

U V A S
BUSINESS SCHOOL

Connecting to
Your Avenues

Strategic Plan

We Start with an End in Mind

2019-2023



UVAS
UNIVERSITY OF VETERINARY AND
ANIMAL SCIENCES LAHORE



Executive Summary

We dream to generate and communicate knowledge, derived from research and experiential learning; a task which is more important today than perhaps ever before. Education and research are mutually dependent on one another and are to be intertwined with the aim of achieving the highest quality.

A time when information is disseminated in seconds places great demands on the ability of young people to evaluate and critically examine it. Thus, it is important to prepare new generation through education and external engagement to meet the challenges.

To materialize our dream, this strategic plan highlights the development areas, which will determine our success over the next 5 years. The long term perspective testifies to the far-sighted view with which our activities are best conducted. Therefore, through our strategic plan, UVAS Business School can realize the potential for exceptional results in education and research, and that is what this strategic plan is all about.



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VICE CHANCELLOR's MESSAGE

UVAS Business School (UBS) offers unlimited avenues to excel. Our programs; MBA, BBA (Hons.) Morning and Evening, MBA (Executive) and MPhil Business Management, provide subsequent strong foundation and in-depth knowledge of managerial skills as well as a ladder for executive services.

I encourage you to explore our website (www.uvas.edu.pk) where you will find a wealth of information about UVAS that will help you in making important decisions regarding creating a relation with this unique seat of learning.

We at UVAS believe in "Provoking Potentials & Producing Professionals" that will ultimately "Connect to Your Avenues".

Prof. Dr. Talat Naseer Pasha S./



A vision
without
strategy
is an
illusion

Lee Bolman

DEAN MESSAGE

Since 2004, UVAS Business School has been progressing as a noteworthy economic, cultural, and educational force in the province and nation.

Substantial growth in infrastructure and enrollment is a sign of advancement along with distinction in learning, research, teaching, and cultural activities. The faculty of Life Sciences Business Management not only emphasizes quality and excellence in teaching but also encourages its faculty, staff, and students to be involved in community service and societal engagement. With values of professionalism, innovation, excellence, collegiality, and ethics, UVAS Business School strives to be the catalyst in life sciences business management.

The strategic plan in hand aims to provide UVAS Business School itself and its stakeholders with a clear vision and objectives to achieve in the next five years. While enabling us for a steady progress towards the goals, the strategic plan will ensure enhancement of faculty's reputation and standing in general public and academic circle alike. With the aim of inclusion in top tier business faculties, UVAS Business School will implement this strategic plan in letter and spirit.

Prof. Dr. Muhammad Azam

Success is, 20% skills
and 80% **Strategy**. You might know how
to succeed, but more importantly
what's your Plan to succeed.

Jim Rohn

CHAIRMAN's MESSAGE

Recognizing the ripple effect of higher education all over the society and on the economy, UVAS Business School strives to be a significant force in shaping up the future of business education in Pakistan. The strategic plan will define our priorities and carve out our path for a bright future. It not only allows us to update our strategic focus in light of dynamic and fast moving economic, social, and technological setting, but also enables us to reflect on achievements, inadequacies, and the right direction for this faculty.

The momentum, with which UVAS Business School has been growing, is preserved in the goals set in the current strategic plan.

The goals include accreditation of business programs, industry academia linkages, technological advancement, skill development-oriented curriculum, student counselling and placement, expansion of programs, entrepreneurial student mindset, and quality research output. The resonance of goals with our vision and mission for this faculty is pragmatic. With exceptional energy and creativity, this strategic plan provides us the opportunity to work together and transform the faculty of Life Sciences Business Management for the benefit of the university and country.

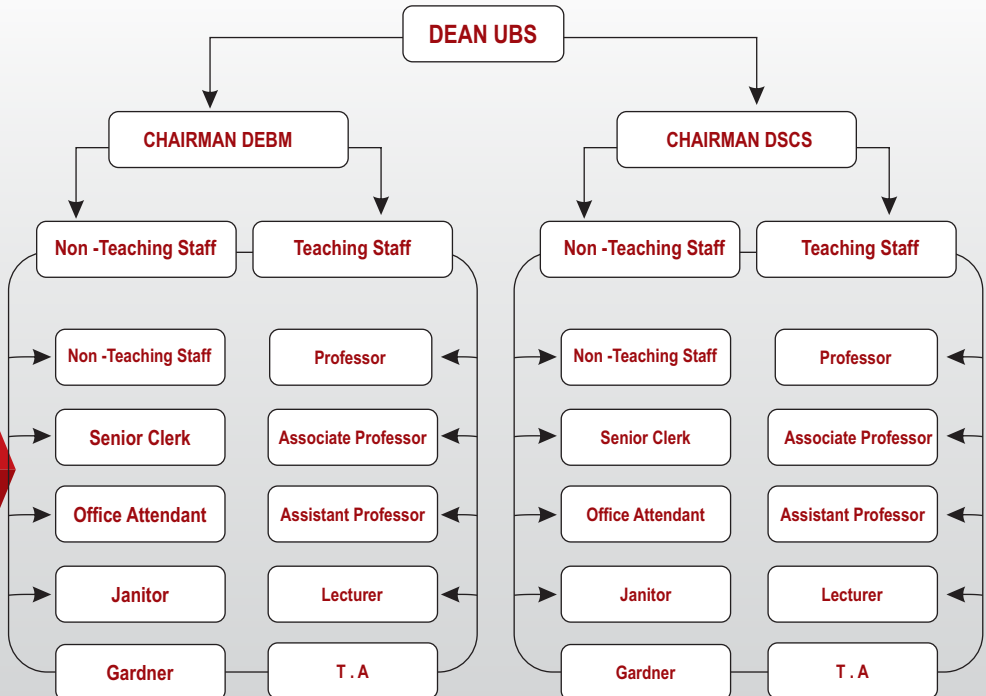
Dr Rana M. Ayyub, PhD

Fitting in is a short-term strategy,
standing out pays off
in the long run. *Seth Godin*

UVAS Business School (UBS)

The Evolution

UVAS Business School (UBS) is one of the emerging Faculties of University of Veterinary and Animal Sciences Lahore. This Faculty has a vision to promote Business Management education in Life Sciences field. This Faculty has been offering various undergraduate and postgraduate degree programs. The MBA degree, with specialty in Life Sciences, offered by this faculty has been one of the landmark program first of its kind in Pakistan. In addition to this, for capacity building of Livestock sector this faculty has been actively involved in organizing Leadership Development Program (LDP) and management training programs for human resource development and capacity building of life stock sector. Arranging conferences and seminars is a routine activity of this faculty. Today's business environment demands managerial skills and business orientation of professionals working in Life Sciences fields. Keeping in view this aspect, Faculty of Life-Sciences Business Management has been entrusted to produce these required professionals. This faculty has two departments i.e. Department of Economics & Business Management (DEBM) & Department of Statistics & Computer Science (DSCS).



FACULTY

There are 19 faculty members in UVAS Business School. A brief overview of the faculty of UBS is hereunder:

Sr	Faculty Position	Terminal Degree	Overall Experience	Area of Interest
1	Professor 1 Prof. Dr. Muhammad Azam	PhD(Austria)	21 Years	Statistics
2	Associate Professor 3 Dr Rana M Ayyub Dr Tahir Mahmood DrLiaqat Ahmed	PhD (UK) PhD (PIDE) PhD (AIUO)	14 Years 29 Years 25 Years	Marketing, Halal Food Economics, Finance Statistics
3	Assistant Professor 5 Dr M Ali Hamza Dr Asif Awan Mr Farhan Masud MrMuammad Bilal Mr Tariq Bajwa	PhD (NCBA&E) PHD(China) MPhil (QUI) MPhil (GCU) MPhil (UAF)	10 Years 10 Years 11 Years 15 Years 20 Years	HRM, OB, OD, Governance Marketing Computer Programming Statistics Statistics
4	Lecturer 11 Mr Muhammad Khawar Bashir Ms SamiaAyuub Mr Attique-ur-Rehman Mr Abaidullah Mr M Zahid Iqbal Ms ReemaAftab Mr M Ibrahim Ali Shah Mr Amir Nagra MrTalha Omar Mr M Qasim Mr M Hamid Akbar	MPhil (NUCES) MPhil (Superior University) MPhil (Superior University) MPhil (UCP) MPhil (UCP) MPhil (QUI) MBA (Bahria University) MPhil (Superior University) MPhil (QUI) MPhil (BZU) MPhil (UOL)	18 Years 08 Years 12 Years 14 Years 03 Years 1.5Years 01 Years 09 Years 02 Years 02 Years 01 Years	Information technology Management, Finance Management, Marketing Finance, Marketing Finance Management, Finance Marketing Information Technology Statistics Statistics Computer Programming, IT
5	TA 2 Ms Saira Naeem Ms Majbeen Hameed	MPhil (UVAS) MPhil(Comsats)	02 Years 02 Years	Marketing, Finance Statistics

PROGRAMS

UBS is offering four programs in total:

- BBA (Hons) Morning and Afternoon program.
- MBA (3.5 years) a Morning program.
- MBA (Executive) an Evening program.
- Mphil Business Management (Morning program).

Following table provides a brief look at programs:

Sr	Program Name	Total Credit Hours
1	BBA (Hon.)	129
2	MBA (3.5 Years)	90
3	MBA (Executive)	72
4	MPhil	33

MRP= Management Research Project

RT= Research Thesis

For more details visit:

http://uvas.edu.pk/Admissions/postGraduate/Management_Studies/index.htm

FACILITIES

UBS offers all necessary facilities required for conducive learning and desired grooming of our students, the facilities including: Well-furnished classrooms, scholarships, IT Labs, physical and virtual library, hostels, business incubation center, placement center, financial aid, sports complex and clubs and societies.

ALUMNI

The Alumni Association has formal and informal alumni groups across the world called branches/chapters. The purpose of branches and chapters is to support alumni networking by holding special events and co-hosting activities with other organizations and companies. Activities range from career networking events and speaker symposiums to comedy nights.

UVAS Business School Alumni Association was established in 2013 with the objective to promote understanding and strengthening relations with alumni.

Alumni can take advantage of services such as the career fairs, individual

consultations and the on-line job board. Student Employment Services resources are specifically designed to assist you in your career planning and job search. A host of activities and gatherings will be organized by the Placement Centre. All these will offer ample opportunities for networking and social interaction with your fellow alumni. Have a look at some of the previous events. Do keep a look out for our events announcements in our monthly News Bulletin.

VISION FOR UVAS BUSINESS SCHOOL (UBS)

UVAS Business School: The UBS is determined to play a significant role in the booming economy of Pakistan by providing skilful human resource in the field of business management, and endeavours to have competitive advantage down the line 5 years. UBS looks forward to contribute to the community by sensitizing our student with the passion of nation serving.

Mission Statements of UVAS Business School (UBS)

“At UBS, we strive to provide educational excellence to the students in the field of business administration with particular emphasis on Life Sciences Business Management areas. We believe in pragmatic approach towards learning by providing state-of-the-art facilities, learned faculty and up-to-date technological assistance to the students. Our values include integrity and professional orientation of students.”

Our Values:

UBS espouse the following core values:

- Professionalism: We hold ourselves to the highest standards of expertise and Professionalism: We hold ourselves to the highest standards of expertise and of professional conduct.
- Innovation: We embrace change, creativity, and an entrepreneurial spirit.
- Excellence: We pursue excellence in all we do and nurture this pursuit in others.
- Collegiality: In working together, we respect each other and welcome diverse viewpoints.
- Ethics: We are committed to doing the right thing in both our words and deeds.

STRATEGIC PLAN FOR UBS

DEPARTMENT OF ECONOMICS AND BUSINESS MANAGEMENT (DEBM)

Department of Economics and Business Management (DEBM) is excited and fervent in strengthening its capabilities to develop and train our future generations in the optimal fashion, thus enabling the graduates of UBS to serve the institutions and nation in the optimum manner. To make this social and national dream come true, UBS lays down a five (5) years strategic plan. Before mentioning our five years goals and objectives, here is the brief introduction of the department.

An Introduction of DEBM


With focus on continued professional development and high-quality education, this department aims to enhance your career prospects. DEBM offers a range of degree programs to cater the educational needs of different segments of the country.

MBA, with specialization tracks in Life Sciences, is one of the unique programs of this country. It offers a unique combination of traditional tracks and industry driven specialization routes. Offering MBA Executive in evening provides excellent opportunity to working class to boost their skills and careers.

The BBA program is one of its kinds, which fosters active learning approaches, instills innovation, and explores the bounds of latest business challenges.

DEBM also offers MPhil (Business Management) to accommodate the research oriented needs of students. The program aims to enhance the research potential of graduates and allow them to be a change catalyst in the industry as well as in the world of academia. To enhance research potential in the domain of livestock, we have joined hands with various funding agencies like USAID-PEEP to establish a Centre for Applied Policy Research in Livestock (CAPRIL) and Export Facilitation Centre for Livestock and Poultry(EFCLP) at this business school. It is helpful in creation of research opportunities for post graduate students.

The department emphasizes inviting business professionals from real world to impart their practical knowledge and share personal experiences with students to create a link between theory and practice. The students are also encouraged to participate in workshops, seminars, and training sessions to get hands-on experience. UVAS Business School is growing steadily through extensions in its infrastructure and learning facilities



The quality of business education can be judged from the fact that it has the legacy of competing and winning various educational competitions at national level like business plan competitions. Full employability of its graduates in field is another indicator. Based on these facts, the student body and programs are growing steadily.

In addition to academic progress, DEBM also focuses on personal grooming and development of its students. Mensely proud to be leading this growing professional place and envision making it one of the best business schools in Pakistan.

VISION STATEMENT

DEBM focuses to contribute proactively in developing a name as one of the best business schools in Public sector. DEBM strives to impart citizenship and aims to prepare students to be successful business managers and positively contributing citizens of the society


MISSION STATEMENT

At DEBM we offer different undergrad and postgrad degree programs to equip our student s with business management skills as well as research skills. The prime focus is to provide leaders to the industry, the managers with knowledge, skill and, to do attitude accompanied with trustworthiness, hard work and loyalty.

GOALS AND OBJECTIVES

Keeping before the critical internal and external factor evaluation (see: Appendix A)' the following five (5) year goals along with strategies (2018-22) are mentioned below:

GOAL 1: GETTING ACCREDITATIONS FOR PROGRAMS OF BUSINESS SCHOOL

- ▶ Strategy 1: In 2019 all documentation and criteria will be met for BBA (Hons.) to earn NBEAC Accreditation.
 - ▶ Strategy 2: Deferred Accreditation will be re-applied in 2019 for MBA (3.5 years) degree program.
 - ▶ Strategy 3: In 2020 at max; BBA and MBA programs will be fully accredited by NBEAC.
 - ▶ Strategy 4: In 2021, MBA Executive program will be pursued for earning NBEAC Accreditation.
 - ▶ Strategy 5: In 2022, all documentation and actions will be updated for the NBEAC review and extension of NBEAC accreditation for all programs.
- 

- ▶ Strategy 6: To prepare for other international accreditations like, ACSSB etc.

GOAL 2: DEVELOPING STRONG INDUSTRY AND ACADEMIC LINKAGE

- ▶ Strategy1: Strengthen Management Research Project, so that industry starts relying on our consultative solutions and start recommending to other organizations.
- ▶ Strategy2: Brand UBS as competitive consultative business school for providing solutions to industry related problems.
- ▶ Strategy3: Sign MOU's with maximum national and international companies and universities by 2019.
- ▶ Strategy4: A full-fledged career counseling office at UBS will be established for developing direct relations with industry by 2020
- ▶ Strategy5: The internship program will be strengthened by 2020, with two primary purposes; i) to offer our students an easy access to practical work/ internship opportunities in the organizations, ii) to develop trustworthy relation with organizations for future endeavors.

GOAL 3: DEVELOPING FACILITIES FOR BUSINESS GAMES, BUSINESS SIMULATIONS AND ERP SOFTWARES

- ▶ Strategy1: To establish a separate independent computer lab for business management students
- ▶ Strategy2: To purchase any suitable simulation software i.e. CesimSimFirm, APS Plant Simulations, BizMAP, SimVenture, Theme Park, Railroad Tycoon, Capitalism, Mount Everest simulation by Howard etc. and provide practical demonstration for problem solving
- ▶ Strategy3: Reviewing the updates required

GOAL 4: SKILL DEVELOPMENT ORIENTED CURRICULUM AND TEACHING METHODOLOGY

- ▶ Strategy1: Set-up a system to regulate meetings with industry and find the requirements of industry to make changes in curriculum
- ▶ Strategy2: Future forecasting and estimating new market trends for Curriculum review and aligning fundamental curriculum as per market

need

- ▶ Strategy3: Making practice oriented curriculum with more of case studies, practical assignments, applicable activities, and real time projects
- ▶ Strategy4: A thorough review of Curriculum after every three years

GOAL 5: ENHANCING STUDENT SUCCESS

- ▶ Strategy1: A full-fledged career counseling office under Counseling and Placement Centre (CPC) will be established for guiding students in selecting the future career, field or area that suits his/her abilities.
- ▶ Strategy2: A full-fledged coaching office under CCP Centre will be established for providing students the psychological mentoring to keep them goal focused and motivated.
- ▶ Strategy3: A full-fledged placement office at UBS will be established for placing the students at appropriate positions right after their degree completion.
- ▶ Strategy4: Expand the CCP Centre services to entire UVAS community.
- ▶ Strategy5: Expand the CCP Centre services to nearby schools and colleges.

GOAL 6: GROWING NATIONAL PRESENCE AND VISIBILITY

- ▶ Strategy1: To develop promotional audio, video, text material and publish at social media with more vigor and zeal.
- ▶ Strategy2: More participation in national and international seminars, workshops, exhibitions, competitions and get together to mark the footprint of UBS.
- ▶ Strategy3: Serious, aggressive, and well planned involvement in social activities through our students, i.e. teach a child, fund raising for dam, and other social contributions, free training to teachers at schools, bringing back book reading habit etc.
- ▶ Strategy4: Arranging study visits for schools and university students for Orientation and introduction of livestock sector, its importance in society and economy of Pakistan, and role of UVAS and UBS for the sector.

GOAL 7: EXPANDING ACADEMIC DEGREES AND TRAINING PROGRAMS

- ▶ Strategy1: Launching Business Management Journal
- ▶ Strategy2: Design full plan for PhD program; courses, comprehensive mechanism, thesis supervision system, all other administrative matters, etc., and launch the program after securing PhD approval from academic council and HEC by the end of 2020.
- ▶ Strategy3: PhD review of first batch before admitting more students next year.

GOAL 8: INFUSING ENTREPRENEURIAL SPIRIT AMONG STUDENTS

- ▶ Strategy1: Arranging frequent business competitions and linking Students with Micro-Financing Banks to encourage Entrepreneurship
- ▶ Strategy2: Establishing UBS's own full fledged functioning business incubator.
- ▶ Strategy3: Frequent guest talks of speakers who have made the entrepreneurial journey
- ▶ Strategy4: Publishing a booklet of our graduates who have made entrepreneurial career
- ▶ Strategy5: Establish a Club of Business Help (CBH) for general public to come and seek guidance and practical help from faculty and specially students to develop their businesses; that includes all kind of businesses from chabrewala to a factory owner.

GOAL 9: STREAMLINING PROCESSES TO IMPROVE DEPARTMENTAL EFFECTIVENESS

- ▶ Strategy1: Developing E-BRIDGE
- ▶ Strategy 2: Integration of all system through ERP Systems
- ▶ Strategy 3: Strong and effective communication system

GOAL 10: INCREASING RESEARCH OUTPUT

- ▶ Strategy 1: Increasing publications in impact factor and HEC recognized journals
- ▶ Strategy 2: Encouraging conference attendance of faculty and seeking travel grants
- ▶ Strategy 3: Starting research project
- ▶ Strategy 4: Starting management research journal of UBS
- ▶ Strategy 5: Organizing research conference at UBS in 2020.

GOAL 11: RAISING FUNDS

- ▶ Strategy 1: Developing and raising endowment fund especially for UBS
- ▶ Strategy 2: Raise fund for civic activities i.e. DAM FUND etc.

At UVAS Business School (UBS) we focus to become a leading business school in livestock business related research & developmental activities, and are committed to reach to leading position where industry look forward to us to solve their problems. We can dream, we can talk about our dreams, we can plan to reach to our dreams, but at the end, only action satisfies our longing. And for the action UBS has delegated strategic work among its faculty members (see: Appendix B) and also have officially notified teams (see: appendix C); who would be responsible in achieving the above mentioned goals and objectives.

Appendix A

INTERNAL AND EXTERNAL CRITICAL FACTORS EVALUATION

The list of internal and external factors have been generated by SWOT analysis and the Internal and External critical factor Evaluation has been adapted to find out the areas to focus in coming years. The scale used for internal and external critical factor evaluation is given below:

The weight denotes to the magnitude of the importance to given factor

1= Low, 2 = Medium, 3 = High, 4 = Extra Ordinary

The rate denotes to the magnitude of response to the factor

1= Low, 2 = Medium, 3 = High, 4 = Extra Ordinary

Sr	Internal Factors	Weight	Rate
Strengths			
01	Class Room Facilities	4	3
02	Co and Extra Circular Facilities	4	3
03	Financial SelfSustainability	4	3
04	Functional Business Incubator	4	1
05	Adequate number of PhD faculty members	3	2
06	Legal and transparent hierarchical system and control mechanism for academic and non-academic faculty members	3	3
07	Adequate Administrative staff to manage the facility	3	2
08	Faculty Involvement in Decision Making Process	3	2
09	Contribution to Industry through research	3	1
10	Administrative Staff Career Development	3	1
11	Faculty Training and Development	3	1

Sr	Internal Factors	Weight	Rate
Strengths			
12	Documentation of Procedure, policies, rules, SOPs etc	4	1
13	Fully HEC complained Curriculum, and Program Structure	4	3
14	Range of tools used to disseminate knowledge; case study, etc	4	2
15	Keep eye on improving program design, learning objectives and outcomes?	4	2
16	Management Research projects for MBA students	3	2
Weakness			
01	Deferred NBEAC Accreditation	4	4
02	Counseling Coaching and Placement Centre	3	2
03	Passive Branding	3	2
04	Industry Linkage	4	2
05	Formal Orientation Program	2	1
06	Collaboration with International Institutions	3	1
07	Traditional Human Resource Management Practices	3	1
08	Insufficient Manpower (Student Teacher ratio)	3	2
09	Involvement in Social and Civic Activities	4	2
10	UBS Endowment Fund	3	1
11	UBS Location	4	1
12	Learning Management System (LMS)	4	2
13	Partial Autonomy of School	4	3
14	Weak Alumni Network Engagement Management program	4	2

Sr	External Factors	Weight	Rate
Opportunities			
01	Utilizing CPEC opportunity, specially for livestock business	4	2
02	University Ranking (Academics and Sports)	4	3
03	Increased sense of Entrepreneurship	4	2
04	Growth in Livestock and Allied Business	4	2
05	Higher Percentage of Youth in Population	4	2
06	Research Degree increased acceptability	4	2
Threats			
01	Discouragements in the form i.e. Tax Rates etc.	4	2
02	Less budget allocation for Scholarship	4	2
03	Once in a Year Admission	4	1



Appendix B
DISTRIBUTION OF STRATEGIC GOALS AMONG FACULTY
MEMBERS

Sr	Goal and Objectives	Responsible Team Members
1	Goal 1: Getting Accreditation	Dr Rana Ayyub Mr Zahid
2	Goal 2: Industry Linkage	Dr Asif
3	Goal 3: Developing Facilities	Dr Tahir Mr Ibrahim Shah
4	Goal 4: Curriculum Development	Entire Faculty
5	Goal 5: Establishing CPC	Dr M Ali Hamza Ms Reema
6	Goal 6: National Presence, Branding of UBS	Dr Ali Hamza
7	Goal 7: Expanding academic and training programs	Dr Rana Ayyub Dr Asif
8	Goal 8: Increasing Entrepreneurial Spirit	Mr Ibrahim Ms Reema
9	Goal 9: System and processes development at DEBM	Mr Zahid MsReema
10	Goal 10: Increasing Research output	D r Tahir Mehmood D r Asif
11	Goal 11: Raising Funds	Dr Rana Ayyub Dr Tahir Mehmood

The Responsible Team



Dr. Rana Muhammad Ayyub
Associate Professor/ Chairman
PhD(UK)
MBA (PU), PGD
DVM, M.Sc. (Hons.)



Dr. Tahir Mahmood
Associate Professor
PhD (PIDE)



Dr. Muhammad Ali Hamza
Assistant Professor
PhD (NCBA&E)



Dr. Muhammad Asif Awan
Assistant Professor
PhD (China)



Ms Reema Aftab
Lecturer
MS (QUI)



Mr. M Zahid Iqbal
Lecturer
PhD Scholar



Syed M. Ibraheem Ali Shah
Lecturer
MBA

136 Years of
academic and
research
excellence

Among Top10
Universities of
Pakistan in
Academics
(HEC Ranking 2016)

Among Top 3
Universities of
Pakistan in
Sports
(HEC Ranking 2016)

Provoking
Potentials
Producing
Professionals

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