution-wide.

FACULTY WIDELY COLLABORATES TO DEVELOPS KNOWLEDGE THAT ENHANCES
i. **BASIC OR DISCOVERY SCHOLARSHIP,**
ii. **APPLIED SCHOLARSHIP,**
iii. **TEACHING & LEARNING SCHOLARSHIP**
	To establish collaborative research culture	• Number of CCCRC formed (Academic year wise)	i. Fall 2023
			ii. Fall 2023 and onwards (ongoing)
			iii. Fall 2023 and onwards (ongoing)
				i. Creating Cross-faculty Category Collaborative Research Clusters (CCCRC)
				   a) SA-PA,
				   b) SA-SP,
				   c) SA-IP,
				   d) PA-SP,
				   e) PA-IP,
				   f) SP-IP
				• The focus of 'a' and 'b' (of CCCRC) to be mapped with Basic or Discovery Scholarship
				• The focus of 'c' and 'f' (of CCCRC) to be mapped with Applied Scholarship
				• The focus of 'd' and 'e' (of CCCRC) to be mapped with Teaching and Learning Scholarship
				ii. To promote interdisciplinary, interdepartmental, national and international collaboration to foster a research culture.
				iii. Connecting IoBM faculty and students with successful IoBM alumni entrepreneurs
				Note: CCCRC must be interdisciplinary

		• No of industrial linkages established. • No. of new areas of research worked on by	• Fall 2023 and onwards (ongoing)	i. Encourage meaningful and outcome-based agreements signed for collaboration with industry, government or community (at national/international level)

		faculty and students. • Alignment of SDG themes and the research areas chosen by faculty and students • No. of policy driven researches • # of shadowing program for faculty to observe industry practices. • # of meaningful linages developed with the industry Note: Strengthen relationships with the relevant stakeholders.		ii. Encourage visits by representatives of industry or community members regarding potential research subjects. Note: Enhance consultancy opportunities/contract research for faculty & students
R&D COMMERCIALIZATION	*To collaborate with ORIC to undertake research and development commercialization activities*	• Number of researches commercialized • Number of patents registered • Number of products/process innovations	• Fall 2026 and onwards	i. To formulate research commercialization strategy of IoBM Identification of gaps in the existing commercialization initiatives ii. Build linkages with relevant industry partners needing the potential products developed/ planned for development by students and faculty iii. Design the strategy draft iv. Approval of the same v. Team identified for execution

Appendix-A

Date Effective**: Fall 2022**

<table>
<tr><td colspan="3" align="center"><h2>JOB DESCRIPTION</h2></td></tr>
<tr>
<td>1.   **College**</td>
<td>2. **DESIGNATION**

Dean</td>
<td>3. **POSITION STATUS**

* <mark>Permanent Employees</mark>   ☐

* Contract Employees   ☐</td>
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4. DEFINITION AND PURPOSE OF POSITION

Dean is academic leader and head who has academic, managerial and fiscal responsibilities for a college. Dean drives the adequacy of instruction, monitor academic integrity, and are responsible for academic and admission progress. They are responsible for the ethical conduct of intellectual contribution and for establishing and maintaining a culture of compliance and integrity among faculty, staff, and students.

5. NATURE AND SCOPE

5.1 Reports to: Rector

5.2 Supervises: Associate Dean, HoDs and other Staff.

6. KEY INTERACTIONS

6.1 **Internal:** Interactions with the President, EDA, Rector, Deans and academic and administrative units head of the Institute.

6.**2 External**: Interaction with industry professionals, accreditations bodies at national and international level, national and international Universities/ Institutes and Professional and trade bodies.

7. FUNCTIONS OF THE POSITION

7.1 Intellectual Contribution:

- 1 publication in any HEC recognized Journal.

7.2 Core Functions:

The position would require the following responsibilities:

1. Responsible for the preparation of the college academic plan and following-up its implementation; including: Curriculum, Assurance of learning, Learner progression, Teaching effectiveness and impact
2. Responsible for recommendation of selection, placement, development, evaluation and reward of the faculty members (all categories) in the college jointly with the Rector.
3. Evaluating and recommending faculty members in his/ her college for appointment, appraisal and/or promotion to the Rector.

4. Responsible for attaining college academic and research targets
5. Overseeing structure and content of all courses, offered by the college with the help of relevant HoD.
6. Responsible for managing HoDs/Associate Dean of their college and their professional development
7. Reviewing and submitting annual budget for his/her college with consultation of relevant HoDs and/or Associate Dean
8. Managing and monitoring the performance of HoDs and/or Associate Dean
9. Overseeing and monitoring the accreditations process (national and/or international) of relevant programs
10. Implementing strategic objectives and policies based on vision and mission of college and Institute
11. Coordinating with Deans of other colleges to enhance Institutional research initiatives
12. Coordinating between the academic and administrative units in his/ her college

Other responsibilities:

13. Liaison with Industry and relevant Professional and trade Bodies to create and strengthen Industry-Academia linkages
14. Monitoring and resolving issues related to student affairs and directing activities for the enhancement of student learning
15. Chairing the respective Board of Faculty (BoF) of his/her college and issuance of relevant notifications.
16. Approving the Associate Dean/HoDs leaves
17. Any other role may be assigned by the Rector / President as deemed fit.

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8. SPECIFICATION

8.1 Academic Professional Qualification:

Professor (SA/PA) as per faculty categories.

8.2 Experience & Training:

Significant experience in a position of academic/management leadership.

9. COMPETENCIES

9.1 Personal Competencies

1. Leadership, motivational and people management skills for building high performing teams.
2. Ability to command the respect of a diverse academic community.
3. Ability to develop and manage relationships with a wide range of external partners including professional bodies, government, business, funders, other education providers.
4. Excellent communication skills (written and spoken)
5. High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY <mark>PRESIDENT</mark>	12. ACCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR   ☐ Yes   or   ☐ No   Name/Initial   _____

JOB DESCRIPTION

2. **College**	2. **DESIGNATION**	3. **POSITION STATUS**	
	Associate Dean	* <mark>Permanent Employees</mark>	☐
		* Contract Employees	☐

4. DEFINITION AND PURPOSE OF POSITION

The Associate Dean represents the College in the absence of the Dean and works with the Dean in developing the vision and mission for the College. He/She is responsible for assisting the Dean in developing strategies to pursue College-wide priorities, such as curriculum review processes, faculty recruitment, student grievances and problems. He/She will collaborate with the College Departments to develop effective support for teaching and research.

5. NATURE AND SCOPE

5.1 Reports to: College Dean.

6. KEY INTERACTIONS

6.1 **Internal:** Interactions with the Director Research, Director QEC, Director OGS, Director ORIC, Dean, Rector, academic and administrative units head of the Institute.

6.**2 External**: Interaction with industry professionals, accreditations bodies at national and international level.

7. FUNCTIONS OF THE POSITION

7.1 **Teaching Load:**

- 01 course per semester (Fall & Spring)
- 0 course in Summer semester

7.2 Intellectual Contribution:

- 1 publication in any HEC recognized Journal.

7.3 Core Functions:

The Associate Dean is responsible for the following:

1. In absent of Dean he/she will act as Dean.
2. Responsible for Assurance of Learning (AoL) activities in his/her college.
3. Responsible for implementing policies that enhancing research activities within College.
4. Responsible for implementing policies related to ORIC
5. Responsible for overseeing the preparation of the college academic and research plan and following-up its implementation.

6. Responsible for preparing and submitting annual budget for his/her college with consultation of relevant HoDs.

Other responsibilities:

7. He/she will be member of respective Board of Studies (BoS) and Board of Faculty (BoF).
8. Coordinate with Director Research, Director ORIC, Director QEC and Director OGS regarding college level research and quality activities.
9. Any other role may be assigned by the Dean as deemed fit.

8. SPECIFICATION

8.1 Academic Professional Qualification:

Associate Professor (SA/PA) or above as per faculty categories.

8.2 Experience & Training:
Significant experience in a position of academic/management leadership.

9. COMPETENCIES

9.1 Personal Competencies

- Leadership, motivational and people management skills for building high performing teams.
- Ability to command the respect of a diverse academic community.
- Ability to develop and manage relationships with a wide range of external partners including professional bodies, government, business, funders, other education providers.
- Excellent communication skills (written and spoken)
- High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME	NAME:	NAME:
SIGNATURE _____	SIGNATURE _____	SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ――――――――

Date Effective: **Fall 2022**

JOB DESCRIPTION

1. **DEPARTMENT**	2. **DESIGNATION** Scholarly Academics – SA	3. **POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

4. DEFINITION AND PURPOSE OF POSITION

Scholarly Academics (SA) are faculty who have normally attained a terminal degree (PhD) in a field related to the area of teaching and who sustain currency and relevancy through scholarship and activities related to the field of teaching

The primary role of an Assistant Professor (SA) is to undertake intellectual contribution (IC). The SA is expected to devote substantial time to produce intellectual contributions, such as papers/cases/teaching notes, grant proposals etc. Teaching is integral part for SA, to create learning/teaching impact at PhD's, Master's and Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

5. NATURE AND SCOPE

Reports to: Head of Department

Supervises: No direct supervision.

6. KEY INTERACTIONS

1. Internal: Interactions with Head of department, Director Research, relevant Head of Research, faculty members, lab staff, Library staff and examination.
2. External: Interaction with industry practitioners, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

7. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:

- 02 course per semester (Fall & Spring)
- No courses in the Summer semester
- Faculty will be responsible to complete Assurance of Learning Cycle (AoL) related to their courses.

Intellectual Contribution:

- Total 2 publications in Q1 Scopus or ABS ranked 3 or above/ ABDC ranked A or B listed Journal.

*Publication acceptance is subject to IoBM research Policy

The position would require the following responsibilities to be handled:

1. To undertake the quality research compliant with applicable ethical standards.
2. Develop research portfolio benchmarking with globally recognized standards and create one's own unique brand as a researcher.
3. Update research portfolio with IoBM affiliation on the globally recognized research platforms, such as, Google Scholar, Publons, ORCID (Scopus), ResearchGate, etc.
4. Participate in research activities, such as Seminars, Workshops, Conferences and reviewing research activities.
5. Dissemination of his/her published research work through Webinar/Seminar/Workshops and/or print, electronic and social media etc.
6. Responsible to ensure achievement of Course Learning Outcomes (CLOs)
7. Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
8. Teaching specialized or general courses relevant to teaching discipline.
9. Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
10. Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
11. Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
12. Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester
13. Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
14. Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
15. Any other assignment assigned by HoD/Dean

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8. SPECIFICATION

An Assistant Professor (SA) possess a PhD degree in a discipline related to the field of research and teaching as per HEC criteria. The SA must demonstrate the ability to write and publish, articles or research papers in professional research journals, magazines and periodicals.

Academic/Professional Qualification:

- PhD degree from a reputed (HEC) recognized University/DAI

Experience & Training:

- As per HEC criteria

- **Relevance:** The required qualification and experience must be relevant to subject of research and teaching discipline

- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of research and teaching as per HEC criteria

- **Training:** Relevant research training shall be added advantage

- **Research:** The research publications must be as per HEC criteria

9. COMPETENCIES

Personal Competencies

1. Ability to independently undertake scholarly activities, such as, writing research papers, research grants etc.
2. Ability to create research networks and linkages with national and international reputable research personnel and/or groups.
3. Ability to independently design courses and organize required material for teaching.
4. Excellent communication skills (written and spoken)
5. Ability to use digital learning platforms such as LMS/SMARTZ
6. High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes   or   ☐ No   Name/Initial   ─────────────

Date Effective: **Fall 2022**

JOB DESCRIPTION		
3. DEPARTMENT	**4. DESIGNATION** Practice Academics – PA	**3. POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

10. DEFINITION AND PURPOSE OF POSITION

Practice Academics (PA) are faculty who have normally attained a terminal degree (PhD) in a field related to the area of teaching and who sustain currency and relevancy through professional engagement, interaction, and activities related to the field of teaching.

The primary role of an Assistant Professor (PA) is to undertake industry driven intellectual contribution (grant proposals, consultancy reports, industry reports, papers, cases, teaching notes, etc.) along with teaching. The PA is expected to equally divide his/her time between industry driven intellectual contribution and dedicated teaching. By teaching, PA is expected to create learning/teaching impact at PhD's, Master's and Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

11. NATURE AND SCOPE

Reports to: Head of Department

Supervises: No direct supervision.

12. KEY INTERACTIONS

3. Internal: Interactions with Head of department, Director Research, relevant Head of Research, faculty members, lab staff, Library staff and examination.
4. External: Interaction with industry practitioners, trade and professional bodies/associations, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

13. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:

- 03 course per semester (Fall & Spring)
- No course in the Summer semester
- Faculty will be responsible to complete Assurance of Learning Cycle (AoL) related to their courses.

Intellectual Contribution:

- Total 1 publication [01 Impact Factor publications (or Q1/Q2 Scopus or ABS/ABDC listed Journals)

*Publication acceptance is subject to IoBM research Policy

The position would require the following responsibilities to be handled:

16. To undertake the quality research compliant with applicable ethical standards.
17. Develop research portfolio benchmarking with globally recognized standards and create one's own unique brand as a researcher.
18. Update research portfolio with IoBM affiliation on the globally recognized research platforms, such as, Google Scholar, Publons, ORCID (Scopus), ResearchGate, etc.
19. Participate in research activities, such as Seminars, Workshops, Conferences and reviewing research activities.
20. Dissemination of his/her published research work through Webinar/Seminar/Workshops and/or print, electronic and social media etc.
21. Responsible to ensure achievement of Course Learning Outcomes (CLOs)
22. Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
23. Teaching specialized or general courses relevant to teaching discipline.
24. Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
25. Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
26. Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
27. Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester
28. Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
29. Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
30. Any other assignment assigned by HoD/Dean

14. SPECIFICATION

An Assistant Professor (PA) possess a PhD degree in a discipline related to the field of research and teaching as per HEC criteria. The PA must demonstrate the ability to teach and undertake industry driven scholarship (consultancy, executive education and case studies etc.)

Academic/Professional Qualification:

- PhD degree from a reputed (HEC) recognized University/DAI

Experience & Training:

- As per HEC criteria

- **Relevance:** The required qualification and experience must be relevant to subject of research, teaching and industry engagement

- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of research, teaching (as per HEC criteria) and industry engagement (as per international accreditation criteria)

- **Training:** Relevant research and professional training shall be added advantage

- **Research:** The research publications must be as per HEC criteria

15. COMPETENCIES

Personal Competencies

- Ability to independently undertake industry driven scholarly activities.
- Ability to create linkages with industry, trade bodies/associations/chambers etc.
- Ability to independently design courses and organize required material for teaching.
- Excellent communication skills (written and spoken)
- Ability to use digital learning platforms such as LMS/SMARTZ
- High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ———————————

JOB DESCRIPTION

DEPARTMENT	DESIGNATION	3. POSITION STATUS
	Associate Professor of Practice (IP)	* <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

5. DEFINITION AND PURPOSE OF POSITION

Instructional Practitioners (IP) are faculty who have normally attained a master's degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through continued professional experience and engagement related to their professional background and experience in their field of teaching.

The primary role of an Associate Professor of Practice (IP) is to undertake teaching at undergraduate and masters level students supported by industry driven intellectual contribution (consultancy reports, industry reports, papers, cases, teaching notes, etc.). By teaching, IP is expected to create learning/teaching impact at Master's and Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

6. NATURE AND SCOPE

Reports to: Head of Department

7. KEY INTERACTIONS

- Internal: Interactions with Head of department, Director Research, relevant Head of Research, faculty members, lab staff, Library staff and examination.
- External: Interaction with industry practitioners, trade and professional bodies/associations, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

8. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:

- 03 course per semester (Fall & Spring)
- 01 course in Summer
- One course will be waived off if any administrative assignment is given.
- Faculty will be responsible to complete Assurance of Learning Cycle (AoL) related to their courses.

Intellectual contribution and industry engagement:

Business consultancy in terms of significant time and funds

OR
Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs/Industry

*Industry scholarly contribution subject to IoBM consultancy policy.

The position would require the following responsibilities to be handled:

- Responsible to ensure achievement of Course Learning Outcomes (CLOs)
- Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
- Teaching specialized or general courses relevant to teaching discipline.
- Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
- Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
- Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
- Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester
- Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
- Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
- Engage with the relevant industry and generate consultancy opportunities by providing solutions to the business.
- Engage with the relevant industry and create scholarship by development and conducting executive education for the industry using EMEC.
- Create linkages with the trade bodies, associations and business forums and regularly undertake initiatives to bridge the gap between industry and academia.
- Facilitate in getting capstone projects, internships and organize seminars and conferences etc.
- Any other assignment assigned by HoD/Dean

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9. SPECIFICATION

An Associate Professors of Practice possess Master's degree with 15 years' experience including 8 year Profit & Loss responsibility in a reputable organization with 100 contact hours of executive training / consultancy for a significant amount of time. At least 3 years' experience as C-level position.

The IP must demonstrate the ability to teach and undertake industry driven scholarship (consultancy, executive education and case studies etc.

Academic/Professional Qualification:

- Master's degree from a reputed (HEC) recognized University/DAI

Experience & Training:

- **Relevance:** The required qualification and experience must be relevant to subject of research, teaching and industry engagement

- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of research, teaching and industry engagement (as per international accreditation criteria)

- **Training:** Relevant research and professional training shall be added advantage

- **Research:** The research publication/professional publications shall be added advantage

10. COMPETENCIES

Personal Competencies

7. Ability to align learning outcomes (LOs), Blooms Taxonomy (BT) and pedagogies with assessments.
8. Ability to independently undertake industry driven scholarly activities.
9. Ability to create linkages with industry, trade bodies/associations/chambers etc.
10. Ability to independently design courses and organize required material for teaching.
11. Excellent communication skills (written and spoken)
12. Ability to use digital learning platforms such as LMS/SMARTZ
13. High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR   ☐ Yes   or   ☐ No   Name/Initial   ———————————

JOB DESCRIPTION

1. DEPARTMENT	2. DESIGNATION **Assistant Professor of Practice**	3. POSITION STATUS
		* <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

5. DEFINITION AND PURPOSE OF POSITION

Instructional Practitioners (IP) are faculty who have normally attained a master's degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through continued professional experience and engagement related to their professional background and experience in their field of teaching.

The primary role of an Assistant Professor of Practice (IP) is to undertake teaching at undergraduate and masters level students supported by industry driven intellectual contribution (consultancy reports, industry reports, papers, cases, teaching notes, etc.). By teaching, IP is expected to create learning/teaching impact at Master's and Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

6. NATURE AND SCOPE

Reports to: Head of Department

7. KEY INTERACTIONS

- Internal: Interactions with Dean, Associate Dean, Head of department, Director Research, relevant Head of Research, faculty members, lab staff, Library staff and examination.
- External: Interaction with industry practitioners, trade and professional bodies/associations, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

8. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:

- 04 course per semester (Fall & Spring)
- 01 course in Summer semester
- If any administrative work is assigned than 01 course will be waived off.
- Faculty will be responsible to complete Assurance of Learning Cycle (AoL) related to their courses.

Intellectual contribution and industry engagement:

Business consultancy in terms of significant time and funds

OR

Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs/Industry.

*Industry scholarly contribution subject to IoBM consultancy policy.

The position would require the following responsibilities to be handled:

- Responsible to ensure achievement of Course Learning Outcomes (CLOs)
- Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
- Teaching specialized or general courses relevant to teaching discipline.
- Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
- Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
- Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
- Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester
- Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
- Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
- Engage with the relevant industry and generate consultancy opportunities by providing solutions to the business.
- Engage with the relevant industry and create scholarship by development and conducting executive education for the industry using EMEC.
- Create linkages with the trade bodies, associations and business forums and regularly undertake initiatives to bridge the gap between industry and academia.
- Facilitate in getting capstone projects, internships and organize seminars and conferences etc.
- Any other assignment assigned by HoD/Dean

9. SPECIFICATION

An Assistant Professor of Practice possess Master's degree with 8 years' experience including 4-year Profit & Loss responsibility in a reputable organization with 50 contact hours of executive training / consultancy for a significant amount of time & Funds/ Fellowship of chartered bodies. At least 5-year experience as Manager heading a department/unit.

The IP must demonstrate the ability to teach and undertake industry driven scholarship (consultancy, executive education and case studies etc.

Academic/Professional Qualification:

- Master's degree from a reputed (HEC) recognized University/DAI

Experience & Training:

- **Relevance:** The required qualification and experience must be relevant to subject of research, teaching and industry engagement

- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of research, teaching (as per HEC criteria) and industry engagement (as per international accreditation criteria)

- **Training:** Relevant research and professional training shall be added advantage

- **Research:** The research publication/professional publications shall be added advantage

10. COMPETENCIES

Personal Competencies

- Ability to align learning outcomes (LOs), Blooms Taxonomy (BT) and pedagogies with assessments.
- Ability to independently undertake industry driven scholarly activities.
- Ability to create linkages with industry, trade bodies/associations/chambers etc.
- Ability to independently design courses and organize required material for teaching.
- Excellent communication skills (written and spoken)
- Ability to use digital learning platforms such as LMS/SMARTZ
- High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes   or   ☐ No   Name/Initial   _____

JOB DESCRIPTION

3. **College**	2. **DESIGNATION** Head of Department	3. **POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

4. DEFINITION AND PURPOSE OF POSITION

The main role of the Head of the Department is to provide strong academic leadership. The Head of Department is required to develop, manage, and execute operational strategies for the department to ensure it achieves the national and international standards for accreditations.

5. NATURE AND SCOPE

5.1 Reports to: Dean

5.2 Supervises: Department Faculty

6. KEY INTERACTIONS

6.1 **Internal:** Interactions with faculty of the department, pears, Associate Dean, Dean and academic and administrative units head of the Institute.

6.**2 External**: Interaction with industry professionals, accreditations bodies at national and international level.

7. FUNCTIONS OF THE POSITION

7.1 **Teaching Load:**

- 02 course per semester (Fall & Spring)
- 0 course in Summer semester

7.2 **Core Functions:**

The position would require the following responsibilities to be handled:

Core Responsibility

1. Responsible for the preparation of the department academic plan and ensure its implementation that includes but not limited to Curriculum, Assurance of learning, Learner progression, Teaching effectiveness and impact etc.
2. Responsible for ensuring alignment of PLOs with CLOs, blooms taxonomy, pedagogies, assessment and feedback.
3. Responsible for recommendation of selection, placement, development, evaluation and reward of the faculty members (all categories) in the department jointly with concerned dean.
4. Evaluating and recommending faculty members in his/ her department for appointment, appraisal and/or promotion to College Dean.
5. Responsible for attaining departmental academic and research targets
6. Preparing and maintaining structure and content of all courses, offered by the department with the help of relevant faculty.
7. Responsible for managing faculty members of their department and their professional development
8. Responsible for students' counselling and resolving academic and administrative issues
9. Initiating activities for the enhancement of student learning in his/her department
10. Chairing the Departmental meetings and following up its recommendations.
11. Chairing the respective curriculum committee and industrial Expert committee of his/her department

12. He/she will be member of BoS and BoF

Other responsibilities:

13. Approving the semester-wise course allocation, for all faculty members
14. Forming the department committees and following up their activities.
15. Supervising the department academic and extracurricular activities.
16. Coordinating with other HoDs of the college.
17. Nominating Course Coordinator amongst the faculty of the department.
18. Approving the faculty leaves.
19. Any other role may be assigned by Dean as deem fit.

8. SPECIFICATION

8.1 Academic Professional Qualification:

Associate Professor or above as per faculty categories (preferably PhD).

8.2 Experience & Training:

Significant experience in a position of academic/management leadership.

9. COMPETENCIES

9.1 Personal Competencies

6. Leadership, motivational and people management skills for building high performing teams.
7. Ability to command the respect of a diverse academic community.
8. Ability to develop and manage relationships with a wide range of external partners including professional bodies, government, business, funders, other education providers.
9. Excellent communication skills (written and spoken)
10. High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ─────────────

JOB DESCRIPTION

1. **College**	2. **DESIGNATION**	3. **POSITION STATUS**	
	Head of Research	* <mark>Permanent Employees</mark>	☐
		* Contract Employees	☐

4. DEFINITION AND PURPOSE OF POSITION

Head of research is appointed by the Dean in consultation with Rector/President IoBM and reports to dean or associate dean of relevant college. The position usually holds the rank of Associate/Assistant Professor appointed from the existing faculty. He/she is the focal person for research activities in the college and primarily responsible for development and implement research policies, college research plan, college level conferences, research journal (if any), maintain research record (MS/M.Phil/PhD), supervise relevant BoS meetings and foster research culture in the college.   Head of Research is also Head of MS/M.Phil/PhD programs of relevant colleges.

5. NATURE AND SCOPE

5.1 Reports to: Associate Dean/Dean

5.2 Supervises: MS/M.Phil/PhD Coordinators

6. KEY INTERACTIONS

6.1 **Internal:** Interacts with faculty members of the relevant colleges, peers, Associate Dean, Dean and academic and administrative units head of the Institute.

6.**2 External**: Interacts with industry professionals, accreditations bodies at national and international level.

7. FUNCTIONS OF THE POSITION

7.1 **Teaching Load:**
- If SA than 2 course per semester (Fall & Spring)
- If PA than 3 courses per semester (Fall & Spring)
- 0 course in Summer semester

7.2 **Core Functions:**

The position is responsible for performing the following functions

7.2 Core Responsibility
- Responsible to assist College Associate Dean/Dean in overseeing the preparation of the college research plan and following-up its implementation
- Responsible to assist College Associate Dean/ Dean in proposing and implementing policies that enhance research activities in his/her college
- He is the focal person of the college related to research activities responsible for maintaining all research record of faculty of the College

- Responsible to Initiate research culture by organizing Seminars/Workshops and Conferences (national and international)
- Responsible to lead the college level research activities
- Responsible to lead college's MS/M.Phil. /PhD programs
- Responsible to hold and chair respective Board of Study (BoS) of his/her (MS/M.Phil. /PhD) programs
- He/she will be member of BASR and will represent College in BASR meetings

7.3 Other responsibilities:

- Responsible to oversee the quality and compliance of Research Journal(s) of the College (if any)
- Responsible for maintaining the student records (files) of MS/M.Phil. /PhD
- Responsible for submitting MS/M.Phil. /PhD cases to BASR for approvals
- Keeping track of all BASR related data of the college
- Keeping track of all research produced by faculty members of the college
- Coordinate and consolidate research within his/her college
- Coordinating with other HoDs of the college
- Coordinating with Director Research, Director ORIC, Director QEC and Director OGS
- Any other role may be assigned by Dean as deem fit

8. SPECIFICATION

8.1 Academic Professional Qualification:

  Assistant Professor or above.

Intellectual Contribution (Research) and Industry Engagement

Prescribed research / industry engagement as per faculty respective categories

8.2 Experience & Training:

Significant experience in a position of research related responsibilities and academic /management leadership.

9. COMPETENCIES

9.1 Personal Competencies

- Leadership, motivational and people management skills for building high performing teams.
- Ability to command the respect of a diverse academic community.
- Ability to develop and manage relationships with a wide range of external partners including professional bodies, government, business, funders, other education providers.
- Excellent communication skills (written and spoken)
- High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME	NAME:	NAME:
SIGNATURE _____	SIGNATURE _____	SIGNATURE _____

JOB DESCRIPTION

1. **College**	2. **DESIGNATION** Program Head	3. **POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

4. DEFINITION AND PURPOSE OF POSITION

The program head is usually appointed from the existing faculty members holding the rank of Associate/Assistant Professor and reports to respective Associate Dean/Dean. The primary role of the program head is to assist the Associate Dean/Dean in various administrative academic process specific to the program that includes but not limited to preparation of the program compliance with requirements of statutory & accreditation bodies, collection, compilation and reporting of the program specific information at various internal and external forums and bodies. Program head represent the program at various forums such as BoS, BoF, QEC etc. and actively coordinate with the academic admin positions. The Head of Program is required to develop, manage, and execute operational strategies.

5. NATURE AND SCOPE

5.1 Reports to: Associate Dean

5.2 Supervises: Nil

6. KEY INTERACTIONS

6.1 **Internal:** Interacts with faculty of the department, peers, Associate Dean, Dean and academic and administrative units head of the Institute.

6.**2 External**: Interacts with industry professionals, accreditations bodies at national and international level.

7. FUNCTIONS OF THE POSITION

7.1 **Teaching Load:**

- If SA than 2 course per semester (Fall & Spring)
- If PA than 3 courses per semester (Fall & Spring)
- 0 course in Summer semester

7.2 **Core Functions:**

The position is responsible for performing the following functions

Core Responsibility

- Responsible for preparation of the program for accreditation as well as statutory bodies
- Responsible for maintaining the record of BoS, BoF and Academic Council (AC) regarding relevant programs and its approvals and notifications
- Responsible for preparation of relevant SAR and other accreditation requirements
- Responsible for preparing, updating, and maintaining Catalog as per approved programs
- Responsible for transfer student cases
- Chairing the respective Board of Study (BoS) of his/her program
- Coordinate with HoD placement and Alumni office to keep track of graduating students

Other responsibilities:
- Participate in BoS, BoF and other statuary committees
- Responsible for updating Campus Management System (Smartz etc.) as per approved programs
- Coordinating with Director QEC
- Coordinating with relevant HoDs
- Coordinate with Head of Accreditation and Strategy
- Any other role may be assigned by Dean as deem fit

8. SPECIFICATION

8.1 Academic Professional Qualification:
Assistant Professor or above.

8.2 Experience & Training:

Significant experience in a position of academic/management leadership.

9. COMPETENCIES

9.1 Personal Competencies
- Leadership, motivational and people management skills for building high performing teams.
- Ability to command the respect of a diverse academic community.
- Ability to develop and manage relationships with a wide range of external partners including professional bodies, government, business, funders, other education providers.
- Excellent communication skills (written and spoken)
- High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes   or   ☐ No   Name/Initial————————

JOB DESCRIPTION

1. **College**	2. **DESIGNATION** Course Coordinator	3. **POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

4. DEFINITION AND PURPOSE OF POSITION

Courses coordinator is appointed by the relevant HoDs from the faculty members in consultation with Dean who directly reports to HoD. The position is the focal person for preparation of the semester timetable, coordinate with academic office, assist in assigning courses to the faculty, send notification, and resolve all issues of the faculty and students in respect of course offered in the semester in coordination with academic and under supervision of Head of department.

5. NATURE AND SCOPE

5.1 Reports to: Head of the department

5.2 Supervises: Nil

6. KEY INTERACTIONS

6.1 **Internal:** Interacts with faculty of the department, peers, Associate Dean, Dean and academic and administrative units head of the Institute.

6.**2 External**: Interacts with industry professionals, accreditations bodies at national and international level.

7. FUNCTIONS OF THE POSITION

7.1 Teaching
- If SA than 2 course per semester (Fall & Spring)
- If PA than 3 courses per semester (Fall & Spring)
- Non-PhD will teach 3 courses (N-1)
- 2course in Summer semester

7.2 **Core Functions:**

The position is responsible for performing the following functions

Core Responsibilities
- Responsible to assist HoD in preparing the semester time table and coordinate with academic office related to all issues of scheduling
- Responsible to assist HoD to assign relevant courses to permanent faculty members and to visiting faculty members (if required)
- Responsible for resolving all scheduling issues (clashes) for students and faculty members
- Responsible for resolving all course offering issues for graduate students
- Responsible to Offer courses as per Catalog
- Responsible for collection and maintaining digital course file folders of all courses from permanent and visiting faculty members (using LMS/Smartz etc.)

Other responsibilities:
- Timely communicating with permanent and visiting faculty members regarding their courses, notifications and schedules
- Timely communicating with students regarding offered courses
- Coordinating with other Colleges' departmental officers and Academic Department to help resolve scheduling and offering issues with the guidance of HoD
- Any other role may be assigned by HoD/Dean as deem fit

Intellectual Contribution (Research) and Industry Engagement

Prescribed research / industry engagement as per faculty respective categories

8. SPECIFICATION

8.1 Academic Professional Qualification:

Lecturer or above.

8.2 Experience & Training:

Significant understanding of relevant program roadmaps, documentation and coordination.

9. COMPETENCIES

9.1 Personal Competencies
- Communication, coordination and people management skills.
- Ability to command the respect of a diverse academic community.
- High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR   ☐ Yes   or   ☐ No   Name/Initial————————

JOB DESCRIPTION

1. **DEPARTMENT**	2. **DESIGNATION** Assistant Professor of Practice (IP)	3. **POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

3. DEFINITION AND PURPOSE OF POSITION

Instructional Practitioners (IP) are faculty who have normally attained a master's degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through continued professional experience and engagement related to their professional background and experience in their field of teaching.

The primary role of an Assistant Professor of Practice (IP) is to undertake teaching at undergraduate and masters level students supported by industry driven intellectual contribution (consultancy reports, industry reports, papers, cases, teaching notes, etc.). By teaching, IP is expected to create learning/teaching impact at Master's and Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

4. NATURE AND SCOPE

Reports to: Head of Department

Supervises: No direct supervision.

5. KEY INTERACTIONS

1. Internal: Interactions with Head of department, Director Research, relevant Head of Research, faculty members, lab staff, Library staff and examination.
2. External: Interaction with industry practitioners, trade and professional bodies/associations, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

6. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:
- 04 courses per semester (Fall & Spring)
- 02 courses in the Summer semester.

Intellectual contribution and industry engagement:
Business consultancy in terms of significant time and funds
OR
Actively involved in Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs/Industry.
*Industry scholarly contribution subject to IoBM consultancy policy.
The position would require the following responsibilities to be handled:
- Responsible to ensure achievement of Course Learning Outcomes (CLOs)
- Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
- Teaching specialized or general courses relevant to teaching discipline.

- Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
- Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
- Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
- Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester
- Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
- Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
- Engage with the relevant industry and generate consultancy opportunities by providing solutions to the business.
- Engage with the relevant industry and create scholarship by development and conducting executive education for the industry using EMEC.
- Create linkages with the trade bodies, associations and business forums and regularly undertake initiatives to bridge the gap between industry and academia.
- Facilitate in getting capstone projects, internships and organize seminars and conferences etc.
- Any other assignment assigned by HoD/Dean

7. SPECIFICATION

An Assistant Professor of Practice possess Master's degree with 8 years' experience including 4 year Profit & Loss responsibility in a reputable organization with 50 contact hours of executive training / consultancy for a significant amount of time & Funds/ Fellowship of chartered bodies. At least 5-year experience as Manager heading a department/unit.

The IP must demonstrate the ability to teach and undertake industry driven scholarship (consultancy, executive education and case studies etc.

Academic/Professional Qualification:
- Master's degree from a reputed (HEC) recognized University/DAI

Experience & Training:
- **Relevance:** The required qualification and experience must be relevant to subject of research, teaching and industry engagement
- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of research, teaching (as per HEC criteria) and industry engagement (as per international accreditation criteria)
- **Training:** Relevant research and professional training shall be added advantage
- **Research:** The research publication/professional publications shall be added advantage

8. COMPETENCIES

Personal Competencies
- Ability to align learning outcomes (LOs), Blooms Taxonomy (BT) and pedagogies with assessments.
- Ability to independently undertake industry driven scholarly activities.
- Ability to create linkages with industry, trade bodies/associations/chambers etc.
- Ability to independently design courses and organize required material for teaching.
- Excellent communication skills (written and spoken)
- Ability to use digital learning platforms such as LMS/SMARTZ
- High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ─────────────

JOB DESCRIPTION

• **DEPARTMENT**	• **DESIGNATION** Lecturer (Scholarly Practitioners – SP)	**3. POSITION STATUS** * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

• **DEFINITION AND PURPOSE OF POSITION**

Scholarly Practitioner (SP) status applies to practitioner faculty members who augment their experience with development and engagement activities involving substantive scholarly activities in their fields of teaching. SP faculty possess a master's degree in a discipline related to the field of teaching.

The role of a lecturer (SP) is to teach both at Master's and Bachelor's level and create teaching impact; builds the repo with the students' uses teaching tools, impart knowledge that is relevant and current on the subject and ensures effective transference and build skills. Intellectual contributions are integral part of teaching and the SP is expected to devote reasonable time to produce intellectual contributions, such as papers/cases/teaching notes, grant proposals etc.

• **NATURE AND SCOPE**

Reports to: Head of Department

Supervises: No direct supervision.

• **KEY INTERACTIONS**

3. Internal: Interactions with Head of department, faculty members, lab staff, Library staff and examination.
4. External: Interaction with industry practitioners, R&D professionals, universities/colleges; participation in Seminars, Workshops and Conferences.

• **FUNCTIONS OF THE POSITION**

Principal Functions:

Teaching Load:
- 04 courses per semester (Fall & Spring)
- 02 courses in Summer semester.

Intellectual Contribution:
- 01 HEC publications other than IF (or Q3/Q4 Scopus) OR Research Grant received (Min. 0.5 million rupees)

*Publication acceptance is subject to IoBM research Policy

The position would require the following responsibilities to be handled:
- Responsible to ensure achievement of Course Learning Outcomes (CLOs)
- Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
- Teaching specialized or general courses relevant to teaching discipline.
- Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
- Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
- Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
- Responsible to prepare course file as pr HEC guidelines and upload on LMS at the end of semester

- Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
- Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
- Any other assignment assigned by HoD/Dean

- **SPECIFICATION**

A Lecturer (SP) possess a master's degree in a discipline related to the field of teaching with 5 years' experience including 2 years managerial level responsibility in a significant corporation with no publication. The SP preferably demonstrate the ability to write and publish, articles or research papers in professional magazines, periodicals, and research journals.

Academic/Professional Qualification:
- Master's degree from a reputed (HEC) recognized University/DAI

Experience & Training:
- 5 years' experience including 2 years managerial level responsibility in a significant corporation with no publication
- Teaching experience will be added advantage

- **Relevance:** The required qualification and experience must be relevant to subject of teaching discipline
- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of teaching either as teacher / Practice professional the gap must not be more than 5 years
- **Training:** Professional relevant training shall be added advantage
- **Research:** The research publication/professional publications shall be added advantage

- **COMPETENCIES**

Personal Competencies
- Ability to align learning outcomes (LOs), Blooms Taxonomy (BT) and pedagogies with assessments.
- Ability to independently design courses and organize required material for teaching.
- Excellent communication skills (written and spoken)
- Ability to use digital learning platforms such as LMS/SMARTZ
- High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ──────────

JOB DESCRIPTION

1. **DEPARTMENT**	2. **DESIGNATION** Lecturer (IP)	3. POSITION STATUS * <mark>Permanent Employees</mark> ☐ * Contract Employees ☐

3. DEFINITION AND PURPOSE OF POSITION

Instructional Practitioners (IP) are faculty who have normally attained a master's degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through continued professional experience and engagement related to their professional background and experience in their field of teaching.

The primary role of Lecturer (IP) is to undertake teaching at undergraduate level students preferably supported by industry driven intellectual contribution (consultancy reports, industry reports, papers, cases, teaching notes, etc.). By teaching, IP is expected to create learning/teaching impact at Bachelor's level, to build the repo with the students' using research/teaching tools, impart knowledge that is relevant and current on the subject and to ensure effective transference and build skills.

4. NATURE AND SCOPE

Reports to: Head of Department

Supervises: No direct supervision.

5. KEY INTERACTIONS

1. Internal: Interactions with Head of department, faculty members, lab staff, Library staff and examination.
2. External: Interaction with industry practitioners, trade and professional bodies/associations, R&D professionals, universities/colleges, HEC and relevant research/funding agencies; participation in Seminars, Workshops and Conferences.

6. FUNCTIONS OF THE POSITION

Principal Functions:

Teaching Load:
- 04 courses per semester (Fall & Spring)
- 02 courses in the Summer semester

Potential of undertaking Intellectual contribution and industry engagement:

OR

Potential to build and engage with Chambers of Commerce / Business Associations / Govt. committees / training and consultancy with NGOs/Industry.

*Industry scholarly contribution subject to IoBM consultancy policy.
The position would require the following responsibilities to be handled:
- Responsible to ensure achievement of Course Learning Outcomes (CLOs)
- Ensure that the CLOs are aligned with programming learning outcomes (PLOs) and mapped with the Blooms Taxonomy (BT) levels, pedagogy and assessments.
- Teaching specialized or general courses relevant to teaching discipline.

- Mentoring/ counselling students to improve their performance in class and on projects approved by the Department.
- Participating in Departmental Meetings/ Activities/ Projects, and assisting HoD as required.
- Actively use Learning Management System (LMS) and Campus Management System (e.g. SMARTZ)
- Responsible to prepare course file as per HEC guidelines and upload on LMS at the end of semester
- Develop teaching portfolio benchmarking with applicable standards in higher education, applicable teaching approach and create one's own unique brand as teacher.
- Please refer to "Job Descriptions of Academic Structure of IoBM" for further responsibilities
- Engage with the relevant industry and generate consultancy opportunities by providing solutions to the business.
- Engage with the relevant industry and create scholarship by development and conducting executive education for the industry using EMEC.
- Create linkages with the trade bodies, associations and business forums and regularly undertake initiatives to bridge the gap between industry and academia.
- Facilitate in getting capstone projects, internships and organize seminars and conferences etc.
- Any other assignment assigned by HoD/Dean

7. SPECIFICATION

A lecturer possesses Master's degree with 2-4 years' experience including 4-year relevant experience in a reputable organization preferably engagement in learning, training and organizational development initiatives and engagement with professional bodies.

The IP must have ability to teach and potential to undertake industry driven scholarship (consultancy, executive education and case studies etc.

Academic/Professional Qualification:
-   Master's degree from a reputed (HEC) recognized University/DAI

Experience & Training:
- **Relevance:** The required qualification and experience must be relevant to subject of teaching and preferably industry engagement as well.
- **Currency:** The qualification and experience must be current i.e. the candidate must be associated with the discipline of teaching (as per HEC criteria) and preferably industry engagement (as per international accreditation criteria)
- **Training:** Relevant professional training shall be added advantage
- **Research:** Not required however would be added advantage.

8. COMPETENCIES

Personal Competencies
- Ability to align learning outcomes (LOs), Blooms Taxonomy (BT) and pedagogies with assessments.
- Ability to independently undertake industry driven scholarly activities.
- Ability to create linkages with industry, trade bodies/associations/chambers etc.
- Ability to independently design courses and organize required material for teaching.
- Excellent communication skills (written and spoken)
- Ability to use digital learning platforms such as LMS/SMARTZ
- High standards of personal traits that include sound reflection of personality

PREPARED BY	EVIEWED & APPROVED BY H.O.D/Manager	CCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR   ☐ Yes   or   ☐ No   Name/Initial   ——————————

JOB DESCRIPTION

1. **College**	2. **DESIGNATION** Research Associate	3. **POSITION STATUS** * Permanent Employees ☐ * <mark>Contract Employees</mark> ☐

4. DEFINITION AND PURPOSE OF POSITION

This is contract position acts as departmental research coordinator and required to assist the department head or senior faculty members in undertaking the research work and enhance department intellectual contribution in assigned areas.

5. NATURE AND SCOPE

5.1 Reports to: Head of department

5.2 Supervises: Nil

6. KEY INTERACTIONS

6.1 **Internal:** Interacts with faculty of the department, peers, research director, research head and other academic and research team players within and outside department/college/institute, academic and administrative units head of the Institute.

6.**2 External**: Interaction with industry professionals as advised.

7. FUNCTIONS OF THE POSITION

7.1 **Core Functions:**

The position is responsible for performing the following functions

Core Responsibilities

- Responsible to assist HoD in organizing the research documentation and maintaining the intellectual contribution record of the department faculty.
- Responsible to timely complete the assigned task
- Responsible to assist the department assigned faculty members in their research work

Other responsibilities:

Any task as assigned by the head of department and/or by the assigned faculty

8. SPECIFICATION

8.1 Academic Professional Qualification:

   16 to 18 Years degree with no experience

8.2 Experience & Training:

Experience of conducting research during studies and/or thereafter, with proficiency in use of computer and statistical tools for data analysis etc.

9. COMPETENCIES

9.1 Personal Competencies
- Ability to respect the diverse academic community.
- Excellent communication skills (written and spoken)
- High standards of personal traits that include sound reflection of personality

10. PREPARED BY	11. REVIEWED & APPROVED BY PRESIDENT	12. ACCEPTED BY
NAME SIGNATURE _____	NAME: SIGNATURE _____	NAME: SIGNATURE _____

Reviewed by HR ☐ Yes or ☐ No Name/Initial ——————

Appendix B: Roles and Administrative Framework of Faculty

Colleges[1]:

1. **Dean of the College**
    a) **Roles and Responsibilities**

A College Dean is appointed by the President IoBM in consultation with Rector. The Dean holds relevant PhD degree and usually holds the rank of Professor. The College Dean is responsible for the following:

  i. College Dean directly report to the Rector IoBM
  ii. Responsible for the preparation of the college academic plan and following-up its implementation; including:
    ✓ Curriculum
    ✓ Assurance of learning
    ✓ Learner progression
    ✓ Teaching effectiveness and impact
  iii. Responsible for recommendation of selection, placement, development, evaluation and reward of the faculty members (all categories) in the college jointly with the Rector.
  iv. Evaluating and recommending faculty members in his/ her college for appointment, appraisal and/or promotion to the Rector.
  v. Responsible for attaining college academic and research targets that enhance research activities in his/her college
  vi. Overseeing structure and content of all courses, offered by the college with the help of relevant HoD.
  vii. Responsible for managing HoDs/Associate Dean of their college and their professional development
  viii. Reviewing and submitting annual budget for his/her college with consultation of relevant HoDs and/or Associate Dean
  ix. Managing and monitoring the performance of HoDs and/or Associate Dean
  x. Overseeing and monitoring the accreditations process (national and/or international) of relevant programs
  xi. Implementing strategic objectives and policies based on vision and mission of college and Institute
  xii. Coordinating with Deans of other colleges to enhance Institutional research initiatives
  xiii. Coordinating between the academic and administrative units in his/ her college
  xiv. Other responsibilities:
    ✓ Liaison with Industry and relevant Professional Bodies to create and strengthen Industry-Academia linkages
    ✓ Monitoring and resolving issues related to student affairs and directing activities for the enhancement of student learning
    ✓ Chairing the respective Board of Faculty (BoF) of his/her college and issuance of relevant notifications

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[1] *A faculty member, irrespective of faculty category / academic administration position, is expected to teach at least one course per semester (Fall & Spring).*

    ✓ Approving the Faculty/HoDs leaves

    ✓ Any other role may be assigned by Rector / President as deem fit

ii. Intellectual Contribution (Research) and Industry Engagement
   i. Prescribed research / industry engagement as per faculty respective categories

2. Associate Dean
a) Roles and Responsibilities

The Associate Dean is appointed by the Rector/President IoBM in consultation with relevant Dean. The Associate Dean holds relevant PhD degree and usually holds the rank of Professor.

The Associate Dean is responsible for the following:
- i. Associate Dean directly report to College Dean
- ii. In absent of Dean he/she will act as Dean
- iii. Assist College Dean overseeing the preparation of the college academic and research plan and following-up its implementation
- iv. Assist College Dean preparing and submitting annual budget for his/her college with consultation of relevant HoDs
- v. Responsible for Quality Enhancement Cell (QEC) activities in his/her college
- vi. Responsible for implementing policies related to ORIC
- vii. Responsible for implementing policies that enhancing research activities within college

viii. Other responsibilities:
    ✓ He/she will be member of respective Board of Studies (BoS) and Board of Faculty (BoF)

    ✓ Coordinate with Director Research, Director ORIC, Director QEC and Director OGS regarding college level research and quality activities.

    ✓ Any other role may be assigned by Dean as deem fit

b) Teaching Load
Category load 1 courses in Fall & Spring

c) Intellectual Contribution (Research) and Industry Engagement
   i. Prescribed research / industry engagement as per faculty respective categories

3. Program Head
a) Roles and Responsibilities

Program Managers are appointed by the relevant Dean from the faculty members. Program manager usually holds the rank of Professor / Associate Professor. The Program Manager is responsible for the following:
- i. Program Manager directly report to Associate Dean /Dean
- ii. Responsible for preparing the programs for accreditation bodies and statuary bodies
- iii. Responsible for maintaining the record of BoS, BoF and Academic Council (AC) regarding relevant programs and its approvals and notifications
- iv. Responsible for preparation of relevant SAR and other accreditation requirements

v. Responsible for preparing, updating, and maintaining Catalog as per approved programs
vi. Responsible for transfer student cases
vii. Coordinate with HoD placement and Alumni office to keep track of graduating students

viii. Other responsibilities:
  ✓ Act as a member of BoS, BoF and other statuary committees
  ✓ Responsible for updating Campus Management System (Smartz etc.) as per approved programs
  ✓ Coordinating with Director QEC
  ✓ Coordinating with relevant HoDs
  ✓ Any other role may be assigned by Dean as deem fit

b) Teaching Load

Category load minus 1 course

c) Intellectual Contribution (Research) and Industry Engagement
  i. Prescribed research / industry engagement as per faculty respective categories

4. Head of Department (Cluster/Academic Heads)
a) Roles and Responsibilities of HoDs

Department Heads are appointed by the relevant Dean in consultation with Rector/President IoBM. The HoD usually holds the rank of Associate Professor or above. The Department Head is responsible for the following:
  i. HoDs directly report to the college Dean
  ii. Assist College Dean overseeing the preparation of the college academic plan and following-up its implementation; including:
    ✓ Curriculum
    ✓ Assurance of learning
    ✓ Learner progression
    ✓ Teaching effectiveness and impact
  ii. Responsible for ensuring alignment of PLOs with CLOs, blooms taxonomy, pedagogies, assessment and feedback.
  iii. Responsible for recommendation of selection, placement, development, evaluation and reward of the faculty members (all categories) in the department jointly with concerned dean.
  iv. Evaluating and recommending faculty members in his/ her department for appointment, appraisal and/or promotion to College Dean.
    ✓ Assist College Dean in submitting proposals regarding recruiting faculty members, Lab Supervisors, Research Assistants and others
  v. Responsible for attaining departmental academic and research targets
  vi. Preparing and maintaining structure and content of all courses, offered by the department with the help of relevant faculty.
  vii. Responsible for managing faculty members of their department and their professional development
  viii. Responsible for students' counselling and resolving academic and administrative issues

ix. Initiating activities for the enhancement of student learning in his/her department

iii. Coordinating between the academic and administrative units in his/ her department

iv. Responsible for resolving issues related to student affairs and directing activities for the enhancement of student learning in his/her department

v. Chairing the respective Board of Study (BoS) of his/her department

vi. Chairing the Departmental meetings and following up its recommendations.

vii. Chairing the respective curriculum committee and industrial Expert committee of his/her department

viii. Other responsibilities:
- ✓ Approving the semester-wise course allocation, for all faculty members
- ✓ Forming the department committees and following up their activities.
- ✓ Supervising the department academic and extracurricular activities.
- ✓ Coordinating with other HoDs of the college.
- ✓ Nominating Course Coordinator amongst the faculty of the department.
- ✓ Approving the faculty leaves.
- ✓ Any other role may be assigned by Dean as deem fit.

b) Teaching Load
Category load minus 1 course

c) Intellectual Contribution (Research) and Industry Engagement
i. Prescribed research / industry engagement as per faculty respective categories

5. HoD Research

a) Roles and Responsibilities
Research Heads (of College) are appointed by the relevant Dean in consultation with Rector/President IoBM. The HoD research usually holds the rank of Professor /Associate Professor. The Research Head is responsible for the following:

i. Research Head directly report to the college Associate Dean / Dean

ii. Responsible to assist College Associate Dean/Dean in overseeing the preparation of the college research plan and following-up its implementation

iii. Responsible to assist College Associate Dean/ Dean in proposing and implementing policies that enhance research activities in his/her college

iv. He/she is the focal person of the college related to research activities responsible for maintaining all research record of faculty of the College

v. Responsible to Initiate research culture by organizing Seminars/Workshops and Conferences (national and international)

vi. Responsible to lead the college level research activities

vii. Responsible to lead college's MS/M.Phil. /PhD programs

viii. Responsible to hold and chair respective Board of Study (BoS) of his/her (MS/M.Phil/PhD) programs

ix. He/she will be member of BASR and will represent College in BASR meetings

x. Chairing the respective Board of Study (BoS) of his/her department (MS/M.Phil/PhD Programs)

b) Other responsibilities:

- ✓ Responsible to oversee the quality and compliance of Research Journal(s) of the College
- ✓ Responsible for maintaining the student records (files) of MS/M.Phil/PhD
- ✓ Responsible for submitting MS/M.Phil/PhD cases to BASR for approvals
- ✓ Keeping track of all BASR related data of the college
- ✓ Keeping track of all research produced by faculty members of the college
- ✓ Coordinate and consolidate research within his/ her College
- ✓ Coordinating with other HoDs of the college
- ✓ Coordinating with Director Research, Director ORIC, Director QEC and Director OGS
- ✓ Any other role may be assigned by Dean as deem fit

b) Teaching Load

Category load minus 1 course

c) Intellectual Contribution (Research) and Industry Engagement
   i. Prescribed research / industry engagement as per faculty respective categories

6. Courses Coordinator
a) Roles and Responsibilities of
Courses coordinator are appointed by the relevant HoDs from the faculty members in consultation with Dean. The courses coordinator is responsible for the following:
   i. Courses Coordinator directly report to HoD
  ii. Assist HoD preparing the semester time table and coordinate with academic office related to all issues of scheduling
 iii. Assist HoD to assign relevant courses to permanent faculty members and to visiting faculty members (if required)
  iv. Resolving all scheduling issues (clashes) for students and faculty members
   v. Resolving all course offering issues for graduate students
  vi. Offering courses as per Catalog
 vii. Collection and maintaining digital course file folders of all courses from permanent and visiting faculty members (using LMS)

b) Other responsibilities:
- ✓ Timely communicating with permanent and visiting faculty members regarding their courses, notifications and schedules
- ✓ Timely communicating with students regarding offered courses
- ✓ Coordinating with other Colleges' departmental officers and Academic Department to help resolve scheduling and offering issues with the guidance of HoD
- ✓ Any other role may be assigned by HoD/Dean as deem fit

c) Teaching Load
Category load minus 1 course

d) Intellectual Contribution (Research) and Industry Engagement
   ii. Prescribed research / industry engagement as per faculty respective categories

7. Faculty Members[2]
  e) Roles and Responsibilities of
Faculty members are appointed by College Dean with consultation of relevant HoDs and they report to relevant HoD. The different duties that a faculty member is expected to perform are classified under the following categories (as per faculty classification, i.e. SA, PA, SP and IP – for detail see permanent faculty hiring and placement policy of IoBM; dated June 26, 2021):
  a. Teaching
  b. Intellectual Contribution (Research)
  c. Industry Engagement
  d. Student Affairs
  e. Administrative Assignment (Personal development)
In addition to these specific areas of activity, it is expected from the faculty member to:
  i. participate actively in departmental and college level activities and meetings
  ii. carry out administrative tasks and other activities related to the faculty member's position as assigned by HoD, Associate Dean and/or Dean
  iii. uphold intellectual integrity and objectivity in the search for the truth
  iv. avoid discrimination against, harassment of, or imposing prejudicial treatment upon other faculty members, staff members, students, or participants because of ethnicity, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a person with a disability
  v. uphold current IoBM rules and regulations
  vi. guide students on academic maters, including courses to be taken and following the course plan as per student's catalog
  vii. comply with instructions from the HoD, Associate Dean and/or Dean, or other authorized university officers with respect to the timely performance of their essential duties
  viii. perform his/her responsibilities and obligations as a teacher/researcher/scholar and the member of the faculty
  ix. use his/her time and efforts totally for the Institute; any work outside the Institute can only be performed with a special permission
  x. Any other role may be assigned by HoD/ Associate Dean / Dean as deem fit

a) Teaching
Faculty members are expected to:
  i. meet with their regularly scheduled classes at the time specified on the teaching schedule
  ii. engage in reasonable and substantial preparation for the teaching of courses that are assigned to them, using active learning strategies
  iii. participate in assessment activities
  iv. maintain and display (on office door) regular office hours for consultation with students
  v. apply various teaching/learning strategies to meet student needs and to achieve the course objectives

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[2] All faculty members must have the capabilities to use latest digital teaching technologies and must be able to effectively undertake online/flipped classes

vi.   utilize efficient teaching technologies

b) Intellectual Contribution (Research)

Each faculty member is expected to:
  i.   be involved in serious scientific research and the publishing of this research in HEC recognized Journals and Conferences
  ii.   give priority to research that is related to the development plans of the country
  iii.   engage in interdisciplinary research
  iv.   encourage and supervise research performed by students
  v.   give constructive response to research performed by other faculty members

c) Industry Engagement

Each faculty member is expected to:
  i.   actively participate in the various departmental/College level committees to which he/she is assigned
  ii.   participate in extracurricular activities
  iii.   participate in the professional development activities
  iv.   join professional associations
  v.   be actively involved in reviewing academic research (Conference / Journal)
  vi.   each semester in each course arrange at least one guest lecture from Industry (if applicable)

d)   Student Affairs

  i.   Faculty members are responsible for student academic counselling
  ii.   Faculty members are responsible for observing course academic consulting hours
  iii.   Faculty members who are student society advisors are responsible to monitor ethically and as per the IoBM policies and code of ethics for various activities conducted by these societies

e) Administrative Responsibilities

  i.   As per IoBM HR Policy on "Institutional Expectations"

f) Overall Faculty Responsibilities

The IoBM expects that all faculty members will conduct themselves in a responsible and professional manner on all matters relating to the academic life of the Institute. A few specific items of importance are mentioned below:

I. Class Meetings:

Each faculty member is expected to conduct class for the entire allotted time period. Classes meet for sixteen weeks (including midterms and finals). The first-class session is an extremely important one, and 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 and course outlines. The student should immediately be referred to the academic office.

II. Cancelation of Classes:

Cancelation of classes are discouraged at IoBM; but in the event the faculty member cannot meet a class because of a personal emergency, the faculty member must notify the relevant HoD and academic office 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 Associate Dean or 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 of all cancelled classes before Presentation Week with consultation of students, HoD and academic office.

III. 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 IoBM policies and procedures. Each faculty member has the additional responsibility to see that students respect IoBM property. Any students who damage IoBM property should be promptly reported to the HoD, or College Associate Dean or Dean, or the Academic Office.

IV. Class Rosters and Enrolment Verification:

At the beginning of the semester, please check the registration system (Smartz) 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 students who have been attending classes, while their names are not on the list 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 academic penalties he/she think appropriate for late work. Class attendance requirements must be clearly stated on his/her course outlines. Students who exceeds two absences (in case of 3 hours of classes) should be informed via email cc to academic office. Students do not attend classes and hand in no work but do not officially withdraw (after 3 absences (in case of 3 hours of classes) must be assigned a grade of "F" (not "W" or "I") at the end of the semester. Faculty members are responsible to upload timely student's attendance on Smartz.

V. Course Syllabus:

Faculty member must provide students with a syllabus (course outlines document) during the first week of class, preferably at the first meeting. While this requirement may seem obvious, students occasionally report never receiving a syllabus in a course. Having a syllabus helps students avoid any misunderstanding of his/her course requirements. The syllabus should be based on accreditation agency requirements (e.g. NCEAC/ NBEAC/PEC etc.) and approved by departmental BoS.
The syllabus should contain:

i. instructor's name, phone extension, and email address;
ii. time and location of your office hours;
iii. list of required texts with ISBN;
iv. course objectives;
v. tentative sequence and timing of topics to be covered;
vi. written assignments and due dates;
vii. test dates (hourly I, hourly II and/or Mid Term);
viii. grading policies;
ix. attendance policies;

VI. Exams Invigilation:

Faculty members are supposed to do their examination invigilation as per schedule provided by Controller of Examination (CoE).

VII. 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 need 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.

VIII. 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.

IX. Course File Folder:

Faculty members are responsible to complete course file folders (in softcopy using LMS) at the end of every semester as per accreditation agency requirements (e.g. NCEAC/NBEAC/PEC etc.) and submit the same to relevant course coordinator, relevant HoD.

X. Examination Answer Sheets:

Faculty members are responsible to submit all Examination original answer sheets to examination department after completion of each semester.

Visiting/Adjunct Faculty Members

a) Duties and responsibilities of

Visiting/Adjunct faculty members are appointed by (semester wise) relevant HoD with consultation with relevant course coordinator and approval of relevant Dean (through HR Department of IoBM) and they report to relevant HoD. The main job of the visiting/adjunct faculty member is teaching. Visiting/adjunct faculty members are responsible for the following:

   i. attend departmental meeting whenever required

   ii. avoid discrimination against, harassment of, or imposing prejudicial treatment upon other faculty members, staff members, students, or participants because of ethnicity, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a person with a disability

   iii. uphold current IoBM rules and regulations

   iv. comply with reasonable and appropriate instructions from the HoD, Associate Dean and/or Dean, or other authorized university officers with respect to the timely performance of their essential duties

   v. perform his/her responsibilities and obligations as teacher/researcher/scholar and member of the faculty

Teaching

Visiting/adjunct faculty members are expected to:

   i. meet with their regularly scheduled classes at the time specified on the teaching schedule

   ii. engage in reasonable and substantial preparation for the teaching of courses that are assigned to them, using active learning strategies

   iii. participate in assessment activities

   iv. apply various teaching/learning strategies to meet student needs and to achieve the course objectives

   v. utilize efficient teaching technologies

   vi. all other faculty policies as per written for faculty members need to be followed, such as faculty responsibilities; 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

b) Teaching Load

Visiting faculty may teach maximum 02 courses at IoBM in any particular Semester (Fall and Spring) and maximum 01 course during Summer Semester. Adjunct faculty will teach maximum of 03 courses at IoBM in any particular semester (Fall and Spring) and maximum 02 courses during Summer Semester. If any visiting/adjunct faculty found in violation of course load policy, he/she will be responsible for consequences, such as financial penalties or discontinuation of his/her services as visiting faculty.

c) 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.

d) Professional Ethics for Faculty

The statements hereunder define some areas of ethical conduct that govern faculty members' behavior towards students, colleagues, the Institute, 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 governing by IoBM.

i. 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, the College Associate Dean, and/or Dean.

ii. 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, other 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.

iii. 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.

iv. 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.

INSTITUTE OF BUSINESS MANAGEMENT	Procedure No.
PERMANANENT FACULTY HIRING AND PLACEMENT	Supersedes: All previous Policies & Procedures
Ref: AACSB standard 3	Effective Date:
Faculty and Professional Staff Resource	

SCOPE

Applicable on faculty hiring, placement, development, and retention in Institute of Business Management.

PURPOSE

Streamline and standardize the process with best practices and accrediting bodies' guidelines. Provide standard policy framework for hiring, placement, development, and retention of the faculty to all academic departments and Human Resources function.

FACULTY CLASSIFICATION CRITERIA

The following faculty classification table shall be applicable and used to prepare the manning budget, hiring, placement, and development of faculty in the Institute of Business Management.

	Academic (Research/Scholarly)	Applied/Practice
Terminal degree (in field of teaching)	**Scholarly Academics (SA)** *Sustain currency & relevancy through scholarship related to field of teaching.* 40%	**Practice Academic (PA)** *Sustain currency & relevancy through professional engagement, interactions & activities related to field of teaching.* 30%
Master's degree *(In field of teaching)* + *Professional experience, sustained in duration and level of responsibility*	**Scholarly Practitioners (SP)** *Sustain currency & relevancy thru scholarship related to their professional background & experience in their field of teaching.* 10%	**Instructional Practitioners (IP)** *Sustain currency & relevancy thru continued professional experience & engagement related to their professional background & experience in their field of teaching* 10%

The faculty members exclusively involved in teaching and have no other academic or administrative responsibilities in the institute may not exceed 10% of the total strength in the business school.

POLICY

New Faculty hiring

The recruitment of existing vacant positions and creating new positions shall be based on faculty classification criteria in all departments as per the following job specifications.

Scholarly Academics (SA)	Scholarly Practitioner (SP)
- PhD in the field of teaching - Relevant Research Publications - Currency of knowledge.	- Master in field of teaching - Relevant Research Publication - Currency of Knowledge
Practice Academics (PA)	**Instructional Practitioner (IP)**
- PhD in the field of teaching - Relevant Industry Experience - Currency of Professional Industry Engagement	- Masters in the field of teaching - Relevant Industry Experience - Currency of Professional Industry Engagement

Existing Faculty

The existing faculty members shall also be mapped as per faculty classification criteria. The faculty members not meeting the faculty classification criteria shall be placed in "others" and gradually developed and adjusted in the faculty classification matrix.

RESPONSIBILITY

Execution of the policy framework shall be mutual responsibility of the following to ensure meeting faculty classification criteria and the implementation of the principle of "Relevance and Currency".

- o Head of department
- o Dean
- o Human Resources department

HIRING PROCEDURE

1st step

All Head of departments shall prepare a manning budget as per faculty hiring criteria classification and future requirements. Dean will review and approve the plan and submit in the Human Resources department for senior management review and approval by December 15th.

2ⁿᵈ step

Head of the department will initiate the hiring request for the vacant position as per approved budget. However, for the new position prior approval of senior management (President / Executive Director) shall be required.

3ʳᵈ Step

- Human Resources will have the following option to arrange potential candidates
  o Human Resources database
  o Candidates profiles received through reference
  o Engage Executive search recruitment firms

- Human Resources will arrange candidate's profile using the above-mentioned sources, and all relevant and appropriate profiles shall be forwarded to the respective Head of Department.

4th step

  o Head of Department will initiate recruitment process and arrange a technical evaluation of the potential shortlisted candidates.

  o The technical committee shall be comprised of subject expert(s) from the faculty members and head of the department.

  o The technical evaluation process includes classroom presentations and panel interviews by a technical committee. All interviewers shall use an interview form for recording their assessment.

  o The shortlisted candidates' list shall be shared with the dean, and hiring recommendations shall be forwarded to Human Resources Department.

5ᵗʰ Step

  o The human resources department will arrange the interview of the shortlisted candidates with the Executive Hiring Panel comprised of President, Rector, Dean, concerned Head of Department and Head of Human Resources.

  o All panel members shall be provided the interview form along with the candidate profile in advance before the interview.

  o The panel members will record their assessment comments on the interview form and sign.

  o The candidate(s) selected by the Executive Hiring Panel shall be forwarded to the Human Resources department.

o Human Resources will maintain the record of all candidates interviewed by the panel.

6th Step

o The human resources department will negotiate salary and terms of employment with the candidate and arrange a final interview with the executive director to approve the salary package and employment terms.

o Upon Executive Director approval offer letter shall be issued to the candidate, and the concerned department shall be informed in respect of the date of joining.

o The personnel files shall be prepared of all the employees so hired immediately and thereafter, all communication with the employee in respect of terms of employment no matter whatsoever shall be filled

ORIENTATION PROCEDURE

1st Step

Human Resources will issue notification for new joining and introduce the candidate with the President and Executive Director and respective Dean in case of senior positions.

2nd Step

o Dean along with head of department and Human Resources representative, will hand over the appointment letter to the candidate.

o The Head of the department will give him his job description and explain his role as per the faculty classification matrix and written objectives for six months and explain the performance evaluation process and benchmark (KPIs matrix.)

o The signed copies of the appointment letter, job description, and objectives shall be handed over to HR representative for the personnel file.

3rd Step

o The Head of the department will arrange a corporate presentation of the institute in respect of institute vision, mission, values, environment, recreation, facilities etc.

o The presentation would include information regarding academic policies and procedures, examination, grading, and academic & social standards.

- One of the most important parts of faculty orientation would be to provide guidelines "How to comply with the faculty qualification criteria" and ensure the sustainability of assigned role being current and relevant with the field of teaching.

The Corporate Presentation shall be recorded by the Media department and made available to Human Resources and Head of the department. All faculty employees joining the Institute shall be given this presentation.

The presentation shall be updated on a regular basis to incorporate changes.

Human Resources, Dean and Rector shall be responsible to ensure the presentation is updated as and when so required.

4th step

The faculty shall be provided a complete briefing on the faculty development opportunities available in the institute (refer to faculty development process).

The faculty shall be informed about the institute policy that requires the faculty members to sustain currency and relevance of their knowledge with the teaching area and use of contemporary technologies to ensure teaching effectiveness.

5th Step

Head of the department will arrange a collective meeting of the departmental faculty members to introduce the newcomer in case of a senior faculty member. The junior faculty members can meet the faculty in their offices.

The following form shall be used in the hiring process

1. HR 01: HR Budget Form
2. HR02: Hiring Request form
3. HR 03: Interview form
4. HR 04: Offer letter
5. HR 05: Appointment letter
6. HR 06: Job Profile (standard layout)

INSTITUTE OF BUSINESS MANAGEMENT	Procedure No.
FACULTY DEVELOPMENT PROCESS	Supersedes: All previous Policies & Procedures
AACSB standard 3: Faculty and Professional Staff Resource	Effective Date:
Ref: Faculty Development: Describe how faculty are provided with professional development opportunities to remain current in their field of instruction, and particularly with respect to the use of current and emerging technologies to deliver instruction.	

SCOPE
Applicable on development of permanent faculty of Institute of Business Management

PURPOSE
To streamline and standardize the faculty development process in line with best practices and ensure IoBM Faculty remain current in their field of instruction, particularly concerning the use of current and emerging technologies to deliver instruction.

POLICY
All faculty members will make consistent efforts to ensure currency and relevance of their knowledge in teaching and scholarship and use of learning management systems and other contemporary technological tools.

RESPONSIBILITY
The following member shall ensure implementation of the policy
- Faculty - follow
- Head of Department
- Dean
- Rector

OPPORTUNITIES
The following development opportunities are available for the faculty

- Sponsorship & Financial support
- Registration & Travel Grant – Local & International Conferences
- Nomination in Faculty Development Workshops & Seminars
- Publications in IFJ & HEC Recognized journals
- Faculty Exchange Programs – with International Universities

In- House Capacity Building

- o Faculty Capacity building programs by ORIC
- o Involvement in grant proposals and project by ORIC
- o Involvement in industry engagement projects (capstone)
- o Participate in EMEC programs
- o Involve in administrative activities of the institute

PROCEDURE

1st Step

The faculty members need to take initiatives to avail the benefits of the Sponsorship and Grants and in-house Capacity Building programs organized by EMEC, ORIC, and MRSS.

The faculty to take the initiative to develop themselves in multiple roles as per faculty classification criteria matrix such as scholarly classified faculty members may be involved in industry engagement activities and also build the capacity for meeting the other Practice academic criteria and otherwise.

2nd Step

HoDs will facilitate faculty members in identifying the areas of improvement by candid feedback on teaching effectiveness, use of technology, and other areas. Both faculty and HoD will agree on a development plan for the year.

3rd Step

HoD will recommend and nominate the faculty members and help them to avail benefits of personal development opportunities available in the institute.

4th Step

Head of Department and Dean will give due consideration to the personal development initiatives taken by the faculty during the academic year during annual performance evaluation and achievement of agreed development goals.

5th Step

HoDs will make an annual budget for the development of the faculty based on an individual development plan and get it approved through Dean and Rector by President. Executive Director shall approve the expenses as per the approved budget through the Human Resources department.

FACULTY DEVELOPMENT POLICY

1. Introduction

The Institute of Business Management (IoBM) recognizes that its greatest strength lies in its faculty. To sustain academic excellence and global competitiveness, IoBM encourages continuous faculty development through structured, equitable, and college-specific mechanisms.

This **Faculty Development Policy** provides a **framework** where each **Dean** leads and implements faculty development initiatives within their respective college, in line with the Institute's mission, strategic plan, and accreditation objectives.

2. Purpose

The purpose of this policy is to:

- Strengthen the academic, research, and leadership capabilities of IoBM faculty.
- Faculty development implementation at the **college level**, ensuring relevance to disciplinary and research priorities.
- Ensure alignment with national and international accreditation standards.
- Promote equitable access to professional development, research, and academic exposure.
- Establish transparent governance, accountability, and measurable outcomes.

3. Scope

This policy applies to **all full-time permanent faculty members** across the four colleges of IoBM:

1. **College of Business Management (CBM)**
2. **College of Computer Science and Information Systems (CCSIS)**
3. **College of Economics and Social Development (CESD)**
4. **College of Engineering and Sciences (CES)**

Each college shall implement this policy through a **College Faculty Development Committee (CFDC)/Any Center for Faculty Development or any Focal Person** led by the Dean, depending on the college's size and capacity.

4. Guiding Principles

1. **Dean's Leadership:**
   Faculty development shall be led by the Dean of each college through a structured Center/Committee, ensuring academic autonomy and contextual relevance.
2. **College-Specific Implementation:**
   Each college will design its own annual Faculty Development Plan (FDP), aligned with institutional strategy and accreditation criteria.

3. **Equitable Opportunities:**
   Every faculty member will be encouraged to engage in developmental activities annually, ensuring fairness and inclusivity.
4. **Accreditation Alignment:**
   Activities shall be planned to meet standards set by National and International accreditation bodies (e.g., faculty engagement, research output, and professional development metrics).
5. **Transparency and Accountability:**
   Processes shall be documented, evaluated, and reported annually through the Center or committee or focal person and reviewed institutionally.

5. Governance Structure

5.1 College-Level Faculty Development Committee (CFDC)

Each college shall establish its own **Ccommittee/Center/Focal person**, chaired by the **Dean**, to oversee and approve faculty development activities within the college.

Composition (Minimum):

- **Dean of the College**: Chairperson
- **Associate Dean/HoD (as applicable)**: Members
- **Faculty Development Center Head / Focal Person**: Member Secretary
- **One Senior Faculty Member (nominated by Dean)**: Member
- **Director ORIC / QEC representative (by invitation)** : Resource Member

Key Functions:

- Evaluate, nominate, and recommend faculty for development opportunities (training, conference, research grants, higher studies).
- Review and prioritize applications based on college needs and available funding.
- Oversee implementation of the college's annual Faculty Development Plan.
- Monitor faculty participation, outcomes, and post-activity reporting.
- Submit annual summary to the Rector's Office for review.

5.2 Institutional Oversight

At the institutional level, the **Rector** provides strategic guidance, and the **President** serves as the final approving authority. The Rector annually meets with all Deans to ensures coordination, consistency, and compliance with IoBM's strategic goals.

6. Role of College Centers and Focal Persons

Each college shall operationalize the policy through its existing structures:

College	Faculty Development Body	Function
College of Business Management (CBM)	CBM Center for Research and Training (CCRT)	Primary coordinating and application-receiving authority; responsible for training design, workshops, and monitoring outcomes. Organizes internal conference in two to three years
	Capstone and Case Study Center (CCSC)	Organizes Case study relevant workshops in coordination with CCRT
	Center for Islamic Business and Finance	Organizes Conference every year, offer Diploma and invite other university faculty for different talks
College of Computer Science and Information Systems (CCSIS)	Faculty Development Center/Committee/Focal Person	Coordinates training and conference participation; maintains development records. Coordinates professional and research training, and supports postdoctoral programs.
College of Economics and Social Development (CESD)	Faculty Development Center/Committee/Focal Person	Coordinates training and conference participation; maintains development records. Coordinates professional and research training, and supports postdoctoral programs.
College of Engineering and Sciences (CES)	Faculty Development Center/Committee/Focal Person	Coordinates training and conference participation; maintains development records. Coordinates professional and research training, and supports postdoctoral programs.

7. Eligibility and Service Obligations

Development Type	Minimum Service Requirement	Post-Completion Bond
Foreign PhD Sponsorship	1 year prior to sponsorship	5 years of service after completion
Post-Doctoral Training	1 year prior to sponsorship	2 years of service after completion
Local PhD/MPhil at IoBM	3 years	As per institutional rules

Conference / Workshop / Training	For National Level, 6 months at-least and for international level 1 year prior to sponsor	Report submission and knowledge-sharing session
Research Grant / Collaborative Project	Permanent Faculty	Active participation and outcome report

8. Application and Approval Process

1. **Faculty Submission:** Faculty submits application with justification and supporting documents to Center or Committee Head/Focal Person.
2. **Departmental Review:** HoD/Committee or Center Head endorses and forwards to the **Dean for initial approval**.
3. **College-Level Approval:** Dean's Committee/Center/Invited members reviews, prioritizes, and forwards approved cases to the **Rector**.
4. **Institutional Endorsement:** Rector reviews for institutional alignment and forwards to **President** for final approval.

Approval Chain:
Faculty → Head Center/Committee/Focal Person → Dean → Rector → Presiden

9. Roles and Responsibilities

Office/Unit	Role
Committee/Center/Focal Person	Executes faculty development activities and maintains records.
Dean (College Level)	Ensures academic relevance and transparency.
Rector	Provides strategic oversight and institutional endorsement.
President	Grants final approval and allocates budget.
QEC	Monitors quality standards and accreditation compliance.
ORIC	Facilitates research training, postdoctoral linkages, and grant development.
International Linkages Office	Manages faculty exchange and global partnerships.
HR Department	Maintains bonds, service records, and institutional data repository.

10. Funding and Resource Allocation

1. Each college shall receive an annual faculty development budget as part of the institutional allocation.
2. External funding (HEC, DAAD, Fulbright, Erasmus+, etc.) shall be prioritized before institutional sponsorship.
3. IoBM may finance up to 50% of costs for foreign higher education programs (PhD/Postdoc) and fully fund IoBM-based advanced degrees.
4. Funding for conferences and training includes registration, travel, and accommodation (as per IoBM policy and availability).
5. All disbursements require documented evidence, reporting, and Dean's certification.

11. Continuous Development Requirements

Each full-time faculty member is encouraged to:

- Participate in **at least one academic conference or workshop per year**, and
- Engage in **at least one research grant proposal or collaborative project annually**.

These activities will form part of annual faculty performance and accreditation evaluations.

12. Monitoring, Reporting, and Accountability

- Each college shall maintain a **Faculty Development Data** recording all approved activities, outcomes, and participation.
- Committee/Centers/Focal Person shall submit an **Annual Faculty Development Report** to the Rector duly endorsed by the Dean.
- Post-activity reports and knowledge-sharing sessions are mandatory for all funded activities.
- Non-compliance or failure to fulfill bond obligations will result in financial recovery and future ineligibility.

13. Policy Review and Revision

This policy shall be reviewed a**nnually** by the **Institutional Faculty Development Committee**, with inputs from Deans, Centers, and accreditation coordinators, to ensure alignment with emerging academic and professional needs.

14. Approval and Effectivity

This policy takes effect upon approval by the **President, IoBM**, and supersedes all previous faculty development guidelines.

INSTITUTE OF BUSINESS MANAGEMENT	Procedure No.
FACULTY PERFORMANCE MANAGEMENT PROCESS	Supersedes: All previous Policies & Procedures
Ref: AACSB standard 3: Faculty and Professional Staff Resource	Effective Date:
Ref: Faculty Development: 1. Describe processes for determining performance expectations for faculty. 2. Describe evaluation, promotion, and reward processes, as well as ways that faculty are engaged in these processes.	

SCOPE
Applicable for performance evaluation of permanent faculty of Institute of Business Management.

PURPOSE

To streamline and standardize the process in line with best practices and ensure that willing faculty are encouraged and dully supported to continue improving their capacity to impart quality education. The objective and focused evaluation system will provide a reward to the faculty as per their contribution and self-development endeavors.

POLICY
Institute of Business Management will hire, develop and retain the best faculty and ensure the currency and relevance of the faculty knowledge and capacity. Accordingly, the reward and recognition will be based on adopting the best teaching material, methods, technology and meeting teaching deliverable, faculty intellectual contribution (research), and Industry Engagement.

Annual performance review shall be based on achievement of *Teaching Effectiveness, Intellectual Contribution, Industry Engagement, and Personal Development goals and engagement in departmental and student activities*.

The attached Guide Charts (Key Performance Indicators Score Card) shall facilitate the process of setting goals and evaluation of performance.

PROCEDURE:

Performance Planning (setting performance goals)

1. The performance planning form shall be distributed to all faculty members in November for setting their performance goals for the coming year. The form will have five sections

a. Teaching
   b. Intellectual Contribution (Research)
   c. Industry Engagement
   d. Student Affairs
   e. Administrative Assignments (Personal development)

2. All HoDs will have personal meetings with the faculty members in December and agree on the individual goals for the next academic year (September-August). The faculty shall be categorized as per AACSB classification as SA/PA/SP/IP (90%) and others. HoDs will ensure that the goals are set as per faculty classification.

3. HoDs will prepare a list of the faculty members and forward it to the Human Resources Department along with their individual goals matrix (duly signed by Faculty /HoDs/ Dean/Rector).

4. Human Resources will file the personal goals in the individual files of the faculty. Approved goals copy after HR receipt shall be provided to the respective faculty members for reference.

Performance Weighted Criteria

Following performance weighted criteria shall be followed for setting the performance goals of the faculty as per their classification.

Criteria	SA *(PhD + Research)*	PA *(PhD + Teaching + Industry Engagement/ Consultancy)*	SP *(MS + Research)*	IP *(MS + Teaching + Industry Engagement/ Consultancy)*	HoDs/ Program Head	Associate Deans	Dean	Rector	Others
Teaching Effectiveness	15	35	40	40	20	10	0	0	30
Research & Intellectual Contribution	50	15	10	5	10	10	10	10	20
Industry & Community Engagement	10	25	25	25	10	15	20	20	15
Student Engagement	5	5	5	5	20	20	10	10	10

Administrative	5	5	5	10	25	30	45	45	10
HoD Assessment	15	15	15	15	15	15	15	15	15
Total	100	100	100	100	100	100	100	100	100

Annual Increments

Annual increments will be awarded to the faculty to adjust the cost of living during the preceding year and reward good performance based on the achievement of annual performance goals. The increments will be awarded based on the following criteria.

Rating	Fair	Average	Good	Excellent
Score	30-49	50-65	66-80	>80
Increment rate	6-9%	9.5-13%	13.5-19%	19.5-23%

Promotion

The faculty consistently achieving their yearly performance goals and meeting HEC Criteria are considered for promotion on the recommendation of their Head of Departments and Dean. The Teaching Effectiveness, Intellectual Contribution (publications in Impact Factor /HEC Recognized Journals), and Industry Engagement are the essential requirements for promoting the faculty members. The promotion committee will meet the potential candidates for promotion and send recommendations for final approval from senior management.

Evaluation Process

1. Self-assessment by the faculty based on achievement of Teaching Effectiveness, Intellectual Contribution, Industry Engagement and Personal Development goals in preceding academic year. Faculty shall be encouraged to attach the evidence wherever required to support his/her self-assessment.

2. Review of the self-assessment by HoDs and validation of the deliverable in line with set goals. HoDs will have discussions with the faculty on the achievement of the previous year and future objectives

3. HoDs will sign the form as a reviewer and assign his rating if there is any change.

4. Faculty have to comment on HoDs revised rating and would have the liberty to disagree and record comments.

5. Dean will review the ratings assigned in self-evaluation and review and will have the right to change the ratings in consultation with HoD if required.

6. HoDs will prepare a summary of all faculty ratings and send the original form to HR. Copy of the assessment sheet shall be duly forwarded to Deans and Rector. HR will review the summary and send to the president for his review and final approval.

7. Upon president approval Human Resources together with Human Resources will award increment to the faculty as per increment rates agreed by the top management.