



TOP  
RANKED  
UNIVERSITY



# STUDENT HANDBOOK

PhD/MPhil/MS/MBA

GRADUATE PROGRAMS

## Table of Contents

|  |    |
|--|----|
| 1. The University.....   | 8  |
| 1.1 Brief Introduction .....   | 8  |
| 1.2 Vision Statement .....   | 8  |
| 1.3 Mission Statement.....   | 8  |
| 1.4 Core Values .....  | 8  |
| 1.5 Why Choose IU?.....  | 9  |
| 1.6 IU Ranking.....  | 9  |
| 1.7 Cutting Edge Training Facilities.....  | 9  |
| 1.8 Highly Skilled and Qualified Faculty.....                                      | 10 |
| 1.9 Connectivity .....   | 10 |
| 1.10 Career Opportunities .....  | 10 |
| 1.11 Research Productivity .....   | 10 |
| 1.12 Extra-Curricular Activities .....   | 10 |
| 1.13 Important Contact Information .....   | 11 |
| 2. Graduate Education Regulations.....   | 12 |
| 2.1 Eligibility for Admission .....  | 12 |
| 2.1.1 M.Phil./MS/MBA Program .....   | 12 |
| 2.1.2 Eligibility Criteria for the PhD Program.....                                | 12 |
| 2.1.3 Intra-disciplinary Qualifications .....                                      | 13 |
| 2.1.4 Admission Criteria for PhD Candidates with Below 3.00 CGPA or 60% Marks..... | 13 |
| 2.2 Provisional Admission.....   | 13 |
| 2.3 Duration of Studies .....  | 14 |
| 2.4 Application for Credit Transfer .....  | 14 |
| 2.5 Transfer Students: .....   | 15 |
| 2.6 Conditions for Course Transfer:.....   | 15 |
| 2.7 Course Exemption:.....   | 16 |
| 2.8 Suspension.....  | 16 |
| 2.9 Repeating a Course.....  | 16 |
| 2.9.1 Clearance of F/W Grade.....  | 16 |
| 2.9.2 Improvement of CGPA .....  | 16 |
| 2.10 Taking Alternative Elective Course .....                                      | 17 |
| 2.11 Completion of the Degree .....  | 17 |
| 2.12 Deferment of Semester(s) .....  | 17 |
| 3. IQRA University Policies.....   | 18 |
| 3.1 IU Examination Policy .....  | 18 |
| 3.1.1 Attendance Requirement.....  | 18 |

|            |  |           |
|------------|--|-----------|
| 3.1.2      | Academic Promotions .....                                      | 19        |
| 3.1.3      | Withdrawal from Course.....                                    | 19        |
| 3.1.4      | Term or Permanent Withdrawal from University.....              | 19        |
| 3.1.5      | Grading System and Cumulative Grade Point.....                 | 20        |
| 3.1.6      | Assessment Policy Statement .....                              | 21        |
| 3.1.7      | Assessment Type.....   | 21        |
| 3.1.8      | Examination Rules for Students .....                           | 21        |
| 3.1.9      | Misconduct & Disciplinary Actions .....                        | 23        |
| 3.1.10     | Make-Up Exam Policy .....                                      | 23        |
| 3.1.11     | Incomplete Grade .....   | 23        |
| 3.1.12     | Scrutiny and Recheck Policy for Final Examinations Only.....   | 24        |
| 3.1.13     | Grade Review Appeal Policy .....                               | 25        |
| 3.1.14     | Examination Assistance for Students with Special Needs .....   | 26        |
| 3.1.15     | Assistant Writer for Exam Candidates .....                     | 26        |
| 3.2        | Anti-Plagiarism Policy .....                                   | 27        |
| 3.3        | Grievance Policy.....  | 28        |
| 3.4        | Student Exchange Program Policy .....                          | 28        |
| 3.5        | Intellectual Property (IP) Policy .....                        | 29        |
| 3.6        | Research Ethics Policy.....                                    | 30        |
| 3.7        | Protection Against Sexual Harassment.....                      | 30        |
| 3.8        | Inter Campus Transfer Policy.....                              | 31        |
| <b>3.9</b> | <b>Fee-Refund Policy</b> .....                                 | <b>32</b> |
| 3.10       | Iqra University Alumni Association Policy .....                | 32        |
| 4.         | Doctor of Philosophy (PhD) Degree Program.....                 | 34        |
| 4.1        | Expected Outcomes.....   | 34        |
| 4.2        | Formation of Graduate Student Evaluation Committee (GSEC)..... | 34        |
| 4.3        | Award of PhD Degree .....                                      | 35        |
| 4.3.1      | Statement of Purpose: .....                                    | 36        |
| 4.3.2      | Coursework: .....  | 36        |
| 4.3.3      | Comprehensive Examination: .....                               | 36        |
| 4.3.4      | Proposal Defense .....   | 37        |
| 4.3.5      | Thesis Registration and Six-Monthly Progress.....              | 38        |
| 4.3.6      | Doctoral Research .....  | 38        |
| 4.3.7      | Publication Requirements:.....                                 | 39        |
| 4.3.8      | Doctoral Dissertation: .....                                   | 39        |
| 4.3.9      | Evaluation of Doctoral Dissertation: .....                     | 39        |
| 4.3.10     | Public Defense of Final Dissertation: .....                    | 41        |
| 4.3.11     | Notification of PhD Completion: .....                          | 42        |

|       |   |    |
|-------|---|----|
| 4.4   | Withdrawal from the PhD Program.....  | 42 |
| 4.5   | Improving Cumulative GPA.....   | 43 |
| 4.6   | Specific Requirement /Provisions.....   | 43 |
| 4.6.1 | Co-Supervisor .....   | 43 |
| 4.6.2 | Deferment of Semester(s).....   | 43 |
| 4.6.3 | Payment of Tuition Fee .....  | 44 |
| 4.6.4 | Suspension of a Semester .....  | 44 |
| 4.6.5 | Supervisor’s Absence or leave .....   | 44 |
| 4.7   | Coursework Credit Transfer Policy to PhD Program.....                         | 45 |
| 4.8   | Research Work Transfer Policy to PhD Program .....                            | 45 |
| 4.9   | General Conditions of Transfer to IU PhD Program .....                        | 46 |
| 4.10  | Award of Post Graduate Diploma/Certificate.....                               | 46 |
| 5.    | Master of Philosophy (MPhil) and Master of Science (MS) Degree Programs ..... | 49 |
| 5.1   | Award of MPhil /MS Degree .....   | 49 |
| 5.2   | Brief Description of MPhil Thesis / MS – Research Project (RP).....           | 49 |
| 5.2.1 | Process of Thesis-I or RP-I .....   | 49 |
| 5.2.2 | Process of Thesis-II or RP-II .....   | 50 |
| 6.    | Master in Business Administration (MBA) .....                                 | 55 |
| 6.1   | Award of an MBA Degree .....  | 55 |
| 6.2   | Specializations offered in MBA Degree Program .....                           | 56 |
| 6.3   | MBA Program Options.....  | 56 |
| 6.3.1 | MBA Program with Coursework Only .....  | 56 |
| 6.3.2 | MBA Program with Coursework and a Research Thesis .....                       | 57 |
| 6.3.3 | MBA Program with Coursework and an Industrial Project (IP).....               | 57 |
| 6.4   | Brief Description of MBA Thesis / Industrial Project .....                    | 58 |
| 6.4.1 | Process of Thesis-I or IP-I .....   | 58 |
| 6.4.2 | Process of Thesis-II or IP-II .....   | 59 |
| 7.    | Academic Assistance and Flexibility .....                                     | 64 |
| 7.1   | Summer Semester .....   | 64 |
| 7.2   | Course withdrawal.....  | 64 |
| 7.3   | Procedure for Cross Campus Studies and Course Registration .....              | 64 |
| 7.4   | Student Exchange Program .....  | 64 |
| 7.4.1 | Selection Criteria.....   | 65 |
| 7.5   | Activities and Policies Relating to Placement & Corporate Liaison .....       | 65 |
| 7.5.1 | Students’ Grooming and Development .....                                      | 65 |
| 7.5.2 | Students’ Career Counseling.....  | 66 |
| 7.6   | University Academic Honors and Scholarships .....                             | 66 |
| 7.7   | Fee/Charges .....   | 67 |



|              |  |    |
|--------------|--|----|
| <b>7.8</b>   | <b>IU Fee Refund Policy</b> .....  | 67 |
| <b>7.8.1</b> | <b>Fines/Penalties on Late Payment. Fines will be levied on late payment as under:</b> ..... | 67 |
| 8.           | Clubs & Societies .....  | 68 |
| 9.           | IU Social Media Accounts & IT Services.....  | 69 |
| 9.1          | State-of-the-Art IT Infrastructure for Your Learning Journey.....                            | 69 |
| 9.2          | IqraApp: Streamlined Management and Enhanced Learning .....                                  | 69 |
| 9.3          | IqraApp: A Dynamic Learning Environment .....  | 69 |
| 9.4          | Stay Connected: Exploring our Social Media Presence .....                                    | 70 |
| 10.          | IU Code of Conduct .....   | 71 |
| 10.1         | General .....  | 71 |
| 10.2         | Definition of Terms.....   | 71 |
| 10.3         | Academic Dishonesty.....   | 71 |
| 10.3.1       | Cheating .....   | 72 |
| 10.3.2       | Fabrication .....  | 72 |
| 10.3.3       | Facilitating Academic Dishonesty .....   | 72 |
| 10.3.4       | Plagiarism.....  | 72 |
| 10.3.5       | Unauthorized Collaboration.....  | 72 |
| 10.3.6       | Generative AI tools (Rules and Penalties).....   | 73 |
| 10.4         | Role of a Supervisor:.....   | 74 |
| 10.5         | Requirements for the Ethical Clearance Certificate .....                                     | 74 |
| 10.6         | Unfair Means .....   | 74 |
| 10.7         | Moral Dishonesty.....  | 74 |
| 10.8         | Conduct .....  | 74 |
| 10.8.1       | Application of IU Code of Conduct.....   | 74 |
| 10.8.2       | Classroom Standards.....   | 75 |
| 10.8.3       | Identification/Registration Card .....   | 75 |
| 10.9         | Visitors & Guests.....   | 75 |
| 10.10        | Disciplinary Matters.....  | 75 |
| 10.11        | Disciplinary Committee .....   | 76 |
| 10.11.1      | Composition of Disciplinary Committee: .....   | 76 |
| 10.11.2      | Working Procedure of Disciplinary Committee: .....   | 76 |
| 10.12        | Acts of Ill-discipline/Prohibited Conduct .....  | 77 |
| 10.12.1      | Academic Dishonesty .....  | 77 |
| 10.12.2      | Abuse, Assault, Threatening Behaviour .....  | 77 |
| 10.12.3      | Firearms, Explosives and Other Weapons .....   | 77 |
| 10.12.4      | Violation of Disciplinary Sanction .....   | 77 |
| 10.12.5      | Furnishing False Information, Forgery or Unauthorized Use of Documents .....                 | 77 |
| 10.12.6      | Disorderly Conduct or Indecent Behaviour.....  | 77 |

|                      |   |     |
|----------------------|---|-----|
| 10.12.7              | Theft .....   | 77  |
| 10.12.8              | Damage to Property or its Destruction .....                           | 78  |
| 10.12.9              | Non-Compliance with Official Direction .....                          | 78  |
| 10.12.10             | Violation of University Regulations and Policies.....                 | 78  |
| 10.12.11             | Drugs and Narcotics .....   | 78  |
| 10.12.12             | Unauthorized Access to Facilities.....                                | 78  |
| 10.12.13             | Unauthorized Use of Computer or Electronic Communication Devices..... | 78  |
| 10.12.14             | Provoking Others to Misconduct .....                                  | 79  |
| 10.12.15             | Identification/Registration Cards.....                                | 79  |
| 10.12.16             | Animals.....  | 79  |
| 10.12.17             | Demonstrations.....   | 79  |
| 10.12.18             | Harassment .....  | 79  |
| 10.12.19             | Gambling.....   | 79  |
| 10.12.20             | Smoking.....  | 80  |
| 10.12.21             | Abuse of the Student Conduct System .....                             | 80  |
| 10.12.22             | Indulgence in Acts of Moral Turpitude .....                           | 80  |
| 10.13                | Off-Campus Conduct .....  | 80  |
| 10.14                | Enforcement of Code of Conduct .....                                  | 80  |
| 10.15                | Punishment or Penalty for Acts of Ill-Discipline .....                | 80  |
| 10.15.1              | Minor Penalties .....   | 81  |
| 10.15.2              | Major Penalties .....   | 81  |
| 10.16                | Disciplinary Procedure.....   | 81  |
| 10.16.1              | Case Referrals.....   | 81  |
| 10.16.2              | Hearing of Disciplinary Cases .....                                   | 81  |
| 10.16.3              | Punishments.....  | 82  |
| 10.16.4              | Appeals.....  | 82  |
| 10.17                | Federal/Provincial Laws and Ordinances.....                           | 82  |
| 10.18                | Gender Mixing .....   | 82  |
| 10.19                | Littering .....   | 82  |
| 10.20                | Sports .....  | 83  |
| 10.21                | Dress Code .....  | 83  |
| 10.22                | Greetings.....  | 84  |
| Annexure A           | .....   | 85  |
| Annexure B           | .....   | 86  |
| PhD Forms            | .....   | 87  |
| MBA /MPhil /MS Forms | .....   | 107 |

## LIST OF ACRONYMS

|       |                                       |
|-------|---------------------------------------|
| CGPA  | Cumulative Grade Point Average        |
| GPA   | Grade Point Average                   |
| GSEC  | Graduate Student Evaluation Committee |
| IP    | Industrial Project                    |
| IU    | Iqra University                       |
| MBA   | Master of Business Administration     |
| MPhil | Master of Philosophy                  |
| MS    | Master of Science                     |
| PhD   | Doctor of Philosophy                  |
| RP    | Research Project                      |

# 1. The University

## 1.1 Brief Introduction

Iqra University traces its genesis to January 1998, when it started its operations in Karachi. The Government of Sindh chartered the University; vide Sindh Ordinance VI of 2000. Currently, Iqra University has campuses in Karachi and Islamabad. Karachi campus is geographically spread over five prominent locations viz. Main Campus at Shaheed-e-Millat Road, Gulshan Campus in Gulshan-e-Iqbal, North Campus in North Karachi, Bahria Town campus, and Airport Campus covering the resident population of different districts of Karachi. The University offers a wide range of facilities across campuses include a well-stocked library, state of the art computing facilities, well equipped teaching labs, centrally air-conditioned classrooms equipped with the latest audio-visual aids, incubation centers, auditoriums, seminar rooms, sports facilities, prayer halls, swimming pool and gymnasiums.

Iqra University offers a variety of programs in different disciplines including Business Administration, Computer Science, Software Engineering, Electrical Engineering, Media Science, Fashion Design, Education, Social Sciences, Pharmacy and Health Sciences. All programs offered in the university are recognized by Higher Education Commission (HEC) of Pakistan and fully accredited by various regulatory bodies such as Pakistan Engineering Council (PEC), National Business Education Accreditation Council (NBEAC), National Computing Education Accreditation Council (NCEAC), National Accreditation Council for Teacher Education (NACTE), and Pharmacy Council of Pakistan (PCP).

## 1.2 Vision Statement

To transform the lives of youth through world class education at an affordable price.

## 1.3 Mission Statement

The mission of Iqra University is *“to be a world-class institution of higher education and research, promoting technical skills, critical thinking and public duty, to help develop a prosperous and progressive society”*.

## 1.4 Core Values

- i. **Respects:** Respecting all at work irrespective of designation, color, cast and religion. Every person is treated with dignity in a fair manner in all situations.
- ii. **Merit:** Promoting the culture of merit in faculty, staff and students. Practicing the meritocracy in all the situations related to both internal and external stakeholders.
- iii. **Courtesy:** Demonstrating the courtesy and politeness towards each member of the internal and external community.
- iv. **Excellence:** Striving for excellence in teaching, research, and service to the students. Follow the international best practices and create a conducive teaching learning environment.

- v. **Equality:** Ensuring equality among gender, race, socio-economic class, religion, and ethnic groups to preserve national solidarity and unity.
- vi. **Honesty:** Encouraging honesty in all forms of personal and organizational communication and interactions.
- vii. **Innovation:** Stimulating innovation among faculty and students for teaching, research and service. Emphasis is made to create an entrepreneurial mindset among the internal community.
- viii. **Dedication:** Creating an enabling environment to encourage dedication with work and studies.

### 1.5 Why Choose IU?

Iqra University is dedicated to providing learning opportunities in vibrant, dynamic and brilliant settings provided across its campuses. IU is chartered by the Government of Sindh and recognized by the Higher Education Commission. Iqra University provides unique academic, social and cultural opportunities to all students coming from diverse social and ethnic backgrounds.

### 1.6 IU Ranking

IU has garnered notable international recognition in various domains. For instance, the university has achieved a commendable global ranking of 301-350 in the esteemed QS Asia Rankings. Within Southern Asia, it holds an impressive 73<sup>rd</sup> position. At a national level in Pakistan, IU stands at 15<sup>th</sup> place, underscoring its strong academic reputation. Particularly in the Sindh region, the university has excelled by clinching the 2<sup>nd</sup> position, emerging as a frontrunner among private sector higher educational institutions.

IU has demonstrated a strong commitment to sustainability, as evidenced by its notable rankings in the QS Sustainability Rankings. IU achieved the 285<sup>th</sup> position among universities in Asia, highlighting its dedication to environmentally responsible practices. At the national level, IU ranked 8<sup>th</sup> in Pakistan for its significant contributions to sustainable initiatives in the country. Additionally, IU holds the 2<sup>nd</sup> position in sustainability rankings among universities in Sindh and has also secured a top position among private sector universities in the province. These impressive rankings reflect IU's active role in promoting environmental responsibility and fostering a sustainable campus culture.

### 1.7 Cutting Edge Training Facilities

IU provides a clean and healthy learning environment where lectures are delivered physically or online. It is equipped with modern teaching tools. For example, the Executive Development Center provides considerable space for 400-450 attendees of training/workshops and other seminars and conferences.

IU's programs, particularly in Advertising, Animation, and Film and TV Production are supported by the most comprehensive and latest technology. IU students have won several



top awards in the national and international advertising and film production competitions. Similarly, IU has the most modern and comprehensive Fashion Design Program in Sindh.

### **1.8 Highly Skilled and Qualified Faculty**

All programs are managed by highly qualified faculty members including 200+ PhD qualified full-time faculty members. Besides, the faculty portfolio also includes various heads of many national and multinational organizations. The curricula designed by experts in the field and offered at IU are at par with international standards. For better educational needs IU offers student exchange programs under various MoUs signed with universities of international repute.

### **1.9 Connectivity**

Every student is linked through the online Student Information Center with the instructors, online Library with over 40,000 books and other relevant information.

### **1.10 Career Opportunities**

The pre-graduation employment rate for IU students is the highest amongst all Universities. The faculty is profoundly helpful for finding suitable placement of a student.

### **1.11 Research Productivity**

Iqra University has demonstrated a significant commitment to research and scholarly contributions over the last five years, producing a substantial total of 1,580 research publications with 19,463 citations. These publications and citations have garnered significant attention within the academic community which reflects the university's sustained dedication to fostering impactful research and advancing knowledge across various disciplines in recent years.

### **1.12 Extra-Curricular Activities**

Sports facilities are available in a sports complex offering swimming and other activities in a fully equipped gymnasium. IU sports teams have received the highest number of awards and also represented Pakistan in Asian Games.

### **1.13 Important Contact Information**

#### **Main Campus:**

Shaheed-e-Millat Road, Phase 2 Defense View Housing Society, Karachi City, Sindh 75500.

Tel: (021) 111 264 264

#### **Gulshan Campus:**

4B, Block 7 Gulshan-e-Iqbal, Karachi, Sindh.

Gulshan Campus (M9 Extension) Sector 8B Scheme-33, Deh Songal Tappu Gujro, East Karachi.

Tel: (021) 111 114 772

#### **Airport Campus:**

Main Shahrah-e-Faisal, Wireless Gate Stop, Karachi.

Tel: (021) 38771627

#### **North Campus:**

Plot No 204-205, Sector 7B/1 North Karachi Town, Karachi, Sindh.

Tel: (021) 111 114 772

#### **Bahria Town Campus:**

Bahria Hills, Jinnah Avenue, Near Masjid-e-Riaz, Bahria Town Karachi, Sindh.

Tel: (021) 38734000

#### **Islamabad Campus:**

Plot # 5, Khayaban-e-Johar, Sector H-9, Islamabad.

Tel: (051) 111-264-264; (051) -4435207

#### **Chak Shahzad Campus:**

PIES Complex No 6, Park Road, Chak Shahzad, Tarlai Kalan, Chak Shahzad, Islamabad.

Tel: (051) 9247407-9

## 2. Graduate Education Regulations

### 2.1 Eligibility for Admission

Detailed information for admission in graduate programs at IU may be obtained at <https://iqra.edu.pk/admissions/criteria-of-admission>. A brief of admission requirements in MBA/MS/MPhil/PhD program are as follows:

#### 2.1.1 M.Phil./MS/MBA Program

Applicants who meet the following criteria are eligible for admission in M.Phil./ MS/MBA programs.

- i. Candidates must have sixteen years of schooling or 4 year education (minimum 120 credit hours) after HSSC/F.A./F.Sc/Grade 12 or Equivalent for admission in the MPhil/MS/MBA program offered at IU.
- ii. An applicant must have secured a minimum CGPA 2.5 or 2<sup>nd</sup> division in BS program as required by IU departments/programs.
- iii. **Admission Test:** Students are required to take following tests for admission in MPhil/MS/MBA programs:
  - a. GAT-General/GRE/HAT General (50% passing score) OR
  - b. Admission Test conducted by IU with a minimum 50% passing score.
  - c. Applicants having a foreign degree are required to provide the equivalence certificate from the Higher Education Commission of Pakistan.
- iv. **Intra-disciplinary<sup>1</sup> Qualifications:** The intra-disciplinary admission may only be allowed, if the student has a strong interest in pursuing an MPhil/MS degree.

The applicant has passed the GRE-Subject/equivalent test with minimum 50% marks in the discipline of admission.

Applicants have to take a minimum of 6 to 9 credit hours deficiency courses at level 6 as prescribed by the admission committee of the respective faculty as per IU/HEC policy.

The departmental admission committee shall be composed of the Dean/ campus director, HoD of respective department, and two senior faculty members.

#### 2.1.2 Eligibility Criteria for the PhD Program

- i. An MPhil/MS/MBA degree in the relevant field of study.
- ii. A minimum CGPA of 3.0 (out of 4.0 in the semester system) or 60% (in the annual system) in the MS/MPhil/equivalent degree is required for admission whether such degree was obtained from Pakistani or foreign universities. If the CGPA/Percentage is

---

<sup>1</sup> Intra-disciplinary refers to sub-disciplines occurring within one of the ten broad disciplines defined by UNESCO's International Standard Classification of Education (ISCED-F-2013).

not mentioned on the transcript, the candidate must produce equivalent weightage from the parent university.

- iii. **Admission Test:** Candidates must pass the Subject GRE/HAT (General) test conducted by the testing bodies accredited by HEC with a 60% score. OR

Pass university admission test equivalent to GRE/HAT (General) with minimum of 60% score.

### 2.1.3 Intra-disciplinary Qualifications

Consistent with best practices internationally (including leading global universities), intra-disciplinary admissions may only be allowed, if:

- i. The applicant has a strong interest in pursuing a PhD in a different discipline.
- ii. The applicant has passed GRE-Subject/Equivalent Test<sup>2</sup> with minimum 50% marks in the discipline of admission and has taken 6-9 CH of deficiency courses of level 7.
- iii. The doctoral committee is satisfied that the applicant's knowledge of the primary area (level 7) has sufficiently prepared him or her to undertake the course of study of the doctoral program (or, in the opinion of the admissions committee, the preparation can be deemed satisfactory by taking a few additional courses after starting the program).

### 2.1.4 Admission Criteria for PhD Candidates with Below 3.00 CGPA or 60% Marks

The students having a strong interest (as determined by the respective Doctoral Committee) in obtaining PhD degree, but their CGPA is below 3.00 (out of 4.0 in the semester system) or 60% marks (in the annual system) in the most recent degree obtained, may be admitted to a PhD program with the following conditions:

- i. Complete a minimum of 9 to 12 credit hours additional courses of level 7 during a zero semester and score minimum 3.00 out of 4.00 GPA, and
- ii. The respective Doctoral Committee is satisfied that the applicant's knowledge of primary area (level 7) is sufficient enough to undertake the course of studies of the doctoral program.
- iii. Any other requirements set out for admission to a PhD program are fulfilled.

## 2.2 Provisional Admission

Students pursuing MPhil/MS/MBA studies and interested in continuing to PhD may be granted provisional admission upon satisfaction with the written approval of Admission Committee regarding Statement of Purpose and students' commitment to the PhD program, provided that confirmation of the admission shall be subject to the fulfillment of the following conditions within a period of one year from the date of provisional admission:

- i. Award of MPhil/MS/MBA degree, as prescribed above,

---

<sup>2</sup> In case the GRE-Subject test for a specific field/discipline is not available/conducted in Pakistan

- ii. Clearance of the admission test, as prescribed above

Students whose results are awaited shall be admitted provisionally. However, they must meet the IU admission eligibility requirements in the same semester and are required to submit all relevant documents to the admission office at the earliest.

If students fail to meet the university admission eligibility requirements before the final exams of their first semester, they must withdraw their admission immediately. In cases where the student does not withdraw his/her admission and his/her ineligibility for admission is identified by the university at any stage, the university will cancel their admission with immediate effect. Moreover, results-awaited applicants are required to submit an undertaking along with their application. Please refer to Annexure A for the undertaking for the IU graduates and Annexure B for the undertaking for non-IU graduates.

## 2.3 Duration of Studies

The requirements of minimum number of credit hours and duration for completing the Graduate Programs are as under:

|    | Program *                               | Credit Hours**<br>(Minimum) | Duration   |         |
|----|---|-----------------------------|------------|---------|
|    |   |                             | Minimum*** | Maximum |
| a. | Master of Business Administration (MBA) | 36                          | 1.5 Years  | 4 Years |
| a. | Master of Science (MS)                  | 30                          | 1.5 Years  | 4 Years |
| b. | Master of Philosophy (MPhil)            | 30                          | 1.5 Years  | 4 Years |
| c. | Doctor of Philosophy (PhD)              | 36                          | 3 Years    | 8 Years |

\* *Details of all graduate Programs offered at Iqra University are available at the website <https://iqra.edu.pk/degree/graduate-program/>.*

\*\* *Additional deficiency/prerequisite courses are also to be completed if assigned by the concerned department where the degree program is offered.*

\*\*\* *Minimum of three and six regular semesters must be studied (excluding summer semester) for the award of Master and PhD degrees, respectively.*

## 2.4 Application for Credit Transfer

The application for credit transfer may be submitted by the student on a required form supported by the following document.

- i. The course outline and teaching plan of the course that was completed in a different University/Institution and which is being nominated for credit transfer.
- ii. The course contact hours and the name of the faculty who taught the course along with the relevant grades/transcript.



## **2.5 Transfer Students:**

The determination of the acceptability of credit for coursework completed at another recognized institution of higher learning rests exclusively with IQRA University. Acceptance of any coursework or examinations from external institutions will be contingent upon the submission of an official transcript from the originating institution, which must clearly document the courses undertaken and examinations conducted. This policy ensures that all credit transferred meets the academic standards upheld by IQRA University. Following are the specific guidelines of credit transfer to Master's program only, however, Section 4.7 separately describes coursework credit transfer policy to PhD program at IQRA University.

- i. Credit is not given for grades lower than a Grade B in Master's program.
- ii. All prospective transfer students must complete IQRA University's admission requirements.
- iii. Grades from other institutions are not included in the calculation of IQRA University grade point average.
- iv. Principally the maximum credit hours before joining IQRA University will be considered only up to 50% courses of the Master's program.
- v. Office of the Registrar will confirm the total number of credit hours to be transferred. A credit-transfer fee will be charged accordingly.
- vi. The course work being sought for credit transfer has been completed at a HEC-recognized educational institution.
- vii. Credit Transfer cases will not be entertained after a student has started the program of study.
- viii. Remedial, vocational, technical, highly specialized and personal development courses are not accepted for credit transfer.
- ix. All transfer courses taken at bachelor level from Polytechnic Institutions with degree awarding status and foreign community Institutes that can award degrees will be reviewed individually by the Head of the Department and any transfers must be approved by the Dean and office of the Registrar.
- x. Students are advised to check with the Admissions Office and Head of Department to determine the acceptability of credit from other institutions.
- xi. Acceptability of transfer credits to a student's academic curriculum is determined by the Head of the Department where the application is being submitted.

## **2.6 Conditions for Course Transfer:**

- i. If the course content is similar to the course content at IU to the extent of a minimum 60%, the course credit will be considered for transfer.
- ii. A lower-level degree course is non-transferable to a higher-level degree program e.g.,

a Bachelor's level course is non-transferable to a Master's program.

- iii. A course exempted elsewhere is non-transferable until and unless it is pursued as a regular course.

## **2.7 Course Exemption:**

- i. If a student is granted exemption in a course based on his/her past academic or work experience, the course will be replaced by another course. The course exemption will not reduce the total number of required courses or credit hours.
- ii. The decision of the Head of the Department / Dean in accepting or rejecting a case of course exemption will be final.
- iii. Application for exemption is to be submitted on 'Course Exemption Form' which must be properly filled and submitted to the respective HoD / Dean.

## **2.8 Suspension**

Suspension means that a student is not allowed to continue regular academic activities for a specified time.

IU disciplinary committee will recommend a suspension as under:

- i. Suspension on disciplinary grounds.
- ii. Suspension on medical grounds.
- iii. Suspension on prolonged absence (including the research phase).
- iv. Suspension on reasons beyond student's control or on authorized grounds / sanctioned leave from competent authority.

## **2.9 Repeating a Course**

A student may repeat a course under two circumstances, i.e., to clear an F or XF Grade or to improve his/her CGPA. The student is required to complete all formalities applicable to repetition of a course, i.e., mid semester examination, project, assignments, quiz, etc., and Final Examination. The student transcript will show the better grade earned and will be used in the computation of CGPA. A student who repeats a course will not be eligible for top student honours/awards even if his/her credentials are improved and qualify for any such award after repeating a course. The current attendance policy of the university shall be applicable in case of course repeat too.

A student may be allowed to repeat a course for the following instances:

### **2.9.1 Clearance of F/W Grade**

A student, if receives an **F/W** grade in a course, is required to repeat that course, whenever it is offered.

### **2.9.2 Improvement of CGPA**

A student may repeat a course at any stage in graduate program to improve CGPA subject to the following conditions:

- i. The candidate should apply to the HoD for permission to repeat a course. HoD may permit a student to repeat a course subject to its offering and availability of necessary resources.
- ii. The student shall not be allowed to improve his/her CGPA after completion/award of the degree/transcript.

### **2.10 Taking Alternative Elective Course**

A student may take an alternative elective course for repetition with the approval of Dean/HOD. The better grade earned will be used in the computation of CGPA.

### **2.11 Completion of the Degree**

- i. The Degree Program will be considered complete on fulfilling the following conditions:
  - a. All requirements of the degree prescribed below in section 4.3 for PhD, section 5.1 for MPhil/MS and section 6.1 for MBA.
  - b. Request of the student for the final transcript/award of degree.

### **2.12 Deferment of Semester(s)**

A student may seek deferment from regular studies subject to the following conditions:

- i. Deferment will generally be requested before the start of a semester. However, in exceptional cases it may be requested by the 2nd week of a semester. Application will be endorsed by the HoD/Director and processed for formal approval by the Dean.
- ii. During the period of deferment, he/she will be allowed to repeat courses already studied on payment of prescribed fee for repetition of courses but not permitted to study new courses.

The student has the requisite time available to complete his/her degree within the stipulated time.

### 3. IQRA University Policies

#### 3.1 IU Examination Policy

The IU Examination Policy 2024 typically encompasses various aspects related to the conduct, administration, and evaluation of examinations including, but not limited to, quizzes, mid-term examination, assignments, presentations (individual/group), practical, evaluations of academic industrial projects, lab-based projects, sessional /hourly examination, and the final examination.

This policy comprehensively outlines the following key areas:

- i. Attendance Requirement
- ii. Academic Promotions
- iii. Withdrawal from Course
- iv. Term or Permanent Withdrawal from University
- v. Grading System and Cumulative Grade Point
- vi. Assessment Policy Statement
- vii. Assessment Type
- viii. Examination Rules for Students
- ix. Misconduct & Disciplinary Actions
- x. Make-Up Exam Policy
- xi. Incomplete Grade
- xii. Scrutiny and Recheck Policy for Final Examinations Only
- xiii. Grade Review Appeal Policy
- xiv. Examination Assistance for Students with Special Needs
- xv. Assistant Writer for Exam Candidates

##### 3.1.1 Attendance Requirement

- i. Attendance in person, at all prescribed and elective lectures and seminars is mandatory. A maximum of 25% absences are allowed in a subject to cater for emergencies, sickness, etc. There is no provision for leaves over the allowance mentioned above. More than 25% of absences in a subject will result in an 'F' grade in that subject. Any student, who fails to comply with the rules, forfeits the right to appear at the examination in the course concerned. Such a situation shall earn the student an 'F' (failure) in the course.

The policy shall be applicable to any student with project-based evaluations or appearing in exams with insufficient attendance.

- ii. The students who join the semester late because of any reason shall be marked absent for the previous classes. In case, more than 25% of the sessions have been completed by the faculty the student shall earn an 'F' Grade.
- iii. In addition to punctuality and meeting the prescribed attendance requirements, each student is required to actively participate in the class and complete their assignments on time.
- iv. Students are required to keep track of their attendance on portal and quickly discuss any anomalies, omissions, or errors in their attendance record with the respective faculty member. Moreover, no exceptions shall be made beyond the specified limit.

### **3.1.2 Academic Promotions**

- i. A minimum GPA of greater than Zero is required in their first semester in order to be eligible for promotion into the next semester.
- ii. If the semester GPA is less than 2.0, the student may be placed in his/her first probation.
- iii. Similarly, if the student continues to obtain less than 2.0 GPA in two consecutive semesters throughout the Degree Program, he/she will be placed on a second academic warning (Probation).
- iv. The student who does not improve his/her GPA to 2.0 after a second academic warning (Probation) may be expelled from the University.

### **3.1.3 Withdrawal from Course**

- i. Students can withdraw from a particular course with the consent of the concerned department.
- ii. Students can withdraw a maximum of 2 courses in one semester. This should be within one week of the announcement of mid-term or 1st hourly results or a maximum of ten weeks from the start of classes. There is no refund of the fee.
- iii. Whenever a student's application to withdraw from the course(s) has been approved and all requirements related to such withdrawal satisfactorily fulfilled, the relevant program authority shall inform the examinations and forward the original/digital copy of the same document to the student's personal file. Also "W" grade will be mentioned on the transcript.
- iv. Withdrawal from courses will not be allowed in cases where the student's absences have exceeded the permitted quota, i.e., 25%.

### **3.1.4 Term or Permanent Withdrawal from University**

- i. A student who finds it necessary to be excused from registration in a program in any semester must formally request a leave of absence from the Faculty (or the concerned



Department). The Head of Faculty (or the concerned Department) and the Registrar's office, both must approve the leave application.

ii. The University offers fee refunds to withdrawals according to the following schedule:

a. Up to 7th day of commencement of classes: 100% refund of tuition fee

b. From 8th - 15th day of commencement of classes: 50% refund of tuition fee

c. From the 16th day of commencement of classes: No Fee refund (0%)

### 3.1.5 Grading System and Cumulative Grade Point

The following grading system will be followed

| Letter Grade | Percentage | Grade Points | Remarks                               | Notes  |
|--------------|------------|--------------|---------------------------------------|--|
| A            | 90% - 100% | 4.00         | Outstanding                           |  |
| A-           | 85% - 89%  | 3.67         | Excellent                             |  |
| B+           | 80% - 84%  | 3.33         | Very Good                             |  |
| B            | 75% - 79%  | 3.00         | Good                                  | PhD Requirement  |
| B-           | 70% - 74%  | 2.67         | Above Average                         | Graduate Degree (M.Phil./MS/MBA) Requirement 2.50 CGPA |
| C+           | 65% - 69%  | 2.33         | Average                               |  |
| C            | 60% - 64%  | 2.00         | Satisfactory                          | Probation Threshold Limit 2.0 Semester GPA             |
| F            | Below 60%  | 0            | Failed (course repeat)                |  |
| I            |            |              | Incomplete                            |  |
| W            |            |              | Withdrawal                            |  |
| IP           |            |              | In Progress                           |  |
| QQ           |            |              | Qualified                             | Only for non-credited Course                           |
| NQ           |            |              | Not Qualified                         | Only for non-credited Course                           |
| PASS         |            |              | Thesis / Project                      |  |
| FAIL         |            |              | Thesis / Project                      |  |
| XF*          |            |              | F-Grade due to shortage of attendance |  |

*\*The XF letter grade shall not be counted towards the calculation of GPA.*

### **3.1.6 Assessment Policy Statement**

Assessment policy embraces diverse models tailored for different types of courses. Practical courses may utilize performance-based evaluations and portfolio assessments. Theoretical courses are subject to traditional exams, project-based assessments, case studies, and open book exams. However, a continuous assessment approach involves regular quizzes and assignments, presentations to ensure ongoing feedback.

### **3.1.7 Assessment Type**

- i. Assessments in courses or programs of study mean formal written examinations, continuous assessments, projects, or any other academic exercise subject to assessment as specified in course or program regulations.
- ii. The assessment may include Case Studies, Assignments, Quizzes, Class Workshops, Portfolios, Semester Projects, Presentations, viva, Hourly, Mid-term, and Final Examination.

### **3.1.8 Examination Rules for Students**

- i. The attendance in both mid-term and the final examination is mandatory.
- ii. The duration of the mid-term examination is 1.5 hours, while the maximum duration of the final examination is 2.5 hours.
- iii. Switch your cell phones off and do not leave them on mute/vibration/offline mode. If the student's cell phone is found switched on, it will be considered an attempt of cheating.
- iv. All answers must be written on both sides of the pages of the Answer Scripts and not on one side only. A supplement will be provided only when the candidate has fully written out both sides of the pages of the Answer Script.
- v. No loose paper will be provided to use for rough work and no paper is to be brought in for the purpose. All work must be done in the answer script provided and the pages used for rough work or calculation(s) must be struck out by drawing a line through each page so used from top to bottom and no page should be torn out.
- vi. Candidates are forbidden to write any answer or anything else on the question paper or any material or carry away any writing from the examination hall.
- vii. No Candidate will be allowed to leave the examination hall until 30 minutes has elapsed from the time when the question paper is given, or re-enter the examination hall after handing over answer book /script.
- viii. To draw the attention of the invigilator the candidate may simply raise hand without making any noise or disturbance.
- ix. A candidate while in the examinations shall not help or try to help any other candidate nor obtain or try to get help from any other candidate. Communication of any sort

between the candidate and any other person is strictly prohibited during the examination. Stringent punishment will be meted out to students who are found in possession of notes, books, scribbling, or making any attempt to use unfair means.

- x. Candidates are advised to ensure that on the day of examinations, they arrive 15 minutes prior to the start of examinations.
- xi. No students shall be admitted to the examination hall/room later than 30 minutes after the commencement of the examinations and no extra time shall be given.
- xii. Personal belongings of students including books, pencil cases bags etc., shall be left at the place designated for this purpose at the examination hall without any responsibility to IU.
- xiii. Each student is required to place his/her ID card on the desk in the examination hall for the duration of his/her examinations. Attempts of impersonation of any candidate shall lead to cancellation of examinations.
- xiv. Borrowing stationery is strictly prohibited during the examinations.
- xv. Student shall not be allowed to sit in a section other than the section in which he/she is originally registered.
- xvi. Candidates will fill in all the information on the answer scripts along with their signatures.
- xvii. The invigilator has the right to expel any student from the examination hall on any attempt of cheating, misconduct, or any other behavior they drew inappropriate without any recourse.
- xviii. When the Invigilator announces the end of the examinations, the students shall stop writing immediately and remain seated silently until permitted to leave the examination hall by the Invigilator.
- xix. Any type of calculator may be used provided that the calculator is hand-held, battery operated, solar-powered, noiseless, and has no facility for the storage of alphabetical information other than hexadecimal numbers.
- xx. Calculators must be available for inspection by the Invigilators.
- xxi. No other electronic aids are permitted such as mobile phones, digital diaries, digital wrist watches, Wi-Fi/Bluetooth devices, ear buds etc., in the examination hall. Any student found possessing these electronic aids shall be liable to cancellation of that paper, removal from Examinations Hall, suspension for next semester, and/or expulsion from the University.
- xxii. Any Student found in breach of the Examination Rules shall be mandated to appear before the Disciplinary Committee. This committee shall be constituted by the Office of the Registrar.

### **3.1.9 Misconduct & Disciplinary Actions**

Breach of examination rules is a serious offense that undermines academic integrity and fairness. Any form of misconduct, including cheating, plagiarism, unauthorized collaboration, causing a disturbance in the examination hall, or any other activity that may be regarded as unbecoming conduct of a student shall be dealt with zero tolerance.

All cases of misconduct shall be reviewed by the Disciplinary Committee to determine the appropriate punishment for the misconduct. These include the award of an F-Grade in the concerned course, financial penalties, mandatory social work, suspension, or dismissal from the university. The institution is committed to maintaining high standards of academic conduct and will enforce these measures strictly to ensure a fair and just educational environment.

A student retains the right to contest the decision rendered by the Disciplinary/Unfair Means Control Committee. Such an appeal must be formally submitted to the Office of the Registrar within one week of the official notification of the Committee's decision. The Registrar shall assess the legitimacy of the appeal. Upon validating the grounds for the appeal, the Registrar shall convene a newly constituted Disciplinary/Unfair Means Control Committee to conduct a thorough review of the matter in question.

### **3.1.10 Make-Up Exam Policy**

The university does not have a make-up examination policy. However, provisions are made for students who are unable to attend their mid-term examination due to verified medical reasons, hospitalization, or the death of immediate family members, including parents, siblings, spouses, or children. Such students, provided they have appeared in the final examination, shall receive a percentage of marks in their mid-term equivalent to the percentage of marks they have earned in the final exam of the course.

### **3.1.11 Incomplete Grade**

The grade of "I" may be awarded only at the end of the semester, when all but a minor portion of the coursework has been satisfactorily completed. The reasons for the award of an 'I' grade include extensions granted for the submission of term reports, project reports, assignments, and instances where a student is compelled to miss the final term exam paper due to emergencies. The determination of the compulsion preventing a student from attending the final term exam shall be at the discretion of the committee comprising of the Dean/Campus Director and the Registrar.

- i. "I" grade can only be awarded to a maximum of two courses in one semester. In case of the compelling circumstances the number of courses for award of I grade may be increased to full semester load.
- ii. The compulsion for not being able to attend the Exam Paper must be supported by verifiable evidence.

- iii. Arriving late in the exam hall shall not be considered a compulsion. However, for graduating semester students a team comprising of the Director, the Registrar and the Dean of the concerned department shall assess the case for approval or rejection of the request for I Grade.
- iv. “I” grade is not to be awarded when the student is expected to repeat the course. On account of low marks or attendance.
- v. “I” grade would remain valid only for one semester. In case the course in which I grade is awarded is not offered in the subsequent semester, the ‘I’ grade shall remain valid till the next semester when the course is offered.
- vi. Incomplete grades do not enter into the calculation of the grade-point average for the Semester or till the offering from the date of the award. If the incomplete grade is not changed by the concerned authorities within the stipulated period, the I grade will revert to grade ‘F’.

### **3.1.12 Scrutiny and Recheck Policy for Final Examinations Only**

The following procedure for scrutiny of answer scripts is to be followed.

Any student desirous of getting his/her answer script(s) scrutinized may apply on the prescribed form available online on student portal within the specified period as notified by the Examination Department which may vary from semester to semester considering public holidays. Scrutiny will be restricted to:

- i. Checking of ‘total marks’ on the answer script and rectification of any discrepancies found as a result of such scrutiny.
- ii. Marking of any question found unmarked and rectification of the total.
- iii. The scrutiny fee as prescribed from time to time has to be paid by the student.

The following procedure for Re-checking of answer script(s) is to be followed.

- i. Any student desirous of getting his/her answer script (s) Re-checked may apply on the prescribed form available with the Students Information Centre.
- ii. Re-checking of answer script(s) shall be conducted by two instructors other than the instructor who had taught and marked the answer script(s).
- iii. Photocopies of answer script(s) (with no information of the student’s identity, marks, etc.) shall be provided to each of the two instructors for re-checking along with the answer script(s) of the lowest and highest scorer for comparison.
- iv. Average of marks shall be ascertained from the two re-checked answer script(s).
- v. After re-checking of answer script(s), the decision of the University shall be final. The grading after rechecking shall supersede the earlier result.
- vi. Rechecking fee as prescribed from time to time has to be paid.



The above-mentioned policy does not apply to the following assessment types

- i. Practical exams
- ii. Presentation, reports and research work
  - a. Projects, portfolios, and other submission-based assessments

### **3.1.13 Grade Review Appeal Policy**

The **Grade Review Appeal Policy** addresses the practical and submission-based final exams that do not fall under the domain of **Scrutiny and Rechecking Policy**.

A student may appeal for a grade review by using the following procedures. Grade appeals are not processed unless the Dean determines a case warrants review.

**Step 1:** Within the first week from the announcement of the Results, the student shall carefully formulate an appeal in writing, and submit it to the Examination Department with a copy to the Department Head. The student should discuss the concerns with the HoD, stating the reasons for questioning the grade.

**Step 2:** In light of the student's written statement, the HoD shall respond to the student in writing after discussing the grading procedures and how the grade in question was determined as well as other issues raised in the student's statement with the concerned instructor.

If the meeting with the HoD does not resolve the difficulty, the student may discuss the problem with the Dean of the Department.

**Step 3:** The Dean/Department Head will consider the student's written statement and the instructor's written statement, and confer with each.

The Dean shall convene a committee to review the case. The committee will consist of four members including HoD and two senior Faculty members (Subject Experts other than the concerned faculty member) from the same Department.

Within the structure provided by the Dean, the committee may or may not:

- i. Meet separately with the student and the instructor.
- ii. Request each party to submit a brief written summary statement of the issues, and/or
- iii. Interview concerned person(s) with relevant information.

If feasible, the committee may meet with the student and the instructor, together.

The Committee shall consider all aspects of the case before making its recommendation. The Committee shall make a written report with recommendations and provide copies to the Dean's office.

**Step 4:** The Dean shall formally endorse the recommendations made by the committee within two weeks of receiving the student's appeal. The Office of the Registrar, Examination Department, the HoD, the instructor, and the student shall be notified in writing by the Dean's office.

### 3.1.14 Examination Assistance for Students with Special Needs

The policy is applicable to all physically-challenged students requiring examination assistance.

**Physically Challenged Students:** This term refers to any long-term physical, mental, intellectual, or sensory impairments which may hinder a student's ability to effectively participate in normal day-to-day activities on an equal basis with others; provided, that the definition will also include any additional conditions covered under the applicable disability focused laws of the jurisdiction in which the HEI is located. IQRA university has established a standing Accessibility Committees across all campuses to address different accommodations needed for students with disabilities at IU. For specific roles and responsibilities of Accessibility Committee, please refer to the Section 3.2 of HEC Policy for Students with Disabilities at Higher Education Institutions of Pakistan as amended in 2021.

**Examination Assistance:** This term refers to the support and accommodations that may be required or provided to any physically challenged students during examinations to ensure a fair and accessible testing environment.

Physically-challenged students are encouraged to coordinate first with the Disability Coordinators designated on their respective campus to discuss their needs. Students should provide relevant documentation outlining the nature and extent of their physical challenges. The Disability Coordinators will assess the specific needs and determine appropriate requirements in terms of examination assistance that would be approved by the concerned Dean /Campus Director. The assistance may include considerations for assistive technology and accessible examination venues. Any other consideration will require a recommendation from the Disability Coordinators that is to be approved by the Office of the Registrar.

### 3.1.15 Assistant Writer for Exam Candidates

#### Eligibility Criteria for Candidates:

#### Medical Certification

- i. The candidate must provide a valid medical certificate from a registered medical practitioner.
- ii. The certificate must clearly state the nature of the disability.
- iii. The certificate must explicitly recommend the need for an assistant writer.

#### Application Process

The candidate must apply to the examination authority at least one week before the examination date, except in emergencies. The application must include the medical certificate and details of the proposed assistant writer.

## **Conditions for the Assistant Writer:**

### **Age and Education**

- i. The assistant writer must be younger than the candidate.
- ii. The assistant writer should not possess a degree or qualification higher or equal to the level of the exam being undertaken by the candidate.

### **Documentation & Declaration**

The assistant writer must provide valid identification proving their age and educational qualifications. The candidate must sign a declaration form agreeing to adhere to the policy and acknowledging the conditions under which the assistant writer is allowed.

### **Enforcement**

Any breach of this policy by the candidate or the assistant writer will result in immediate disqualification from the examination.

Further disciplinary actions may be taken as deemed appropriate by the examination authority.

## **3.2 Anti-Plagiarism Policy**

Iqra University implements a comprehensive Anti-Plagiarism Policy adhering to Higher Education Commission's (HEC) guidelines, ensuring originality and authenticity in research work for all degree programs. Plagiarism is prohibited in all forms, including direct, indirect, and accidental plagiarism, in academic assignments, research papers, theses, dissertations, and publications. Students are required to maintain an overall plagiarism ratio below 19%. Additionally, no single source should have a similarity index of 5% or higher. This policy applies uniformly to all degree programs.

Proper citation, avoidance of paraphrasing without attribution, and supervisory committee approval are required. Faculty monitor students' work, provide guidance, and ensure originality. A dedicated University Anti-Plagiarism Standing Committee (UAPSC) investigates suspected plagiarism within 30 working days using the Plagiarism Complaint Form (PCF), with disciplinary actions ranging from revision to expulsion. Ph.D. dissertations found plagiarized are handled according to HEC's Anti-Plagiarism Policy. Research faculty and staff ensure originality in publications, conference proceedings, and presentations, properly citing sources, avoiding self-plagiarism, and obtaining necessary permissions. Collaborations are transparent, with clear attribution. All students, faculty, and staff adhere to APA (American Psychological Association) citation style. Regular workshops and training sessions are conducted. By implementing this policy, Iqra University reaffirms its commitment to academic excellence, honesty, and research integrity, aligning with HEC's guidelines is outlined in the Anti-Plagiarism Policy document, available for download on the university website <https://iqra.edu.pk/iu-policies/>. This document provides detailed guidelines for students, faculty, and staff on plagiarism detection, investigation, and prevention.

### 3.3 Grievance Policy

Iqra University's Grievance Policy provides a comprehensive framework for addressing student concerns, ensuring a safe and conducive learning environment. The policy defines a grievance as any expressed concern or issue regarding studies, university environment, or expectations from management. Its purpose is to provide a fair, transparent, and accountable procedure for resolving academic, administrative, and interpersonal grievances. The scope encompasses academic matters, administrative issues, discrimination, and interpersonal conflicts. The policy is underpinned by principles of prompt resolution, respect, confidentiality, and protection against adverse reactions. This policy ensures compliance with Higher Education Commission (HEC) guidelines and aligns with international best practices in grievance resolution.

The Iqra University Grievance Committee (IUGC), comprising impartial faculty members, student representatives, and Director Quality Enhancement Cell (QEC), ensures fair investigations and recommends resolutions. Procedures include informal resolution, formal grievance process, statement of allegations, answer, hearing determination, notice of hearing, hearing procedure, committee recommendation, remedy, and report of recommendations. The Vice Chancellor renders the ultimate decision, ensuring implementation and confidentiality.

Key features include protection against wrongful allegations, confidentiality, and safeguard against victimization. The policy also outlines roles and responsibilities of committee members, grievant, and respondents. Student Grievance Complaint Form, facilitating easy reporting. By fostering a culture of accountability, respect, and open communication, Iqra University's Grievance Policy promotes student satisfaction, well-being, and academic success. The Grievance Policy is available at <https://iqra.edu.pk/iu-policies/> which outlines procedures for students, faculty, and staff to report and resolve grievances in a confidential and impartial manner, ensuring the university's commitment to justice, equity, and academic excellence.

### 3.4 Student Exchange Program Policy

Iqra University's Student Exchange Program facilitates academic mobility and cultural immersion through reciprocal partnerships with international institutions, fostering global competencies and networking opportunities. To participate, outbound students must submit the Application Form for Outbound Student Exchange Program, accompanied by transcripts, language proficiency certificate (e.g., IELTS, TOEFL), copies of identification documents (passport, CNIC), and a written bond to return to Pakistan. Eligible students, possessing a strong academic record (minimum 2.5 CGPA for undergraduate and 2.8 CGPA for postgraduate), language proficiency, and meeting visa requirements, will undergo a competitive selection process. The International Office (IO) coordinates exchange programs, provides guidance on course selection, credit transfer, and logistical support, while faculty

advisors ensure course compatibility and academic equivalency. The Directorate of Academics, Advanced Studies, and Research (DAASR) oversees curriculum mapping and credit transfer approval, ensuring seamless integration with IU's curriculum in coordination with respective dean. Participants must adhere to host university regulations, maintain full-time enrollment, and fulfill visa obligations. Credit transfer is facilitated upon successful completion, provided courses align with IU's curriculum and standards. Financial responsibilities, including accommodation, travel, and medical expenses, rest with students or their sponsoring institutions. Upon return, participants submit detailed reports and feedback forms, contributing to program evaluation and enhancement. The Office of the Registrar facilitates semester deferral, transcript issuance, and record verification. Inbound exchange students, nominated by partner universities, undergo a streamlined application process, with IO support in course selection and accommodation. This policy promotes academic excellence, cultural diversity, and institutional collaboration, aligning with IU's strategic objectives and commitment to global engagement. By participating in the Student Exchange Program, students develop valuable skills, broaden their perspectives, and enhance their employability, while fostering lasting connections with international peers and institutions.

The Student Exchange Program Policy is available at IU official website <https://iqra.edu.pk/iu-policies/> which outlines the guidelines and procedures for undergraduate and graduate students to participate in international exchange programs, fostering global academic collaboration, cultural immersion, and intellectual growth.

### **3.5 Intellectual Property (IP) Policy**

Iqra University's (IU) Intellectual Property (IP) Policy provides a comprehensive framework for the development, management, and commercialization of IP assets, encompassing copyrights, patents, trademarks, geographical indications, industrial designs, trade secrets, and lay-out designs. This policy applies to academic staff, students, post-doctoral researchers, independent contractors, and non-employees utilizing IU resources. Its primary objectives are to protect ownership rights, ensure proper use of IU's name and logos, establish standards, promote commercialization and licensing, and foster innovation and economic development. IP ownership vests in creators/inventors, except where agreements stipulate otherwise, with IU retaining rights for teaching, research, and academic purposes. Commercialization requires agreements outlining royalty payments, with procedures including disclosure, market evaluation, licensing, and revenue distribution to ensure fair sharing among stakeholders. Annual IP audits assess IU's IP rights and set management targets. Specific guidelines govern use of IU's name, logos, and IP assets, including copyrights, patents, trademarks, geographical indications, industrial designs, trade secrets, and lay-out designs. The policy promotes awareness and registration of novel designs, documentation of trade secrets, and development of integrated circuits. Compliance with applicable laws and regulations is

ensured, potential conflicts resolved, and sponsored research funding secured. To facilitate effective implementation, the policy outlines procedures for IP disclosure, evaluation, protection, and commercialization, including agreement templates and royalty payment structures. By adhering to this policy, IU protects IP rights, promotes fair sharing of benefits, supports innovative technologies, and maintains public interest and stakeholder cooperation, ultimately enhancing its research excellence and economic development. Through this policy, IU aims to create an environment conducive to innovation, collaboration, and knowledge transfer, aligning with its mission to foster academic excellence and societal impact.

### **3.6 Research Ethics Policy**

Iqra University's Research Ethics Policy embodies a comprehensive framework governing research endeavor, integrating principles of ethics, integrity, and academic honesty. The policy establishes the Institutional Review Board (IU-IRB), comprising esteemed members, including a Chair (Dean, Faculty of Health Sciences), faculty members, non-medical/scientific experts, external experts, a legal advisor, and a secretary/coordinator. This diverse board ensures rigorous ethical reviews. Guided by principles of non-maleficence, beneficence, autonomy, and justice, the policy addresses research design, informed consent, participant rights, data management, and confidentiality. Procedures for addressing disputes and non-compliance consequences are clearly outlined. Ethical review requirements for grant proposals, publications, thesis/projects, and human-related research involving direct engagement, indirect involvement, and consent requirements are meticulously detailed.

The policy is supported by Research Ethical Clearance Form, providing a comprehensive questionnaire for researchers to facilitate ethical clearance. This questionnaire covers research design, methodology, participant information, and ethical considerations, ensuring thorough evaluation. By adhering to this policy, Iqra University fosters a culture of research excellence, safeguards participants' rights, promotes academic integrity, and advances knowledge, ultimately upholding the highest ethical standards in research, teaching, and business endeavors. The IU-IRB's commitment to ethical research practices ensures responsible conduct, benefiting both the research community and society at large.

The Research Ethics Policy is available at IU official website <https://iqra.edu.pk/iu-policies/> which outlines the university's commitment to adhering to national and international research ethics standards, safeguarding research participants, and fostering a community of ethical researchers.

### **3.7 Protection Against Sexual Harassment**

Iqra University, committed to maintaining a secure, inclusive, and respectful academic environment, has implemented a comprehensive Protection Against Sexual Harassment Policy in strict adherence to the Higher Education Commission's (HEC) guidelines and the



Protection Against Harassment of Women at the Workplace Act, 2010. This policy unequivocally prohibits sexual harassment in all forms, including verbal, non-verbal, or physical conduct, quid pro quo harassment, and hostile work/environmental harassment, ensuring protection for students, faculty, and staff on all university premises, programs, activities, and online platforms.

To promote awareness and prevention, the university conducts regular workshops, training sessions, and campaigns, fostering a culture of respect and zero tolerance. A dedicated Campus-wise Inquiry and Appellate Committee, comprising three members (including at least one female representative), investigates complaints within 30 working days, ensuring confidentiality, fairness, and protection from retaliation for complainants. Complainants can submit written complaints to the Committee of their relevant campus or Registrar's Office. Disciplinary actions, including expulsion, termination, or suspension, may be recommended against perpetrators found guilty. Appeal mechanisms are available to both parties. The university provides prompt support services, including counseling and assistance for victims. False complaints are addressed through a fair and impartial process, protecting against malicious accusations. The policy ensures prompt action against perpetrators while maintaining due process and natural justice. By implementing this policy, Iqra University reaffirms its commitment to providing a secure and supportive environment, upholding the dignity and rights of all individuals, and promoting academic excellence, aligning with HEC's guidelines on student protection and inclusivity. For information on Iqra University's zero-tolerance stance on sexual harassment, please consult the Protection Against Sexual Harassment Policy which is accessible on the university website <https://iqra.edu.pk/iu-policies/>. This policy outlines the university's commitment to preventing and responding to sexual harassment incidents.

### **3.8 Inter Campus Transfer Policy**

Iqra University's Inter-Campus Transfer policy facilitates student mobility within its city campuses, aligning with the institution's vision of ease and affordability. This policy governs transfers between accredited campuses, allowing students to adapt to changing circumstances. To initiate a transfer, students must obtain permission from the concerned Head of Department, citing valid reasons such as posting, relocation, or marriage. Key procedures include submitting a prescribed transfer form, endorsed by the Dean and Registrar's office, paying the transfer fee, and obtaining a No Objection Certificate (NOC) from regulatory councils. Transfer requests are subject to conditions: completion of at least 15 credit hours, clearance of outstanding dues, no probation or disciplinary actions, availability of seats at the destination campus, and submission within the first week of the semester. Cleared courses will be transferred, contingent upon filling the credit transfer form. Transferring students must adhere to the new campus's policies, including fee structures. The campus management will update regulatory council portals and remove the student from the



original campus's records. Notably, credits earned in lower degree programs are non-transferable to higher degree programs, although exemptions may be granted upon evaluation. By outlining these guidelines, Iqra University ensures a streamlined transfer process, accommodating students' needs while maintaining academic integrity and regulatory compliance.

### **3.9 Fee-Refund Policy**

Iqra University, in compliance with the Higher Education Commission's (HEC) directives, has implemented the National Fee-Refund Policy at its higher education institutions across Pakistan. This policy, formulated by HEC in 2015, governs fee refunds for students in semester/trimester and annual systems. Pursuant to the Higher Education Commission Ordinance, 2002, the policy ensures transparency and standardization in fee refund processes. The policy stipulates those students are eligible for a full (100%) fee refund up to the 7th day of commencement of classes in semester systems and up to the 15th day in annual systems. A half (50%) fee refund is applicable from the 8th to 15th day in semester systems and from the 16th to 30th day in annual systems. No refund is applicable after the 16th day in semester/trimester systems and after the 31st day in annual systems. Notably, the percentage of fee refund applies to all components of fee, excluding security and admission charges. The timeline for refund calculation includes both weekdays and weekends. Iqra University strictly adheres to this policy, ensuring fair and consistent application. The university's implementation status of this policy is readily available, demonstrating commitment to HEC's guidelines. By adopting this policy, Iqra University prioritizes student welfare, financial transparency, and institutional accountability, aligning with HEC's vision for quality higher education in Pakistan.

### **3.10 Iqra University Alumni Association Policy**

The Iqra University Alumni Association (IUAA) Policy Framework serves as a foundational document guiding the development of a vibrant, mutually beneficial relationship between Iqra University (IU) and its alumni, recognizing alumni as a cornerstone of the university community. Established as a non-profit organization governed by a representative board ensuring transparency, accountability, and alignment with IU's mission and values, IUAA's key objectives include strategic alignment, data management, alumni recognition, communication, event planning, professional development, community insights, scholarship, and fundraising. IUAA's governance structure comprises the Governing Board, office bearers, and committees facilitating collaboration, connections, and growth, cultivating a dynamic ecosystem promoting lifelong learning, networking, and engagement. Operational guidelines outline the General Secretary's role in facilitating communication and biennial elections for office bearers, with eligibility criteria requiring alumni status, and membership suspension or termination resulting from resignation, policy violations, or actions against IU interests. The IUAA policy delineates roles and responsibilities for Vice Presidents, including Placement & Engagement, Research & Innovation, and Endowment, fostering industry-academia relationships, securing support for financially challenged students, and generating

endowments. Biennial elections and nomination procedures ensure representation, while IUAA Regional Chapters (IUAARC) promote alumni relationships and provide insights to IU through organizational structures comprising ex-officio and alumni executive members. Conflict resolution mechanisms ensure smooth operations, with procedures established for meetings, decision-making, conflict resolution, financial management, and auditing, and amendments requiring a two-thirds Governing Board majority vote. By adhering to this framework, IUAA cultivates a dynamic ecosystem promoting alumni engagement, professional growth, and a mutually beneficial relationship between alumni and IU, serving as a guiding document for fostering a vibrant alumni community and contributing to IU's continued success and excellence. Overall, the IUAA Policy Framework provides a comprehensive foundation for fostering a dynamic and engaged alumni community, advancing IU's interests, and promoting lifelong learning and networking, thereby strengthening the bond between alumni and IU.

## 4. Doctor of Philosophy (PhD) Degree Program

A Doctor of Philosophy (PhD) degree program is a graduate research degree which shall be awarded by the University not before the completion of three years or six regular semesters and not after completion of eight years or 16 regular semesters. The main purpose of a PhD program is to train students to become independent researchers, experts in their field, and contributors to original knowledge. The Ph.D. degree is the pinnacle of academic achievement and research excellence, designed for individuals seeking to make a substantial contribution to knowledge in their chosen field. Our Ph.D. program is a rigorous and immersive experience that challenges students to explore complex concepts, engage in innovative research, and develop advanced skills in critical thinking, problem-solving, and scholarly communication.

As a Ph.D. candidate, you will embark on a journey of intellectual discovery, guided by thesis supervisor(s) and senior faculty members who are experts in their respective disciplines. The program emphasizes the development of original research that advances theoretical frameworks, practical applications, or both. Throughout the program, you will have the opportunity to work closely with your academic supervisor(s), engage in interdisciplinary collaborations, and participate in conferences and seminars that will broaden your academic and professional horizons to hone your research prowess.

IQRA University Ph.D. program is designed to equip you with the knowledge, skills, and experience necessary to pursue careers in academia, research institutions, industry, and beyond. Whether your goal is to become a university professor, a thought leader in your field, or a high-impact researcher, our program provides the resources, support, and conducive environment necessary to achieve your ambitions.

With a strong emphasis on academic integrity, innovation, and societal impact, the Ph.D. program is not just a pathway to a prestigious qualification but also an opportunity to contribute meaningfully to the global community through research that addresses real-world challenges.

### 4.1 Expected Outcomes

- i. **Expertise:** Deep knowledge and expertise in a specific field.
- ii. **Original contribution:** A unique contribution to the field through original research.
- iii. **Research skills:** Ability to design, conduct, and present research.
- iv. **Academic and professional opportunities:** Qualification for academic, research, or industry positions.

### 4.2 Formation of Graduate Student Evaluation Committee (GSEC)

The University is required to fill in Form PhD-A and Form PhD-B to complete the admission process of a PhD student. A Doctoral GSEC (Form PhD-1) will be formed at the earliest after the acceptance of a student into the PhD Program but not later than one month of the student's joining date in the PhD program. The GSEC will comprise of the following members:

- i. Supervisor (IU approved supervisor having a PhD and other qualifying criteria as per IU/HEC policy)
- ii. Co-supervisor (if appointed)
- iii. Two IU Faculty members (PhD Degree holders or MS/MPhil with sufficient research experience)
- iv. One expert in the relevant field from outside IU from other reputed universities/R&D organizations/ relevant industry (preferably a PhD).

The supervisor must hold a Ph.D. qualification recognized by the Higher Education Commission (HEC) of Pakistan and meet the minimum eligibility criteria as outlined by HEC and IU policy. The Head of the Department in consultation with the student and his/her supervisor and with the approval of the Dean will appoint the GSEC. Form PhD-2 will be used launching a petition in case of any change either in the research topic and/or GSEC members. The student's supervisor will chair the GSEC meetings which should be held at least once in six months. The proceedings of GSEC meetings will be recorded on Form PhD-3 and distributed to all concerned. If a student or supervisor is unable to arrange a Graduate Studies Examination Committee (GSEC) meeting within 8 months, it is the responsibility of the respective Dean or Head of Department (HoD) to ensure that the GSEC meeting is conducted in a timely manner.

#### **4.3 Award of PhD Degree**

The completion date of PhD degree shall be reckoned with the date of notification of the award of PhD degree. The maximum duration shall be determined from the date of student enrollment until the date of the completion notification of the PhD degree. In case a student is unable to secure a PhD degree within the prescribed timeframe and claims for extension in duration, the university may constitute appropriate authority and determine the causes for delay. In event of force majeure i.e., delay on account of circumstance beyond the control of student, the university may grant an extension in the period of award of PhD degree in accordance with the duration limiting factor(s) and shall also take corrective measures in case the delay is caused due to process or administrative reasons. On recommendations of the Directorate of Academics, Advanced Studies, and Research (DAASR) and the Dean of respective faculty and subsequent approval of Board of Advanced Studies and Research (BASR), the University will award the degree of Doctor of Philosophy (PhD) to the students who will satisfy the following components. Faculty/department may specify additional requirements if considered necessary.

#### **Key Components to be followed in a PhD Journey:**

The following key components must be followed step-by-step by each doctoral student in his/her PhD journey:

#### **4.3.1 Statement of Purpose:**

As part of the application for admission to PhD programs, applicants shall be required to submit a statement of purpose, which shall form an integral part of the application. The admissions committee shall use the information provided to ascertain the preparedness and interest of the candidate in pursuing doctoral studies, and whether the department has the requisite resources to train and supervise the doctoral candidate in the subspecialty in which the applicant is interested. A statement of purpose shall, at least, include the following:

- i. Title of the potential research proposal
- ii. Clear articulation of the current understanding of the intended field and ideas for potential research
- iii. Explanation of the intended impact of the proposed research
- iv. The prospective candidates shall demonstrate passion and enthusiasm for the area of research.

#### **4.3.2 Coursework:**

The students shall complete the coursework of at least 18 credit hours (preferably of 800 level) if they are from the same discipline. These 18 credit hours shall be the courses which have not been counted towards any other degree, in compliance with the HEC Quality Assurance Criteria. The courses counted towards any other degree cannot be double counted towards PhD coursework. The courses shall be offered through regular classes (i.e., classes taught on campus by full-time faculty members of the university). The PhD degree should be based on research, not only on credit hours. Please note that students may be allocated deficiency courses with the approval of the Dean of their respective faculty and they are required to pass all deficiency courses before registering in their PhD coursework. Deficiency courses will not be counted towards the calculation of CGPA of mandatory coursework. A minimum 3.00 CGPA on a scale of 4.00 is required in the coursework to qualify for the comprehensive examination.

#### **4.3.3 Comprehensive Examination:**

Following the completion of coursework with a minimum cumulative GPA of 3.0 out of 4.0, every PhD student shall be required to pass the comprehensive examination to be granted candidacy as a PhD researcher, with the provision that the student failing to pass the comprehensive exam, shall be allowed to retake the exam once. Failure to pass in the second attempt shall disqualify the student from continuing his/her doctoral studies further.

The comprehensive examination includes both written and oral examination to assess the students' knowledge and preparation for doctoral research. The comprehensive

examination will comprise of Part-A (Written Exam) and Part-B (Oral Exam) and be conducted after the completion of all coursework requirements. The overall cumulative (Part A + Part B) percentage required to pass the Comprehensive exam is 60%.

#### **Part A - Written Examination**

The written comprehensive examination for Ph.D. candidates shall be meticulously prepared by subject specialists and will be under the supervision of the concerned Dean. The examination will cover the entire Ph.D. coursework, in addition to subjects deemed essential for the candidate's intended area of research. This examination is a critical component of the qualifying process and shall carry a weight of 70% in the overall assessment.

#### **Part B- Oral Examination**

The Head of Department (HoD), in consultation with the Dean or Campus Director, will constitute the Graduate Studies Examination Committee (GSEC). This committee shall comprise two subject specialists, the HoD, and the Dean or Campus Director. The GSEC will be responsible for the evaluation process, which constitutes 30% of the overall weight of the qualifying examination.

The Examination Department will conduct both parts of the comprehensive examination. GSEC will notify the results of the of the comprehensive examination to the Examination Department by submitting Form PhD-4.

#### **4.3.4 Proposal Defense**

After successful completion of the comprehensive examination the student shall advance to candidacy in a PhD degree program. The research topic will be mutually agreed upon by the student and the thesis supervisor, with input from the Graduate Studies Evaluation Committee (GSEC), if necessary. The chosen topic must be original and free from plagiarism. The student is required to develop a detailed research proposal in consultation with the main supervisor and other members of his/her GSEC.

The student will present and defend the proposal in a public seminar. The schedule will be determined by the supervisor in coordination with GSEC members and with the approval of the HoD, Dean, or Campus Director. The HoD will oversee the examination process according to established regulations. The research area of the PhD proposal shall correspond to the community needs at regional and local levels and comply with the priority national research agenda. Moreover, it should also signify emerging areas of research that coincide preferably with sustainable development goals (SDGs).

The proposal defense examination aims to assess the student's comprehensive understanding, analytical skills, and proficiency in the specialized domain of PhD research. During the defense, the student will present their thesis research synopsis, encompassing a concise review of related literature, research objectives, detailed



methodology, anticipated outcomes, global contribution to knowledge in the field, and relevance to the country's needs. The Examination Committee will determine, through a majority vote, whether the student may proceed with doctoral research. In the event of an equal number of "Satisfactory" and "Unsatisfactory" votes, the supervisor's decision will serve as the final verdict.

GSEC will complete the Proposal Defense Evaluation Report using Form PhD-5a with their individual comments in attachments. If the student does not pass the proposal defense exam, each committee member will complete the same Form PhD-5a to outline their comments and recommendations. These comment pages, signed by the respective committee member, will be submitted to the Head of Department (HoD), who will then furnish a copy to DAASR for further action and communication. Additionally, a copy will be provided to the student to facilitate the refinement of the proposal based on the GSEC's feedback. The student will incorporate changes and resubmit the proposal to the supervisor who shall organize a meeting of GSEC to re-examine the student. After the successful Proposal Defense, GSEC will provide a PhD Proposal Defense Certificate (Form PhD-5b).

As per the HEC Graduate Education Policy, the required coursework, comprehensive examination, and proposal defense should be completed within the 1<sup>st</sup> six regular semesters of the registration into a PhD program. The responsibility in this regard rests collectively with the PhD student and the University. In case of noncompliance, the registration shall be cancelled and transcripts for completion of coursework may be issued to the student.

#### **4.3.5 Thesis Registration and Six-Monthly Progress**

Each PhD candidate is required to register in thesis every semester till the final submission of his/her thesis for internal and external evaluations. PhD thesis registration fees shall be applicable and the university reserves the right to increase the fee on annual basis.

Moreover, each PhD candidate is required to formally present his/her progress report of thesis after every six months before the GSEC members and existing PhD candidates. All candidates are required to incorporate corrections and suggestions with the consultation and approval of the respective supervisor(s). Six monthly thesis progress presentation not only encourages PhD candidates in completing the research work well before the stipulated time but also provides them with ample opportunities after every six months to improve the quality of their research work.

#### **4.3.6 Doctoral Research**

Following the approval of the research proposal, students are required to plan and conduct an original, in-depth research under the supervision of designated thesis supervisor and/or co-supervisor (if appointed). Data analysis, drawing conclusions in



light of the research objectives, and policy recommendations are the integral components of doctoral research.

#### **4.3.7 Publication Requirements:**

In addition to fulfilling the General Requirements, a PhD candidate must publish research articles in the HEC's recognized research journals and the category specified in the HJRS for the publication year. These conditions are different for different disciplines.

For award of PhD degree, a PhD candidate is required to publish research articles meeting the following criteria:

##### **For Science Disciplines (e.g. Engineering/ Computer Science/Pharmacy, etc.)**

At least one research article in W category journal or two research articles in X category journals, for Science disciplines.

##### **For Social Sciences (e.g. Business Administration /Education /Media Science /Languages)**

At least one research article in X category journal or two research articles in Y category journals, for Social Science disciplines

#### **Notes:**

- i. The PhD candidate shall be the first author of these publications.
- ii. The research article shall be relevant to the PhD research work of the PhD candidate.
- iii. The article shall be published after approval of the research proposal.
- iv. The article shall be published in a relevant HEC-recognized research journal.
- v. The PhD record file of each student should contain all research publications extracted from their thesis.

#### **4.3.8 Doctoral Dissertation:**

Each PhD researcher shall write a doctoral dissertation reflecting relevance, credibility, effectiveness, and legitimacy of the research. The dissertation must be an original and innovative contribution to knowledge that contributes to solving socioeconomic problems. The dissertation must conform to the formatting guidelines of the respective faculty such as APA, MLA, Chicago, etc.

#### **4.3.9 Evaluation of Doctoral Dissertation:**

The student will provide the required number of copies of his/her doctoral dissertation as per IU examination policy to the Examination Department for all the members of the TEC. The Examination department will arrange a formal evaluation process of each doctoral dissertation by its respective Thesis Evaluation Committee

(TEC). Moreover, Form PhD-6a to Form PhD-6j shall be completed by all TEC members and be submitted to the Examination Department.

This committee will consist of members from the Graduate Studies Evaluation Committee (GSEC) and a minimum of four external evaluators including two representatives from Pakistani universities outside of IQRA University and two external (foreign) experts.

- i. Two external (foreign) experts who shall be:
  - a. PhD faculty member from the world top 500 universities ranked by the Times Higher Education or QS World Ranking in the year corresponding to dissertation evaluation year OR
  - b. Pakistan-based Distinguished National Professors, Meritorious Professors from any national university; or professors from top universities ranked by HEC; or professors from any Pakistani University having a minimum H-Index 30 for Sciences, 15 for Social Sciences or 8 for Art & Humanities as determined by Web of Science.

OR

- ii. At least one external expert qualifying any one of the conditions mentioned at 'i' above if the PhD candidate publishes dissertation research in a peer-reviewed journal that is classified by the HEC in category W for Sciences and X or above for Social Sciences.

The following general guidelines shall, at least, be observed while selecting external evaluator:

- i. **Relevance of Expertise:** in the same or related fields as in the dissertation.
- ii. **No Conflict of Interest:** in personal, financial, or professional stakes in a particular decision or outcome.
- iii. **Objectivity:** capable of making unbiased evaluations.
- iv. **Diversity:** in terms of geography, culture, professional backgrounds etc.
- v. **Reputation:** must be good in the field, with a track record of fair and thorough evaluations.
- vi. **Availability:** should have the time and availability to review the dissertation.
- vii. **Professionalism:** capable of conducting themselves in a professional and respectful manner throughout the evaluation and defense process (if applicable).
- viii. **Communication:** capable of providing clear and constructive feedback on the dissertation.

- ix. **Confidentiality:** capable of maintaining confidentiality and protecting the intellectual property of the dissertation.
- x. **Compatibility:** well-versed with the research methodology, approach, and theories used in the dissertation.

The Examination Department will share the detailed list of comments of TEC members with the PhD candidate. The final decision of the evaluation before public defense may be classified in one of the following terms:

- i. Approved as it is
- ii. Pass with minor corrections: resubmission by the candidate after incorporating minor corrections in consultation with GSEC).
- iii. Pass with major corrections, resubmission (major changes are to be addressed by the student in consultation with GSEC).
- iv. Fail (in exceptional circumstances and for the reasons to be recorded by TEC).

On the instruction of the Examiners' Panel, the candidate shall make changes in the thesis, if any, and submit the corrected thesis with a compliance report.

Students will only proceed with the public defense of his/her final dissertation upon satisfactory evaluation reports by all members of TEC.

#### **4.3.10 Public Defense of Final Dissertation:**

An open defense of the dissertation is required after positive evaluation of the dissertation by TEC. Form PhD-7 will be completed and signed by all members of the GSEC and TEC as well as the respective Dean of the faculty to report the details of the successful public defense.

Thesis public defense of a PhD candidate shall be scheduled and announced by the Examination Department at least two weeks prior to the public defense in consultation with GSEC, TEC and the Dean of the respective faculty. The date of the public defense shall be widely advertised across all departments and IU Campuses and also through IU website and print media for maximum participation of the wider community. The supervisor is required to attend the public defense of his/her PhD candidate preferably in person or online (only in case of approved leaves). A neutral Chair shall be invited by the Examination Department for this public defense to ensure that defense was conducted fairly and in accordance with the rules and regulations. The participation of two foreign experts will be arranged through video conferencing, if possible. A question-and-answer session shall be conducted to provide a basis for defense evaluation. The thesis should be objectively evaluated to assess the quality of the research and the researcher's ability to defend. The final decision of the TEC shall be expressed in the following terms:

- i. Pass or
- ii. Pass with minor amendments or
- iii. Deferred for resubmission and re-defense or
- iv. Fail (in exceptional circumstances and for the reasons to be recorded by TEC)

The Controller of Examination will conclude the proceedings and announce the final results at the end of the public defense following unanimous decision. The PhD candidate will incorporate all corrections / suggestions given at the end of the evaluation process and then get it approved by his/her thesis supervisor(s). Both soft and hard bound copies shall be submitted in the Examination Department as per the requirements.

#### **4.3.11 Notification of PhD Completion:**

After the successful Public Defense followed by the approval of revised dissertation (after incorporating all comments of TEC members), the Examination department will notify the results and the completion of the doctoral degree. However, the BASR shall finally approve the conferment of the award of the PhD degree to the candidate with all its privileges upon the fulfillment of all requirements for the degree program.

#### **4.4 Withdrawal from the PhD Program**

A student will be withdrawn from the PhD degree Program under following circumstances/conditions:

- i. CGPA remains below 3.00 on completion of coursework even after availing three chances for improvement of grades.
- ii. Fails twice in the PhD Comprehensive examination.
- iii. Fails to clear the Comprehensive examination within the stipulated time, except where extension has been recommended by DAASR by clearly stating the extended duration. The duration will be counted from the date of the last paper of coursework.
- iv. On consecutive three unsatisfactory academic performances graded by GSEC and Supervisor and consequent recommendation by DAASR.
- v. On disciplinary grounds when recommended by the respective Disciplinary Committee of the Department/Campus and/or IU Disciplinary Committee.
- vi. Students failed to submit minutes of meetings for over 60 days. Students must schedule weekly meetings with the Supervisor and record the minutes. Minutes shall be submitted regularly to the supervisor/ Dean/ DAASR
- vii. Fails to complete coursework requirements in three years.
- viii. Fails to complete PhD degree requirements within maximum allowed time (i.e., 8 years).

- ix. A student can seek withdrawal from a PhD Program at any stage of degree on his/her own request duly recommended by the Dean of the respective Faculty.

#### **4.5 Improving Cumulative GPA**

A student may improve Cumulative GPA by repeating the course(s) in which he/she received less than 3.0 grade points but greater than or equal to 2.0, before taking the qualifying examination. Procedure for repeating is as under:

- i. The candidate will apply to the Supervisor for permission to repeat a course. The case will be presented before the GSEC for deliberation/approval.
- ii. The student will repeat a course which is permitted by the GSEC. On repeating the course, the student will get the earned grade. The student's transcript will show better grades and be used in the computation of CGPA.
- iii. The student will have to repeat the course within the time limit given by the GSEC.
- iv. A student will be allowed to repeat a maximum of three courses only during entire PhD coursework.
- v. If an elective course cannot be offered for repetition due to unavoidable circumstances, a student may take an alternative elective course with the approval of GSEC and will get the earned grades. The student's transcript will show the better grade and will be used in the computation of CGPA.

#### **4.6 Specific Requirement /Provisions**

##### **4.6.1 Co-Supervisor**

There can be a situation where a student would require special tutoring in a particular research area included in the proposed research plan for which the supervisor cannot provide necessary guidance. In such cases, a co-supervisor may be appointed from within the IU faculty or from outside universities/ institutions/ R&D organizations or relevant industry. A student can also have a co-supervisor/GSEC member from a foreign University subject to the written approval of the Dean of the respective faculty.

##### **4.6.2 Deferment of Semester(s)**

A student may seek deferment for a span of one year from regular studies subject to the following:

- i. Deferment will generally be requested before the start of a semester. However, in exceptional cases it may be requested by the end of 2<sup>nd</sup> week of a semester. It will be endorsed by the campus Director /Dean of the respective faculty.
- ii. The student has the requisite time available to complete his/her degree within the stipulated time.

- iii. New rules and academic policies including fee structure prevailing at the time of rejoining will be applicable.
- iv. The deferment period will be counted in the total time of PhD i.e., eight (8) years.

#### **4.6.3 Payment of Tuition Fee**

PhD students will be charged prescribed fee as per IU rules (see IU website for details).

#### **4.6.4 Suspension of a Semester**

Upon recommendation of Campus Director /Dean of respective faculty, a PhD student may be recommended for suspension of a semester based on the following conditions:

- i. Disciplinary grounds
- ii. Medical grounds
- iii. Prolonged absence

The suspension period will be counted in the total time of PhD i.e., eight (8) years.

#### **4.6.5 Supervisor's Absence or leave**

If a supervisor leaves the University or proceeds on a long leave (i.e., leave for more than six months) then a new supervisor shall be appointed who should be the full time faculty member at Iqra University. Accordingly, the PhD Form-2 shall be completed and duly approved by the relevant Doctoral Committee followed by its approval from the Board of Advanced Studies and Research (BASR). The outgoing supervisor may be appointed as a co-supervisor, if required and approved by the Doctoral Committee.

If the supervisor leaves IU for more than 6 months and intends to continue as a PhD supervisor during his/her leaves, the following conditions must be fulfilled:

- i. Students must have published at least one research paper from his/her PhD thesis in the required category of HEC-recognized journal. Moreover, the PhD student shall be the first author of the research paper(s) which should be published after approval of the Proposal Defense.
- ii. In addition to sub-para (i) above, a meeting is to be conducted by the respective Doctoral Committee chaired by the Dean prior to the processing of long leave of the PhD supervisor. Both supervisor and student must agree to continue their research, amicably with taking the University fully into the loop.
- iii. The supervisor is required to attend the public defense of his/her PhD candidate preferably in person or online (only in case of approved leaves).

The approved minutes of all Doctoral Committee meetings and respective PhD Form-2 (with all signatures) shall be forwarded to the office of DAASR within one week.

#### **4.7 Coursework Credit Transfer Policy to PhD Program**

- i. Minimum 'B' Grade courses shall be allowed to be transferred provided that the transferring courses match at least 70% with the equivalent IU courses in terms of contents.
- ii. Up to 100% coursework credit hours shall be allowed to transfer with the recommendation of the assigned supervisor / departmental PhD committee.
- iii. In case if the applicant / prospective PhD scholar has already cleared the 'Comprehensive Examination', s(he) may be asked to appear in a challenge exam in lieu of 'Comprehensive Examination'.

#### **4.8 Research Work Transfer Policy to PhD Program**

- i. The research work will only be transferred if the candidate has completed all the required coursework credits along with successful completion of comprehensive examination.
- ii. Based on assessment, the supervisor /PhD doctoral committee may ask the candidate to register and complete an additional course of 3 credit hours. However, the candidate shall be allowed to study the proposed course concurrently with the research work.
- iii. The candidate has to submit formal consent of the former supervisor that should:
  - a. state clear permission for using research idea and research work.
  - b. state that the research work claimed by the applicant is his/her own work and the supervisor has no claim on the scholarly work completed by the applicant.
  - c. The candidate shall submit an indemnity to Iqra University regarding the use of research work and ensure that no publication from the research work is under review or in queue for publication at the time of transfer.
  - d. For completing the PhD studies at Iqra University, the candidate has to fulfil all research publication requirements at Iqra University. However, in case if s(he) has published all the required number of publications at the previous university, the candidate will have to publish at least one publication with the affiliation of Iqra University in an HEC-recognized journal of minimum 'Y' category.
  - e. At the time of conferment of PhD degree, the candidate must not show any affiliation with former supervisor(s) or institution in the dissertation as well as research publications, whereas, the previous research work should be acknowledged appropriately in the thesis, where relevant and appropriate.



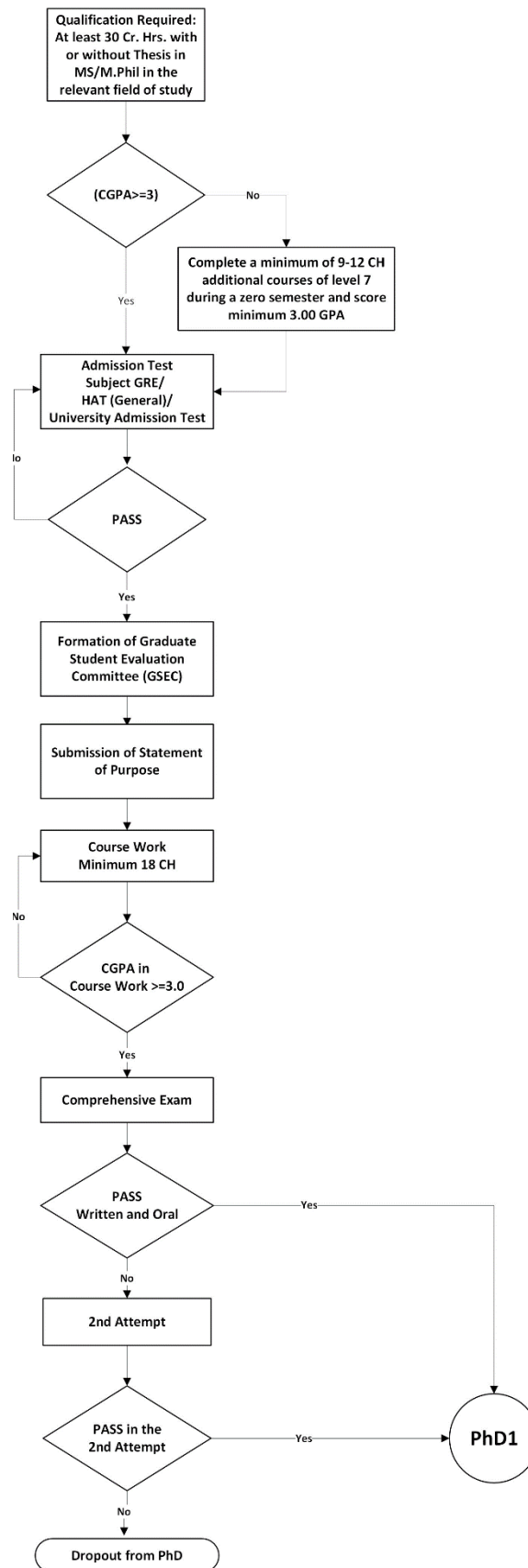
#### **4.9 General Conditions of Transfer to IU PhD Program**

- i. The candidate has to submit an undertaking stating that s(he) has got his/her admission canceled from the previous HEI / DAI.
- ii. The PhD admission transfer cases will only be considered for acceptance provided the remaining duration to complete the PhD program is 3 years including one-year extension.

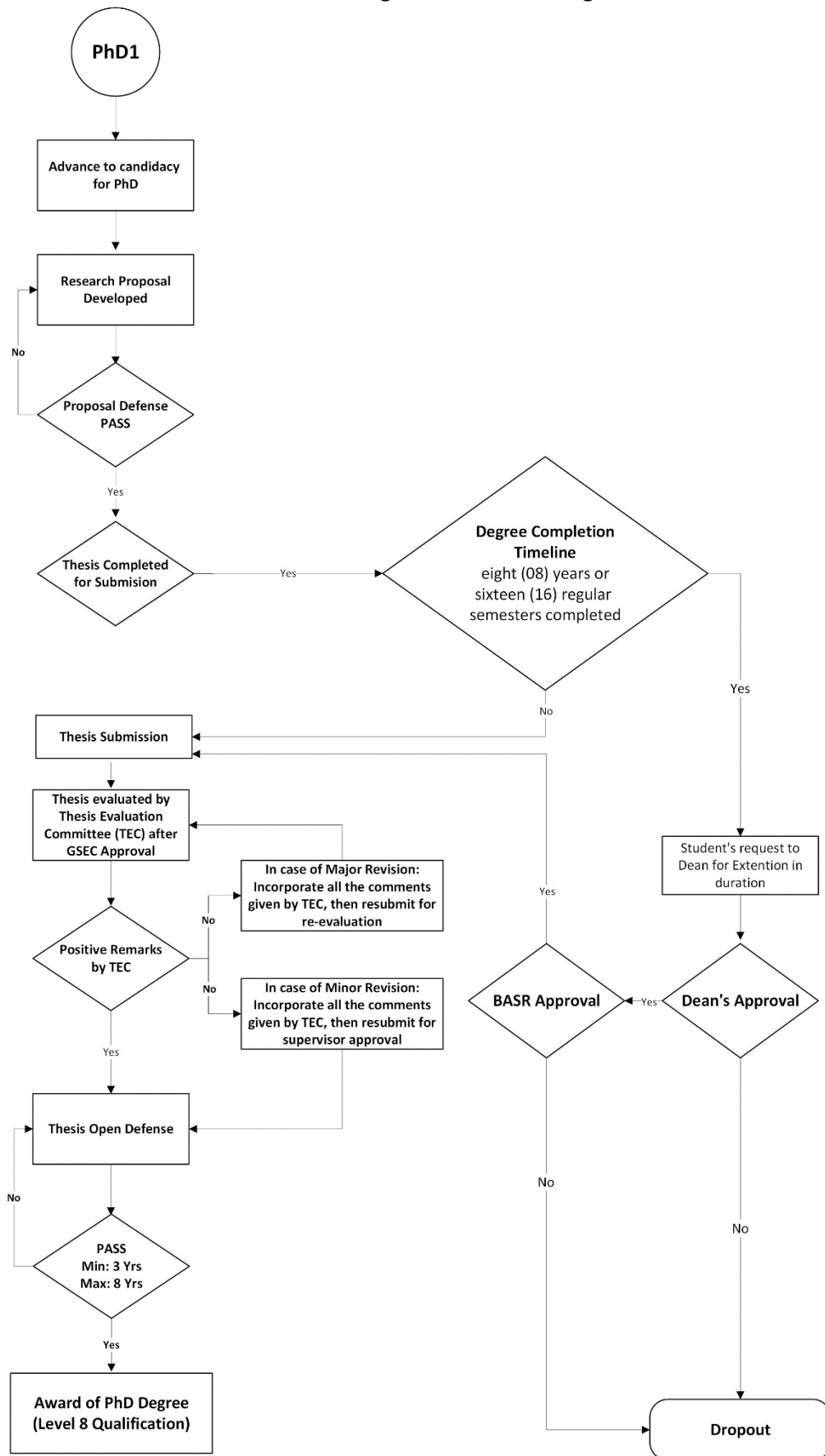
#### **4.10 Award of Post Graduate Diploma/Certificate**

A student who successfully completes coursework and passes the comprehensive examination but is unable to defend a PhD synopsis/research proposal or does not complete the required research for obtaining a PhD degree within the specified timeframe, may be granted a Graduate Level Diploma/Certificate/transcripts or another MS/MPhil upon completion of necessary requirements as per HEC policies and the university rules and regulations.

## Process Flow Diagram of the PhD Program



## Process Flow Diagram of the PhD Program



## 5. Master of Philosophy (MPhil) and Master of Science (MS) Degree Programs

The MPhil /MS degrees are acknowledged as a Level 7 qualification within the Pakistan Qualification Framework (PQF), as approved by the Higher Education Commission of Pakistan. It represents a culmination of 18 years of formal education. Graduates of the MPhil /MS program may qualify for admission into doctoral studies, contingent upon adherence to the latest stipulations outlined in the Graduate Education Policy of HEC.

### 5.1 Award of MPhil /MS Degree

The MPhil /MS degree of Iqra University is approved by its Academic Council and the Higher Education Commission (HEC) of Pakistan. The MS/MPhil degree shall be awarded not before the completion of 1.5 years or three (03) regular semesters and not after completion of four (04) years or eight (08) regular semesters. In case a student is unable to secure an MS/MPhil within the prescribed timeframe and claims for extension in duration, the university will constitute an appropriate authority to determine the causes of delay. In the event of force majeure (i.e., delay on account of circumstance beyond the control of student), the university may grant an extension in the period of award of MS/MPhil degree in accordance with the duration limiting factor(s). An MPhil /MS degree will be awarded if the student completes all requirements of the program and finally maintains at least a CGPA of 2.5 (on a scale of 4.0).

An MPhil degree requires students to complete a total of 30 credit hours within stipulated time set by the University /HEC. It will comprise of a total of 24 credit hours of coursework and 6 credit hours of research.

An MS degree requires students to complete a total of 30 credit hours either by coursework or 24 credit hours of coursework and 6 credit hours of research.

In case if a student is unable to proceed with the research, his/her research-based program may be converted to coursework-based program after seeking a written approval either from the HoD or Campus Director, or the Dean of the faculty. The Thesis is not graded and counted towards the calculation of CGPA for all MS / MPhil Programs.

### 5.2 Brief Description of MPhil Thesis / MS – Research Project (RP)

An MPhil Thesis / MS – Research Project (RP) is of 6 credit hours which will be conducted in two components: Thesis-I or RP-I of 3 credit hours in one regular semester and the second component i.e., Thesis-II or RP-II of 3 credit hours in another regular semester. A student must pass Thesis-I or RP-I (introduction, literature review, and research methodology followed by its oral examination) before entering Thesis-II or RP-II (data collection, data analysis, discussion, conclusion, and recommendations) followed by Thesis / RP Defense.

#### 5.2.1 Process of Thesis-I or RP-I

- i. Students are required to register in Thesis-I or RP-I course corresponding to the ‘specialization’ of their MPhil /MS program.

- ii. Students cannot opt Thesis-I or RP-I in the first semester. This may commence from the second semester onwards.
- iii. Students will select the topic/ research area and discuss it with the designated supervisor. The supervisor will approve the topic within two weeks after the commencement of the regular semester (Form M-1).
- iv. Students are responsible to meet their supervisor weekly and record the progress and outcome of each meeting.
- v. Students will write a detailed Research Proposal including Introduction, Literature Review, Research Methodology, expected outcome of research.
- vi. The student will defend his/her proposal at the end of Thesis-I /RP-I semester.
- vii. In case if the student receives Major Corrections by the evaluator(s), he/she will have one more chance to defend the proposal in the same semester after incorporating the evaluators' comments within two weeks of the regular semester. A student will pass Thesis -I or RP-I once the corrections are approved by the supervisor and the evaluators. A 'Fail' grade will be awarded in case the student fails to satisfactorily incorporate the evaluators' comments. Consequently, the thesis student will need to re-register in Thesis-I /RP-I.
- viii. In case if the student receives Minor Corrections by the evaluator(s), he/she will incorporate suggestions and submit it to the supervisor within one week of the regular semester for the final approval.

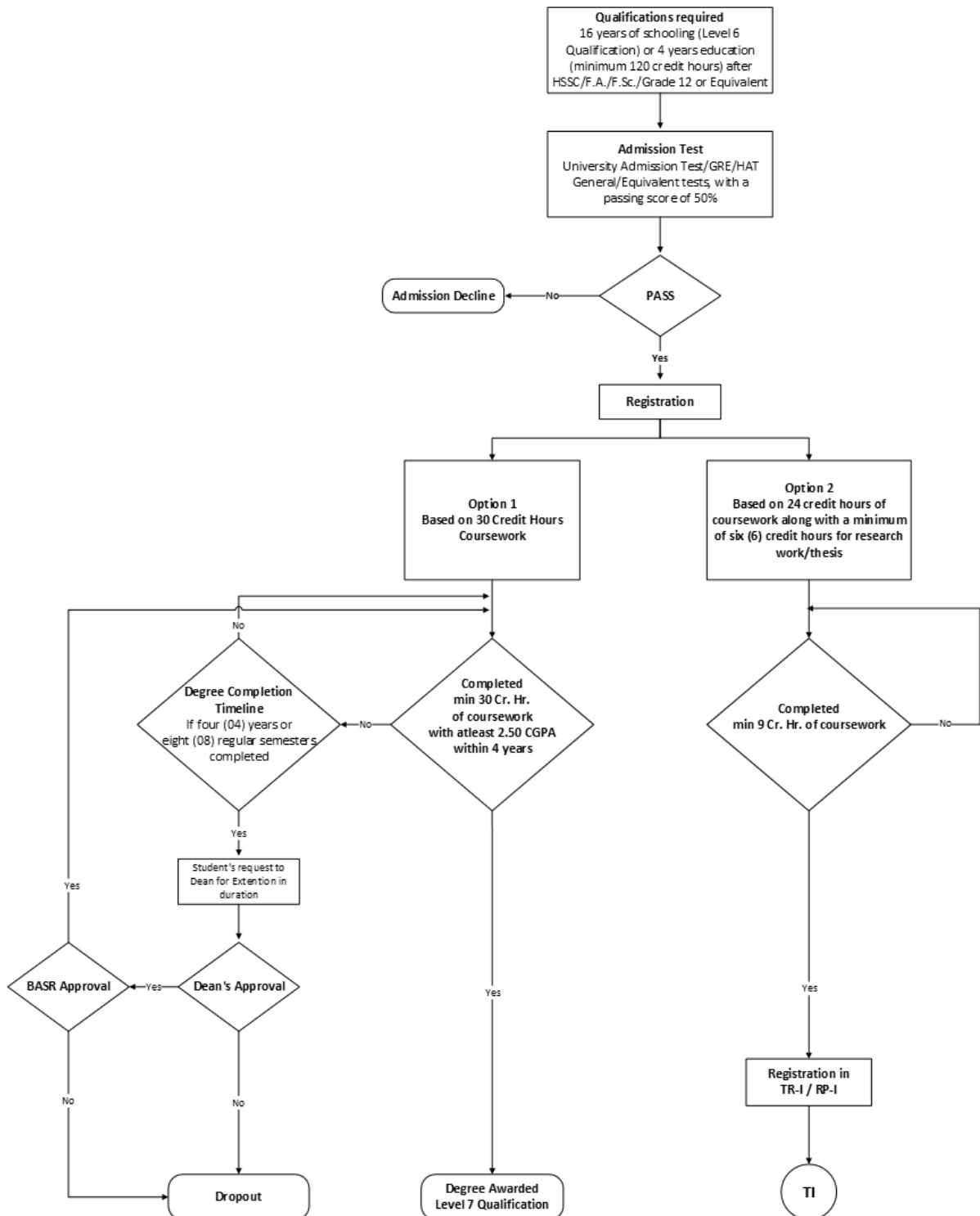
### **5.2.2 Process of Thesis-II or RP-II**

- i. After successful completion of Thesis-I or RP-I, the student can register in Thesis-II or RP-II in the next semester.
- ii. Students are responsible to meet their supervisor weekly and record the outcome of each meeting.
- iii. Final thesis must be submitted within the stipulated time.
- iv. The final thesis will be submitted by the student to the supervisor for initial review, feedback, and producing the Similarity Index and GenAI reports (refer to Section 10.3.6 for further details). In both the cases (Thesis or RP), the final submission must comprise of the complete contents of Thesis I and II or RP-I and RP-II. The submission must adhere to the APA style format or any other format admissible by the University.
- v. The Thesis student / RP group will defend his/her final thesis / RP at the end of Thesis-II /RP-II semester.
- vi. In case if the student receives Major Corrections by the evaluator(s), he/she will have one more chance to defend the proposal in the same semester after

incorporating the evaluators' comments within two weeks of the regular semester. Students will pass Thesis -I or RP-I once the corrections are approved by the supervisor and the evaluators. A 'Fail' grade will be awarded in case the student /group fails to satisfactorily incorporate the evaluators' comments. Consequently, the thesis student /group will need to re-register in Thesis-II /RP-II.

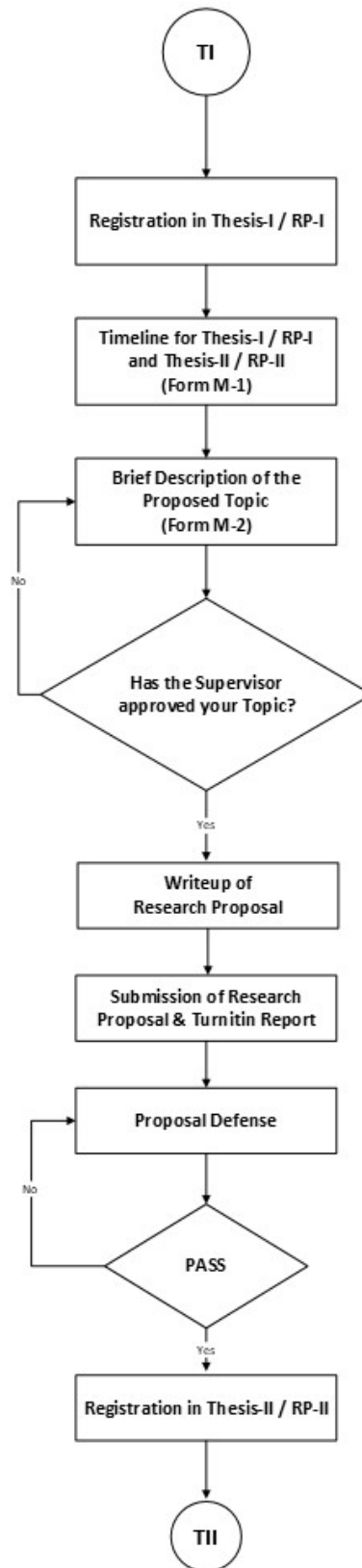
- vii. In case if the student receives Minor Corrections by the evaluator(s), he/she will incorporate suggestions and submit it to the supervisor within one week of the regular semester for the final approval.
- viii. The final thesis /RP results shall be communicated by the respective faculty (e.g., Faculty of Business Administration) to the Examination Department.

## MPhil /MS Degree Program: Admission and Registration Process





## Step-by-Step Processes of Thesis-I or Research Project-I



## Step-by-Step Processes of Thesis-II or Research Project-II



## 6. Master in Business Administration (MBA)

The Master of Business Administration (MBA) is acknowledged as a Level 7 qualification within the Pakistan Qualification Framework (PQF), as approved by the Higher Education Commission of Pakistan. It represents a culmination of 18 years of formal education, positioning the MBA on par with other master's programs, including the Master of Science (MS) and Master of Philosophy (MPhil). Graduates of the MBA program may qualify for admission into doctoral studies, contingent upon adherence to the latest stipulations outlined in the Graduate Education Policy of HEC.

The MBA program is meticulously designed to cultivate not only communication and technical proficiency but also essential cognitive and creative skills in students. By aligning the curriculum with the evolving demands of both industry and academia, the program ensures that graduates are well-prepared for contemporary challenges. Elective courses, often delivered by seasoned industry professionals, facilitate a deeper exploration of specialized domains. Meanwhile, our distinguished faculty members provide a robust theoretical foundation, enabling students to enhance their technical, interpersonal, and analytical abilities through practical experiences such as field research, case studies, seminars, and workshops. Ultimately, the MBA program aims to produce graduates capable of applying advanced knowledge across diverse contexts, fostering both research and lifelong learning.

### 6.1 Award of an MBA Degree

The MBA degree of Iqra University is approved by its Academic Council and the Higher Education Commission (HEC) of Pakistan. The University offers the MBA qualification in two different streams:

- i. MBA program with 36 credit hours for those who are joining the MBA program from a relevant academic background e.g., a four-year BBA program, BS (Accounting and Finance), etc.
- ii. MBA program with 72 credit hours for students having non-relevant academic backgrounds e.g., BE, BS-CS, MS, MA, etc.

The eligibility criteria for an MBA award under each stream is described below:

Students with relevant academic backgrounds must have:

- i. completed a total 36 credit hours of the program including six core courses in addition to four elective courses from one specific specialization domain as offered by the Faculty of Business Administration; and
- ii. completed 6 credit hours of Thesis or Industrial Project (IP) or two more elective courses from the same specialization in lieu of Thesis / Industrial Project; and
- iii. obtained a minimum CGPA of 2.50.

Students with non-relevant academic background must have:

- i. completed a total 72 credit hours of the program including eighteen core courses in addition to four elective courses from one specific specialization domain as offered by the Faculty of Business Administration; and
- ii. completed 6 credit hours of Thesis or Industrial Project (IP) or 2 more elective courses from the same specialization in lieu of Thesis / Industrial Project; and
- iii. obtained a minimum CGPA of 2.50 (on a scale of 4.0).

## **6.2 Specializations offered in MBA Degree Program**

The following specializations are offered in the MBA degree program. Different elective courses are offered every semester within each specialization:

- i. Human Resource Management
- ii. Marketing
- iii. Finance
- iv. Supply Chain Management
- v. Entrepreneurship
- vi. Islamic Banking and Finance
- vii. Project Management
- viii. Hospitality and Tourism
- ix. Healthcare Management
- x. Management Information System
- xi. Any other discipline

## **6.3 MBA Program Options**

The MBA program may be completed by choosing any one of the three pathways:

- i. MBA Program with coursework only
- ii. MBA Program with coursework and a research thesis
- iii. MBA Program with coursework and an industrial project

### **6.3.1 MBA Program with Coursework Only**

Students may obtain an MBA degree exclusively through coursework upon fulfilling the requisite credit hours, specifically 36 or 72, depending on their designated stream. Those who initially intended to complete their MBA through a thesis or industrial project have the option to transition to the 'MBA with coursework only' pathway, contingent upon obtaining written consent from the Campus Director or the Dean of the Faculty of Business Administration. In this case, students must complete a total of

six elective courses—comprising four elective courses and two additional electives within the same specialization—to meet their credit hour requirements.

### **6.3.2 MBA Program with Coursework and a Research Thesis**

This pathway includes both coursework and a research thesis. A thesis student is required to work individually under the supervision of an assigned thesis supervisor to complete a total of six credit hours in two regular semesters (called Thesis -I and Thesis -II). A thesis student will only receive either a 'Pass' or 'Fail' grade which does not count towards the calculation of CGPA. In case of the 'Fail' grade, the student will re-register in the failed component (Thesis -I or Thesis -II) to complete his/her remaining thesis work. The 'Quantitative Research Methods' is the pre-requisite course for Thesis -I. Similarly, Thesis -I is the pre-requisite course for Thesis -II.

The main purpose of an MBA research thesis is to:

- i. showcase advanced knowledge and understanding of a specific business topic or issue highlighted in an existing literature.
- ii. Learn and apply scientific methods and techniques to investigate a theoretical / business problem or opportunity.
- iii. add original insights and perspectives to the existing body of (business) knowledge.
- iv. critically analyze complex issues and develop well-supported arguments.
- v. recommend cost-effective and/or innovative solutions to bridge the knowledge gap(s).
- vi. effectively communicate research findings and insights to both academic and professional audiences.
- vii. increase marketability and career advancement opportunities with a prestigious research-based degree.
- viii. collaborate with academics, industry experts, and peers, expanding professional networks, whenever needed.
- ix. accomplish a significant academic milestone, demonstrating perseverance and dedication.

### **6.3.3 MBA Program with Coursework and an Industrial Project (IP)**

An Industrial Project (IP) provides students with an opportunity and a platform to enhance their interpersonal and professional skills and equip them to tackle forthcoming challenges of businesses effectively and efficiently. It not only serves as a means to assess students' comprehension and proficiency within a specific field of study but also simultaneously offers them several opportunities to broaden their understanding of applied business processes through rigorous research endeavors. In

contrast to a research thesis, an Industrial Project (IP) allows students to work in a group formation (usually up to a maximum of four students per group). Similar to a research thesis, an IP student is also required to work under the supervision of an assigned supervisor to complete a total of six credit hours in two regular semesters (called IP-I and IP-II). An IP student will only receive either a 'Pass' or 'Fail' grade which does not count towards the calculation of his/her CGPA. In case if a group is given a 'Fail' grade, all members of the group will re-register in the failed component (IP-I or IP-II) in the upcoming semester. Similarly, if one or more members of the group are given a 'Fail' grade, only those members will re-register in the failed component (IP-I or IP-II) in the upcoming semester. The 'Quantitative Research Methods' is the pre-requisite course for IP-I. Similarly, IP-I is the pre-requisite course for IP-II.

An IP group is responsible to visit a public or private or semi-government organization within their chosen industry or even non-governmental organizations (NGOs) and identify a real-life business problem after consulting with the focal person of the company. Alternatively, an IP group may prefer to choose an entire industry such as textile industry, FMCG, cement industry, pharmaceutical sector, or banking industry, etc. for the identification of real-life business problem. The central aim of an industrial project is to help business managers in avoiding, resolving, or minimizing their business problems. IP students may seek additional advices and guidelines from their designated supervisor to explore other appropriate ways of conducting an industrial project within stipulated time frame. It is important to note that an IP group bears the full responsibility of securing and submitting a signed consent form from the focal person of the industry to their respective supervisor before commencing research work. This involves obtaining explicit written permission either from the Ethical Review Board (ERB) of the University or the campus-based research ethics committee to access and utilize information gathered during the entire research process. Such consent ensures ethical adherence and respects the confidentiality and anonymity of all stakeholders involved in the applied research.

#### **6.4 Brief Description of MBA Thesis / Industrial Project**

An MBA thesis or industrial project is of 6 credit hours which will be conducted in two components: Thesis-I or IP-I of 3 credit hours in one regular semester and the second component i.e., Thesis-II or IP-II of 3 credit hours in another regular semester. A student must pass Thesis-I or IP-I (introduction, literature review, and research methodology followed by its oral examination) before entering Thesis-II or IP-II (data collection, data analysis, discussion, conclusion, and recommendations) followed by Thesis / IP Defense.

##### **6.4.1 Process of Thesis-I or IP-I**

- i. Students are required to register in Thesis-I or IP-I course corresponding to the 'specialization' of their MBA program.
- ii. Students cannot opt Thesis-I or IP-I in the first semester. This may commence

from the second semester onwards.

- iii. Students will select the topic/ research area and discuss it with the designated supervisor. The supervisor will approve the topic within two weeks after the commencement of the regular semester (Form M-1).
- iv. Students are responsible to meet their supervisor weekly and record the progress and outcome of each meeting.
- v. Students will write a detailed Research Proposal including Introduction, Literature Review, Research Methodology, expected outcome of research.
- vi. The student will defend his/her proposal at the end of Thesis-I /IP-I semester.
- vii. In case if the student receives Major Corrections by the evaluator(s), he/she will have one more chance to defend the proposal in the same semester after incorporating the evaluators' comments within two weeks of the regular semester. Students will pass Thesis -I or IP-I once the corrections are approved by the supervisor and the evaluators. A 'Fail' grade will be awarded in case the student /group fails to satisfactorily incorporate the evaluators' comments. Consequently, the thesis student /group will need to re-register in Thesis-I /IP-I.
- viii. In case if the student receives Minor Corrections by the evaluator(s), he/she will incorporate suggestions and submit it to the supervisor within one week of the regular semester for the final approval.

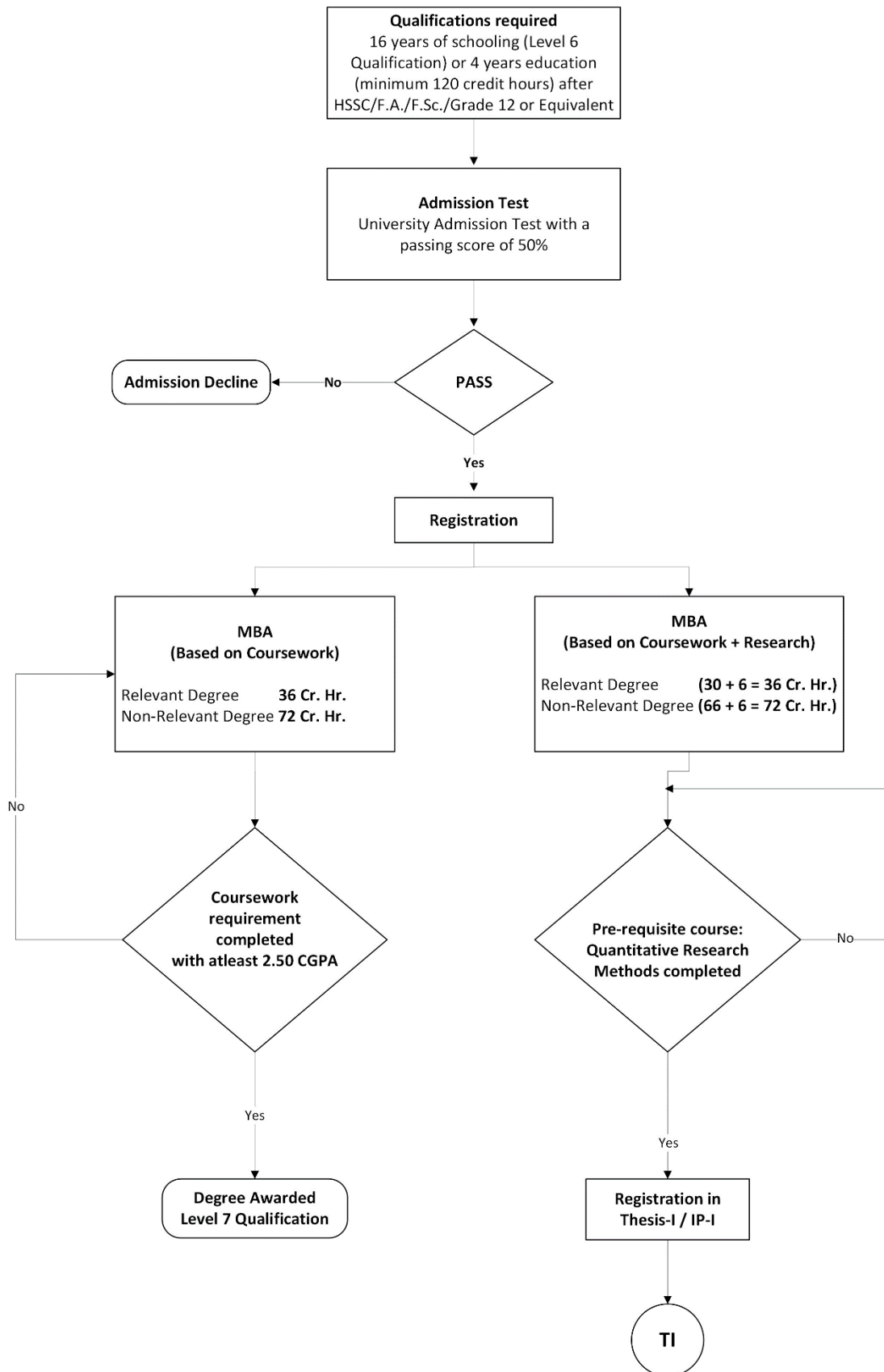
#### **6.4.2 Process of Thesis-II or IP-II**

- i. After successful completion of Thesis-I or IP-I, the student can register in Thesis-II or IP-II in the next semester.
- ii. The supervisor will monitor the progress of the students against the timeline submitted by the student (Form M-1).
- iii. Students are responsible to meet their supervisor weekly and record the outcome of each meeting.
- iv. Final thesis must be submitted within the stipulated time.
- v. The final thesis will be submitted by the student to the supervisor for initial review, feedback, and producing the Similarity Index and GenAI reports (refer to Section 10.3.6 for further details). In case of the industrial project, only the group leader will submit the IP report to the supervisor on behalf of the group. In both the cases (Thesis or IP), the final submission must comprise of the complete contents of Thesis I and II or IP-I and IP-II. The submission must adhere to the APA style format or any other format admissible by the University.

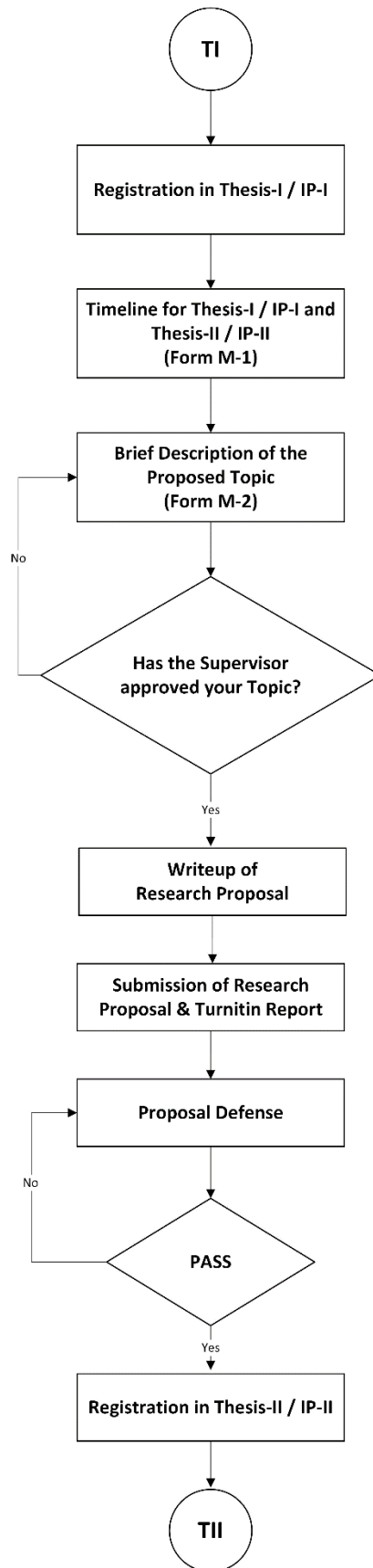


- vi. The Thesis student / IP group will defend their final thesis / project at the end of Thesis-II /IP-II semester.
- vii. In case if the student receives Major Corrections by the evaluator(s), he/she will have one more chance to defend the proposal in the same semester after incorporating the evaluators' comments within two weeks of the regular semester. Students will pass Thesis -I or IP-I once the corrections are approved by the supervisor and the evaluators. A 'Fail' grade will be awarded in case the student /group fails to satisfactorily incorporate the evaluators' comments. Consequently, the thesis student /group will need to re-register in Thesis-II /IP-II.
- viii. In case if the student receives Minor Corrections by the evaluator(s), he/she will incorporate suggestions and submit it to the supervisor within one week of the regular semester for the final approval.
- ix. The final thesis / IP results shall be communicated by the respective faculty (e.g., Faculty of Business Administration) to the Examination Department.

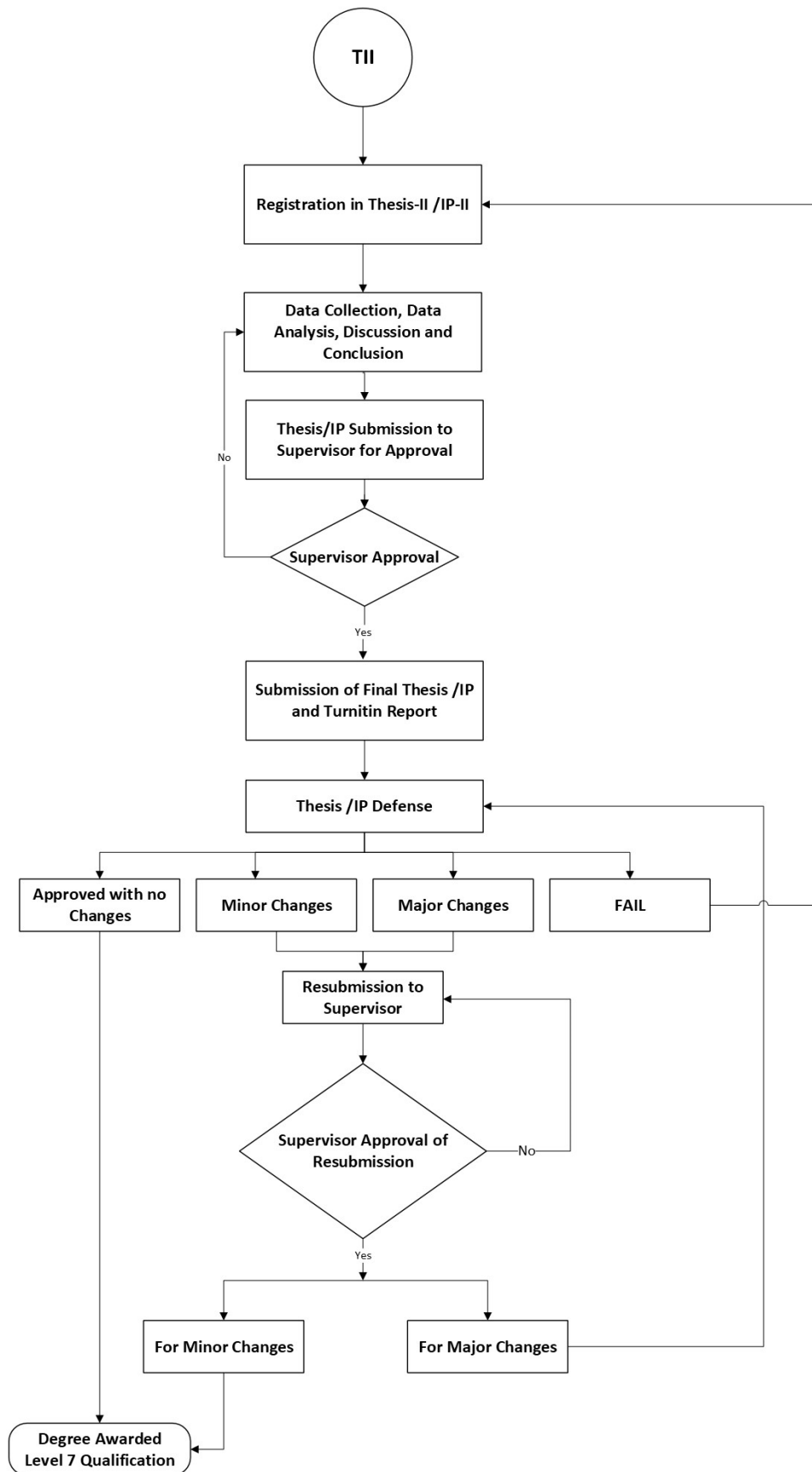
## MBA Degree Program: Admission and Registration Process



## Step-by-Step Processes of MBA Thesis -I or IP-I



## Step-by-Step Processes of MBA Degree Thesis -II or IP-II



## **7. Academic Assistance and Flexibility**

### **7.1 Summer Semester**

Summer semester will be offered as an optional semester of 08-09 weeks duration. Students will be offered courses to remove deficiencies and can enroll in up to a maximum of 08 credit hours during summer. Moreover, a student who has either failed or has been stopped to take the examination due to shortage of class attendance or wishes to improve his/her grade is allowed to register in summer. A student will only be allowed to register in 1-2 courses of up to 08 credit hours for remedial work. The contact hours per week during the summer semester will be doubled to ensure that the course is completely taught in a summer session with half of the duration as compared to a regular (Fall/Spring) semester.

### **7.2 Course withdrawal**

Students are required to register in a course first and deposit the prescribed fee. The student may withdraw his/her name from the course within two weeks from the start of semester without earning 'W' grade. A student may drop a registered course before the last date mentioned in the academic calendar. Consequently, a letter grade 'W' will appear in the transcript against the specific course and is not considered for computation of CGPA. If a student withdraws from the course after the last date mentioned in the academic calendar, he/she shall be marked an 'F' grade. However, fee may be subject to refund as per IU Fee Refund Policy (see section 7.9).

### **7.3 Procedure for Cross Campus Studies and Course Registration**

Students intending to register for a course offered within their parent department must submit the requisite course fee. In instances where the desired course is not available in the student's home department or campus, they may apply through their respective department to the Director of the campus hosting the course, should it be available at another IQRA University campus.

### **7.4 Student Exchange Program**

The management of IQRA University (henceforth, 'IU') is cognizant of the importance of cultural competence, exposure and collective wisdom. Hence, it encourages students to avail the opportunities offered by international universities for one or two semesters through exchange programs. The exchange programs are highly competitive and IU invites and supports students from diverse backgrounds to participate in the opportunities.

The outbound exchange program will be channelized through the following streams:

- i. In light of the terms and conditions as per the MOUs signed with foreign universities for exchange of students.
- ii. Unique opportunities for exchange programs searched by the students and processed

through the International Office.

- iii. Open access programs offered by the international universities.
- iv. Internships/exchange programs offered by donor agencies such as UNDP, IUCN, UNESCO, etc.

#### **7.4.1 Selection Criteria**

The selected students will be the ambassadors of IU as well as Pakistan abroad. Therefore, due diligence must be exercised in the selection of students. In order for students to apply in exchange programs, the basic entry details are given below:

- i. Students must meet the basic entry requirements of the host university including but not limited to the medium of instruction, CGPA and semester completion requirement. To make international exchange programs effective and beneficial, most of the programs are offered with instruction in the English language. Thus, students must be proficient in English and demonstrate the same through an approved English-language proficiency test.
- ii. Students must be able to meet visa requirements of the host country. The Office of the Registrar may provide a supporting letter stating your present status of studies, however, the University shall bear no responsibility in case the visa application of students is declined by the respective authorities e.g., high commission, consulate, or embassy, etc.
- iii. Students must be enrolled in a regular program with full course load (exceptional cases must be approved by the concerned HoD /Dean).
- iv. Students must meet the host university's academic eligibility requirement in terms of a minimum CGPA.
- v. Students must not have any disciplinary cases against them before or during the selection.
- vi. Students must have been cleared by a registered physician to participate in the program.
- vii. IU shall not take the responsibility of any student voluntarily or involuntarily engaged in criminal or illegal activities at the host university and / or in the country.

### **7.5 Activities and Policies Relating to Placement & Corporate Liaison**

#### **7.5.1 Students' Grooming and Development**

The Placement Department organizes professional trainings for graduating students.

- i. The Placement Department organizes multiple Personal Development Programs each semester.

- ii. The Placement Department hosts multiple sessions with guest speakers with the help of the Corporate Sector.

### **7.5.2 Students' Career Counseling**

The Placement Department assists students in career assessments and job search. The objective is to connect graduating students with career opportunities that align their academic qualifications with their goals:

- i. The Placement Department will assist in road-mapping students' careers. One to one mentoring will be provided to students, they can schedule a session and receive mentoring for their career development
- ii. The Placement Department will carry out talent classification by classifying students based on high academic achievement, intellectual aptitude and extraordinary talent.

The students will go through the following series of processes:

- i. Learn how to write professional CV in different formats
- ii. Get prepared for aptitude test (Mathematics /English /Logic)
- iii. Acquire business acumen and refresh technical and functional skills through tests and projects
- iv. Go through panel behavioral and situational interviews and learn how to relate personal learnings to competency questions and professional conduct
- v. High scorers shall be recommended to organizations according to their requirements.

Following additional services will be extended to the students:

- i. Resume Writing: Creating an effective representation of students' educational and co-curricular achievements.
- ii. Job Search: Keep students informed and connected about job opportunities and recruitment drives
- iii. Internships: Provide students with access to current and up-to-date internship opportunities for their mandatory summer internship.
- iv. Mock Interviews: Give student feedback on their interview skills

### **7.6 University Academic Honors and Scholarships**

The vision of Iqra University is to educate more and more Pakistanis supporting them to spend their lives in a proper and prosperous manner. Iqra University, supports its students throughout their educational journey via scholarship for tuition fee, fee payment plans and interest free educational loans. Policy parameters are designed to provide a holistic educational experience, acknowledging merit, promoting talent, and handholding the



financially weak.

Iqra University offers a diverse range of scholarships and financial assistance opportunities, based on multiple performance and need based eligibility criteria. For graduate programs, including MBA, MS, and MPhil, a minimum enrollment of 9 credit hours in a semester is required for scholarship eligibility. Information on IU financial support may be obtained from its website at [www.iqra.edu.pk/addmissions/scholarships/](http://www.iqra.edu.pk/addmissions/scholarships/).

## 7.7 Fee/Charges

Students shall pay fee/charges as per laid down rates/policy. The fee structures are available on IU website: [https://iqra.edu.pk/wp-content/uploads/Fee\\_Structure.xlsx](https://iqra.edu.pk/wp-content/uploads/Fee_Structure.xlsx)

## 7.8 IU Fee Refund Policy

The policy regarding refund of tuition fee is given below:

| % age of Tuition Fee              | Timeline for Semester System  |
|-----------------------------------|---|
| Full (100%) of Tuition Fee Refund | Apply up to 7 <sup>th</sup> day of convening of classes             |
| Half (50%) of Tuition Fee Refund  | From 8 <sup>th</sup> - 15 <sup>th</sup> day of convening of classes |
| No Fee (0%) Refund                | From 16 <sup>th</sup> day of classes                                |

### 7.8.1 Fines/Penalties on Late Payment. Fines will be levied on late payment as under:

| Period                        | Fine                            |
|-------------------------------|---------------------------------|
| After Fee submission due date | 5 % of the total payable amount |

## 8. Clubs & Societies

### 8.1 Concept

Clubs and Societies forum is being provided to the students in lieu of student Unions for grooming the students in leadership traits as per their peculiar aptitude and potential. It enhances their foresight and organizational abilities. They are expected to plan and execute their club activities as they perceive in consultation with the club members and Faculty Sponsors. It inculcates team spirit, ability to take everybody onboard and makes a person more responsible and mature. Clubs and Societies are managed by the students under the overall supervision of Student Support Services and Societies through the administrative control of various Iqra University departments.

### 8.2 Administration of Societies

Iqra University prioritizes the organization of research programs, seminars, workshops, and symposiums, highlighting their significance. Additionally, several dynamic student societies are established and managed by students themselves. Participation in these co-curricular activities is strongly encouraged as they play a crucial role in nurturing personal skills and abilities.

## 9. IU Social Media Accounts & IT Services

### 9.1 State-of-the-Art IT Infrastructure for Your Learning Journey

The university recognizes the crucial role technology plays in enhancing your educational experience. To this end, we have invested in a state-of-the-art IT infrastructure to provide you with seamless access to administrative and academic resources. This includes a comprehensive Enterprise Resource Planning (ERP) system, a user-friendly Campus Management Solution (CMS), and a robust Learning Management System (LMS), all integrated into a comprehensive platform called **IqraApp**.

### 9.2 IqraApp: Streamlined Management and Enhanced Learning

IqraApp, accessible through a user-friendly web portal and mobile app, combines essential features from both the ERP and CMS, offering a one-stop solution for various student needs. These features, fully integrated with secure payment gateways, include:

- i. **Registration and Enrollment:** Effortlessly complete your registration and enrollment processes online.
- ii. **Course Selection and Fee Management:** Choose your courses, track academic progress, and manage fees conveniently.
- iii. **Financial Aid and Scholarship Management:** Apply for and manage financial aid and scholarships through a centralized platform.
- iv. **Communication and Announcements:** Stay informed with important university announcements and personalized notifications.
- v. **Library Resources:** Access online library resources, including e-books, journals, and databases.
- vi. **Support Services:** Access information and request support from various university departments.

### 9.3 IqraApp: A Dynamic Learning Environment

IqraApp's integrated LMS provides a dynamic and interactive learning environment, fostering collaboration and engagement. Key features include:

- i. **Online Course Access:** Access course materials, lectures, assignments, and discussions anytime, anywhere.
- ii. **Interactive Content and Activities:** Engage with diverse learning materials, including videos, quizzes, and interactive exercises.
- iii. **Collaboration Tools:** Connect and collaborate with classmates and instructors through forums, chat rooms, and group assignments.
- iv. **Online Assessments and Feedback:** Take assessments conveniently and receive timely feedback from instructors.

- v. **Virtual Classroom Experience:** Participate in live online classes with instructors and peers.

IqraApp's LMS empowers instructors to create and deliver engaging courses, ultimately fostering a more enriching academic experience for all.

#### 9.4 Stay Connected: Exploring our Social Media Presence

Social media has become an indispensable communication tool, fostering connections and information exchange globally. Recognizing its potential, we leverage social media to showcase the vibrant IU culture and connect with prospective students and their families.

Through our official social media profiles and pages, we strive to:

- i. **Share the IU experience:** Explore our world-class programs, facilities, and faculty through engaging content.
- ii. **Connect with future IU members:** Get a glimpse into campus life, student activities, and the unique IU community.
- iii. **Foster open communication:** Ask questions, share your thoughts, and receive prompt responses from our dedicated social media team.
- iv. **Stay informed:** Get timely updates on important announcements, events, and deadlines.

Our social media team adheres to strict policies regarding the information we share. All content undergoes careful review to ensure it aligns with university guidelines and provides a positive and informative experience for our audience.

#### Connect with us on:

**Facebook:** IU Main Campus: <https://www.facebook.com/IUMainCampus>

**Twitter:** @IqraUniOfficial: <https://twitter.com/IqraUniOfficial>

**Instagram:** @Iqra\_university: [https://www.instagram.com/Iqra\\_university/](https://www.instagram.com/Iqra_university/)

**YouTube:** @IqraUniversityPakistan: <https://www.youtube.com/@IqraUniversityPakistan>

**LinkedIn:** Iqra University Official: <https://www.linkedin.com/school/Iqra-university-official/>

We encourage you to follow us and join the conversation!

## 10. IU Code of Conduct

### 10.1 General

- i. IU is a leading research-intensive university in Pakistan comparable to the top universities of the world. The university is committed to its mission of graduating culturally enlightened, technologically knowledgeable, academically competent, and research-oriented productive citizens, groomed to lead, inspire, and serve humanity. The University is wholeheartedly pursuing her sublime trust and responsibility with all its resources.
- ii. IU community comprises a diverse populace of students in pursuit of academic excellence. It strives to refine the ability of students to reason and to communicate freely and clearly on their way to become responsible, morally sound, moderate and well-rounded citizens of a diverse world. The University expects these attributes to be reflected in the students' everyday behaviour, attitude and dress.
- iii. In the University's view, the prescribed sets of regulations, guidelines, and safeguards described in this chapter are necessary to create and sustain an academic environment in sync with the teaching, learning, and developmental endeavours of the university community.

### 10.2 Definition of Terms

- i. 'Complainant' means a person who makes a complaint or reports a violation of the University Code of Conduct or University regulations and policies.
- ii. 'Intentional' means deliberate.
- iii. 'Respondent' means a person who has been accused of violating the University Code of Conduct.
- iv. 'Student' means any currently enrolled person for whom the institution maintains educational records, as defined by the University regulations.
- v. 'Reckless' means careless or heedless of the potentially harmful consequences of one's behaviour, where risk of harm to persons, property or normal University operations exists or can be reasonably foreseen.
- vi. 'University Official' is a person employed by the University in an administrative, supervisory, academic, research, or support staff position.

### 10.3 Academic Dishonesty

Academic dishonesty is an act of fraud, which may include misrepresentation, deceit, falsification, or trickery of any kind that is done by the student with the purpose, intent, or expectation of influencing a grade or other academic evaluation. Academic dishonesty also includes forgery and falsification of University academic documents, intentionally impeding

or damaging the academic work of others, or assisting other students in acts of dishonesty. Common examples of academically dishonest behaviour include, but are not limited to, the following:

#### **10.3.1 Cheating**

Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise; copying from another student's examination; submitting work prepared in advance for an in-class examination; taking an examination for another person or conspiring to do so.

#### **10.3.2 Fabrication**

Intentional and unauthorized falsification or intervention of any information or citation in an academic exercise.

#### **10.3.3 Facilitating Academic Dishonesty**

Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

#### **10.3.4 Plagiarism**

Plagiarism is defined as intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise and/or Failure to attribute direct quotation, paraphrase, or borrowed facts or information. All researchers and students must be aware of and abide by HEC/IU Plagiarism Policy. Under no circumstances shall a dissertation based on plagiarized research be acceptable. It is the primary responsibility of both the researcher and their supervisor(s) to prevent plagiarism. For Plagiarism Committee on Publication Ethics (COPE) guidelines must be followed. If a research work is found to be plagiarized, it will be handled in accordance with the Anti-Plagiarism Policy issued by the Higher Education Commission, Pakistan, as updated from time to time. A similarity test, in accordance with the HEC's Anti-Plagiarism Policy, must be conducted on the dissertation before its submission to the external experts by the student. Any plagiarism in any research work and fake documents submitted by the student, even those submitted at the time of admission will result in cancellation of degree.

#### **10.3.5 Unauthorized Collaboration**

Providing, either knowingly or through negligence, one's own work to assist a student in satisfying a course requirement, or representing material prepared by or with another as one's own independent work. In instances where students are permitted to work jointly to complete an assignment, teachers will offer clear guidelines about when and how to collaborate; if a student is unsure, it is the responsibility of the student to ask the faculty member.

### 10.3.6 Generative AI tools (Rules and Penalties)

**Transparent Attribution:** Use of GenAI is only permissible to improve language and readability, with caution. Therefore, following declaration statement is mandatory to include at the end of the document before the References:

*“During the preparation of this work, the <name of the GenAI Tool/Service> is used in order to <reason>. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility (legal, moral, etc.) for the content of the publication.”*

**Citation for the GenAI Contributions:** Use Institute of Electrical and Electronics Engineers (IEEE) or American Psychological Association (APA) standard.

Use of GenAI is not allowed for data/facts gathering.

**Allowable usage of GenAI** is <5% of the generated text along with the prevalent standing of HEC criteria, i.e., <=19% similarity index using plagiarism check software for whole document. Less than 5% of single source similarity index is acceptable.

Following undertaking statement must be added by the students of all degree levels:

*“I, <Name of Student> solemnly declare that research work presented in my undergrad/Master’s/PhD project/thesis, as the case maybe, titled “<Project/Thesis Title>” is solely my research work with no significant contribution from any other person or Generative AI Tools. Small contribution / help wherever taken has been duly acknowledged/cited and that complete project/thesis has been written by me in accordance with the latest plagiarism policy declared by HEC and my respective university in-line with the policy for use of Generative AI Tools.*

*I understand the zero-tolerance policy of the HEC and Iqra University towards plagiarism. Therefore, I as an Author of the above titled project/thesis declare that no portion of my project/thesis has been plagiarized and any material used as reference is properly referred/cited.*

*I undertake that if I am found guilty of any plagiarism in the above titled project/thesis even after award of undergrad/Master’s/PhD degree, the Iqra University reserves the right to withdraw/revoke my degree and that HEC and the Iqra University has the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized project/thesis.”*

The use of AI Generative Tools must comply with the existing copyright and intellectual property laws of the state as prescribed by the Intellectual Property Organization (IPO), Ministry of Commerce. (<https://ipo.gov.pk/>)

Reflective practice is important; students should regularly assess their use of AI, considering its impact on their learning and ethical standards, and seek feedback from peers and educators to improve their practices.



#### **10.4 Role of a Supervisor:**

Project /Thesis shall be checked by the supervisor according to the rules mentioned above. However, in case of any criteria under rules which are not met, the supervisor may ask the student to revise project /thesis report and resubmit it to the supervisor.

If the revised project /thesis does not meet the criteria set under rules, the student shall be held responsible, and the case shall be referred to the Departmental Standing Committee (DSC) for awarding penalty depending upon the level of severity. If the departmental committee agrees, the case can be raised to university level and would be dealt with according to the rules and regulations.

#### **10.5 Requirements for the Ethical Clearance Certificate**

The research thesis or projects which are produced from the findings and outcomes of the ethically-cleared research, are exempted from any clearance certificate. Nevertheless, any ethical concerns related to other research thesis /projects can be solved at the departmental level, where the Deans /HoDs and supervisors can be involved as members of the committee. Note that the thesis /project research should fulfil the plagiarism requirements as per HEC Anti-Plagiarism Policy. Final year projects may be received firstly by the Departmental Research Committee, and only projects needing Ethical review should be forwarded to IU- Institutional Review Board (IRB). For further details, please refer to the Research Ethics Policy of Iqra University.

#### **10.6 Unfair Means**

Use of unfair means generally covers following:

- i. An attempt to have access to the question paper before the test/ examination.
- ii. Use/possession of unauthorized reference material during a test/ examination.
- iii. Any form of communication by the student with anyone in or outside the test/examination venue while the test/examination is in progress.
- iv. Unauthorized entry into faculty's office or that of his/her staff with the intention of having an access to or tampering with the official record/ examination paper etc.

#### **10.7 Moral Dishonesty**

Moral dishonesty means an act which does not conform to known norms of decency.

#### **10.8 Conduct**

##### **10.8.1 Application of IU Code of Conduct**

IU Code of Conduct applies to the conduct displayed on the University premises, at IU sponsored activities, and to off-campus conduct that adversely affects the University reputation and/or the pursuit of its objectives. Each member of IU shall be responsible

for his/her conduct.

### **10.8.2 Classroom Standards**

The individual faculty member is primarily responsible for managing the classroom environment. If a student engages in any prohibited or unlawful act or other behaviour that results in disruption of a class, he/she may be directed by the faculty member to leave the class for the remainder of the class duration. Students must be protected against infringement of their rights and unfair practices.

### **10.8.3 Identification/Registration Card**

- i. Each member of the University community is issued a picture identification/registration card or visitor's pass, that must be worn at all times while on University premises or at University-sponsored activities. Identification/ registration cards must be presented upon entering University buildings.
- ii. Identification/registration cards are not transferable. The owner of the card will be called upon to account for any fraudulent use of his/her identification card and will be subject to disciplinary action by the University if he or she has aided such fraudulent use. The card will be forfeited if the student to whom it was issued allows any other person to use it.
- iii. Upon a card owner's withdrawal from the University, all rights and privileges related to the identification card automatically cease. If the student withdraws, or is suspended or expelled from the University, the identification card must be surrendered to the institution.

## **10.9 Visitors & Guests**

Students may be held accountable for the acts of misconduct of their guests during their presence on University premises or at University-sponsored activities. Visitors, including guests shall conduct themselves, at all times, in a manner consistent with orderly behavior on University campus.

## **10.10 Disciplinary Matters**

The University is a place where the students are imparted education not only as a means to obtain a degree but also to develop their personalities and to enrich the society in which they live. Therefore, disciplined and organized life on the campus is extremely important. It is essential to lay down rules and regulations so as to create and sustain an orderly and decent atmosphere on the premises of IU constituent institutions. It is with this objective that Disciplinary Committees (DC) have been formed on all IU campuses. After a thorough investigation of the matter in question, DC will recommend either a minor penalty (e.g. merely issuance of a warning letter) in case of trivial offenses, or a major penalty (e.g. dismissal from the University) to the Campus Director who is only empowered to decide

based on the recommendation(s) of the respective DC.

## **10.11 Disciplinary Committee**

### **10.11.1 Composition of Disciplinary Committee:**

- i. Campus Director/Registrar or his/her nominee (Chair)
- ii. Deputy Registrar
- iii. HoD of the Concerned Department
- iv. One senior faculty member

### **10.11.2 Working Procedure of Disciplinary Committee:**

- i. All complaints of breach of discipline by any student(s) of the University will be forwarded to the Disciplinary Committee.
- ii. The Committee will consider the Complaint and in serious cases may decide to issue a show cause notice and require a written reply from the concerned student(s) within 3 days.
- iii. The Committee will deliberate on the reply received and if satisfied that no breach of discipline has occurred may dispose of the complaint; or may decide to hold an inquiry by an inquiry officer or panel, in the case which may require attendance/hearing of all the students/teachers/others involved in the proceedings, however personal hearing may be given to the accused before the award of punishment.
- iv. All proceedings of the Disciplinary Committee will be recorded in writing and signed by the attending members.
- v. On the basis of inquiry, the Disciplinary Committee will announce its recommendations within 3 days after completing its proceedings.
- vi. The recommended punishment if any may range from issuing of a written warning to the rustication of the student(s) involved.
- vii. The affected student(s) may appeal to the Registrar/Dean of Iqra University, within one week of the announced decision through the office of the student affairs.
- viii. All employees and the students of Iqra University will cooperate and assist the Disciplinary Committee in carrying out their duties. For this purpose, the Disciplinary Committee may require any student(s)/teacher or other employee of the Iqra University to attend this meeting.
- ix. The required quorum for holding any meeting of the Disciplinary Committee is 3.

## **10.12 Acts of Ill-discipline/Prohibited Conduct**

All students are prohibited from engaging in conduct resulting in, or leading to, any of the following:

### **10.12.1 Academic Dishonesty**

Academic dishonesty encompasses all cases of violations of the University Policy on Academic Dishonesty by committing, or attempting to commit, academic dishonesty including, but not limited to, cheating, plagiarism, fabrication, facilitating academic dishonesty to others and unauthorized collaboration.

### **10.12.2 Abuse, Assault, Threatening Behaviour**

These include intentionally or reckless acts endangering, threatening, or causing physical or mental harm to any person, or oneself, on University premises or at University-sponsored activities, or intentionally or causing reasonable apprehension of such harm including, but not limited to abusive language and/or physical or verbal intimidation, harassment, coercion.

### **10.12.3 Firearms, Explosives and Other Weapons**

This includes the use/possession of hazardous materials (biological/chemical) and any type of weapons, fire arms, explosives, crackers, etc.

### **10.12.4 Violation of Disciplinary Sanction**

This means knowingly violating terms of any disciplinary sanction imposed in accordance with IU Statutes.

### **10.12.5 Furnishing False Information, Forgery or Unauthorized Use of Documents**

Intentionally furnishing false information to the University and its officials or misusing affiliation with the University to gain access to outside agency/services or using false information or University resources to compromise the name of the University are strictly forbidden. Such acts including forgery, unauthorized alteration, or unauthorized use of any University document or electronic transmission, or instrument of identification, or academic and non-academic records, signatures, seals, or stamps thereof are punishable acts.

### **10.12.6 Disorderly Conduct or Indecent Behaviour**

Engaging in disorderly or indecent conduct; breaching of peace; or aiding, abetting, or luring another person to breach the peace on University premises or at University-sponsored functions/activities. Any unauthorized use of electronic or other devices to make an audio or video record of any person while on University premises without his/her prior knowledge/permission.

### **10.12.7 Theft**

This includes theft or attempted theft, of property or services on University premises

or at University-sponsored activities.

#### **10.12.8 Damage to Property or its Destruction**

Intentionally or recklessly destroying or damaging, or attempting to destroy or damage, University property or the property of others on University premises or at University-sponsored activities.

#### **10.12.9 Non-Compliance with Official Direction**

Not adhering to reasonable directives given by university officials while they are performing their duties.

#### **10.12.10 Violation of University Regulations and Policies**

Violating University regulations or policies including amendments and additions adopted since the date of publication.

#### **10.12.11 Drugs and Narcotics**

Use/sale/possession/facilitation/distribution of drugs, narcotics, intoxicants etc on the campus directly or indirectly.

#### **10.12.12 Unauthorized Access to Facilities**

Unauthorized possession, duplication or use of keys to any University premises, facilities or equipment; or, unauthorized entry to or use of University premises.

#### **10.12.13 Unauthorized Use of Computer or Electronic Communication Devices**

Theft or other abuse of computer facilities and resources including, but not limited to:

- i. Unauthorized access to a file, with the intention of using, reading or changing the contents, or for any other purpose.
- ii. Unauthorized transfer of a file.
- iii. Use of another individual's identification and/or password.
- iv. Interference with the work of another student, faculty member or University official.
- v. Sending obscene, abusive or threatening messages.
- vi. Transmission of computer viruses.
- vii. Interfering with normal operation of the University computing system.
- viii. Unauthorized duplication of software or other violation of copyright laws.
- ix. Unauthorized access to, or unauthorized, mischievous or malicious use of University computer equipment or networks, or electronic communication devices, or the use of such equipment or devices to gain unauthorized access to, and/or use of, off-campus computer equipment.

- x. Indulgence in misuse of internet and cyber offences i.e., uploading of objectionable content leading to provocation or maligning anyone.

#### **10.12.14 Provoking Others to Misconduct**

Intentionally using words or actions to incite or encourage others to violent or retaliatory behaviour, or other acts of misconduct.

#### **10.12.15 Identification/Registration Cards**

Not wearing, or failing to present or relinquish the identification card upon request by a University official.

#### **10.12.16 Animals**

Bringing any animal into a University building, except for those used for authorized laboratory purposes or security reasons with express permission granted.

#### **10.12.17 Demonstrations**

Demonstrations are activities that surpass the limits of free assembly and involve unlawful actions resulting in, or immediately posing a threat of, harm to individuals or property. Such actions infringe upon the rights of fellow members of the University community and may incite disruption of scheduled or typical activities within any campus building or area.

Engaging in political, ethnic, racial, or sectarian activities, or affiliating with any prohibited organization, and participating in such organizations which are involved in advancing the agenda of a political party.

#### **10.12.18 Harassment**

It covers the following:

- i. Passing remarks, placing visual or written material, aimed at a specific person or group:
  - a. with the intention of causing harm to the person or group; and/or,
  - b. creating an environment which limits a student's educational opportunity.
- ii. Making unwanted verbal or physical advances or explicit derogatory statements toward individuals, which cause them discomfort or humiliation or which interfere with their educational opportunity.
- iii. Physical assault.

#### **10.12.19 Gambling**

Unauthorized and/or illegal exchange of money, favours or services as a result of an organized or unorganized game or competition.

### **10.12.20 Smoking**

IU campus has been declared a green campus and therefore, smoking is prohibited in University premises of all IU campuses.

### **10.12.21 Abuse of the Student Conduct System**

Abusing the student conduct system including, but not limited to:

- i. Failure to obey the notice from a University official to appear for a meeting or hearing as part of the student conduct system.
- ii. Falsification, distortion or misrepresentation of information before a hearing body or designated hearing officer of the University.
- iii. Disruption or interference with the orderly conduct of a hearing proceeding.
- iv. Causing a violation of University Code of Conduct hearing to convene in bad faith.

### **10.12.22 Indulgence in Acts of Moral Turpitude**

Indecent behaviour exhibited on the campus including classes, cafeteria, laboratories, etc., defying the norms of decency, morality and religious/cultural/ social values by a single or group of students.

- i. Damage to the university fixtures/furniture, scribbling/carving on desks, wall chalking, misusing of lab/university equipment, etc.
- ii. Use of mobile phones in classrooms, examination halls, labs and libraries thus disrupting the calm of these places.

## **10.13 Off-Campus Conduct**

Conduct occurring off-University premises be such that it should not affect the interest/image of the University.

## **10.14 Enforcement of Code of Conduct**

Matters of indiscipline would be referred to the concerned institution or IU authorities authorized to check discipline matters and decide on them in line with IU policy, rules and regulations. Parents of those students who disobey authority and violate the code of conduct will be informed. Students may be held accountable for the acts of misconduct of their guests while on University premises or at University-sponsored activities. Students who are charged with violations of this Code are subject to disciplinary action in accordance with IU rules/regulations/statutes.

## **10.15 Punishment or Penalty for Acts of Ill-Discipline**

Punishment or penalty for acts of ill- discipline shall be according to the gravity of the case and may be any one or more of the following:



### 10.15.1 Minor Penalties

- i. **Warning in Writing.** Notice to the offender, orally or in writing, that continuation or repetition of prohibited conduct may lead to further disciplinary action.
- ii. **Probation.** Probation for a specific period.
- iii. **Fine.** Fine which may amount up to Rs. 10,000.
- iv. **Withholding of Certificate.** Withholding of a certificate of good moral character.
- v. **Removal of Privileges.** Deprivation from the privileges enjoyed by the student.
- vi. **F Grade.** Award of an F grade in a course.

### 10.15.2 Major Penalties

- i. **Expulsion.** Expulsion from the class for a specific period up to one semester.
- ii. **Fine.** This may amount up to Rs. 50,000.
- iii. **Exam Result.** Cancellation of examination results (complete semester courses).
- iv. **Rustication.** Expulsion or rustication from the University for a specific period.
- v. **Degree.** Non-conferment of degree/transcript.
- vi. **Relegation/withdrawal.**

Other sanctions or a combination of above-mentioned penalties as deemed appropriate.

## 10.16 Disciplinary Procedure

### 10.16.1 Case Referrals

Every instance of disciplinary misconduct must be promptly reported to the department head, ideally within 24 hours of the alleged violation. The individual referring to the case typically acts as the complainant and is responsible for presenting pertinent evidence during disciplinary hearings conducted by the IU Discipline Committee.

Depending on the severity of the situation, the institution's head will determine whether to administer minor sanctions at the institutional level or to refer the matter to the IU Discipline Committee for resolution by the appropriate authority for more serious penalties.

### 10.16.2 Hearing of Disciplinary Cases

A disciplinary hearing is a formal process conducted by the Institution Disciplinary Committee. This formal process is designed to gather and consider relevant

information regarding the alleged violation/s of the Code and to determine and recommend a punishment. Every effort will be made to expedite proceedings pursuant to allegations within a reasonable period.

### **10.16.3 Punishments**

The IU Disciplinary Committee will recommend the punishment according to the gravity of the case after giving the defaulter full opportunity to give his/her point of view. This must be done before recommending the punishment to the Campus Director.

### **10.16.4 Appeals**

An appeal to challenge the ruling made by the Disciplinary Committee may be lodged to the **Appellate Committee** within fifteen days of the decision's announcement. The Appellate Committee will review the appeals made against Disciplinary Committee decisions. The Director QEC will serve as the Chairperson of the Appellate Committee, whereas the Campus Director or Dean or Nominee, and a female Dean will be the members of the Appellate Committee. The Appellate Committee will perform the following functions:

- i. To review and evaluate appeals against Disciplinary Committee decisions, including all relevant documentation, evidence, and testimonies.
- ii. To make a final and binding recommendation on the appeal, which may involve upholding, overturning, or modifying the original decision.
- iii. To ensure compliance with the University policies, legal requirements, and principles of natural justice, and provide recommendations for improving disciplinary procedures and policies.

The Appellate Committee is to submit the recommendations within three working days of receipt of the application to the President/Vice Chancellor who will make the final decision.

## **10.17 Federal/Provincial Laws and Ordinances**

Violation of a Federal/Provincial law or ordinance will be dealt accordingly under these laws.

## **10.18 Gender Mixing**

Students are strictly reminded to follow the accepted social and cultural norms of the society. Undue intimacy and unacceptable proximity, openly or in isolated areas will not be tolerated. The tendency of taking advantage of common places like cafeteria, and shops, etc. is objectionable and undesirable. Students are also advised to avoid movement in mixed groups in the campus after sunset.

## **10.19 Littering**

It is the responsibility of all to keep the Campus environment clean and tidy. No littering or

trash should be carelessly thrown or left on the Campus premises. The designated waste boxes should be used to deposit the refuse.

## **10.20 Sports**

All individuals and teams involved in sports are expected to show sportsmanship, respect, consideration and appreciation towards their opponents, teammates, officials and University staff at all times.

- i. Under no circumstances should a player or sports person react in a violent manner nor use any form of foul or abusive language, whether it is directed at a member of staff, match official, opponent, playing colleague, team official or spectator.
- ii. Individuals signing the player registration form are agreeing to abide by this code of conduct and will accept that any deviation from these rules will result in disciplinary action by the University.
- iii. Persons under the influence of drugs are not permitted to participate in sports activities at the University and as such the defaulters shall be liable to disciplinary action by IU.
- iv. Finally, it's important to keep in mind that referees, umpires, and officials are not infallible. You may not always agree with every decision made, and like players, umpires and sports officials are also susceptible to making mistakes.

## **10.21 Dress Code**

In order to uphold the academic dignity and sanctity of the educational institution, both faculty and students are expected to attire themselves in decent and modest clothing. The intention behind the dress code is to offer fundamental guidelines for appropriate attire on the IU campus, rather than imposing stringent restrictions or enforcement measures. It is also assumed that the highly educated faculty and students of IU will, with an understanding of the university's norms and culture, dress in a dignified manner. The guidelines regarding dress code for students are as follows:

### **Male Students**

#### **Summer**

- i. Dress trouser with shirt. Tie optional.
- ii. Shalwar Kameez with waist coat.
- iii. Closed Shoes / Closed Chappals with straps (Slippers not allowed).
- iv. Safari Suit.

#### **Winter**

- i. Dress trouser – Shirt with coat or Sweater / Jacket.
- ii. Closed or open Collar – Lounge suit / combination.

- iii. Shalwar Kameez with waist coat / coat
- iv. Closed Shoes / Closed Chappals with straps (Slippers not allowed).

### **Female Students**

- i. Sober and decent clothing (both summer & winter).

### **Guidelines for Students**

Students must adhere to the dress code guidelines and should refrain from wearing the following during classes:

- i. Shorts and sleeveless shirts.
- ii. T-shirts or dresses featuring language or artwork that may be deemed provocative, indecent, or offensive to others.
- iii. Clothing that is shabby or torn.
- iv. Jogging or exercise attire during classes.
- v. Untidy, flashy, or immodest clothing in classrooms, the cafeteria, and university offices.
- vi. Unprofessional attire, such as jeans, brightly colored clothing, or casual shoes, during formal programs and interviews.
- vii. Tight or see-through clothing for female students.
- viii. Excessive makeup or expensive jewelry for female students.
- ix. Wearing any type of turban is prohibited on IU premises

### **10.22 Greetings**

Students are encouraged to cultivate the practice of using respectful and inclusive greetings when meeting and interacting with colleagues, faculty, and staff of the university. For Muslim students, this may include exchanging Islamic greetings, such as "Assalam O Alekum / Walekum Assalam," as an essential aspect of Islamic etiquette. Non-Muslim students are encouraged to use equivalent courteous greetings, such as "Hello," "Good morning," or "Good afternoon," fostering a culture of mutual respect and inclusivity in our diverse university community.

## Annexure A



Iqra University | Undertaking – Bachelor's Degree Awaited Students – IU Grads

### UNDERTAKING OF RESULT AWAITING STUDENTS

(FOR DEGREE/TRANSCRIPT/DEGREE COMPLETION LETTER AWAITED STUDENTS)

|                         |  |
|-------------------------|--|
| Student Name:           | Father Name:   |
| Bachelors Student ID:   | Program Applied In:  |
| Admission Code:         | Admit Card Number: APP- -2024  |
| Bachelors Campus:       | Bachelors Program:   |
| Bachelors Completed In: | Admission Batch: <input type="checkbox"/> Spring <input type="checkbox"/> Summer <input type="checkbox"/> Fall |

I, solely affirm and undertake that I have been provisionally admitted in IQRA University, in the Master's Program as a "result awaited" student. I am fully aware that my admission is conditional, subject to passing Bachelors with a minimum of 2.5 CGPA and completing all the required formalities as per the university policy. I will submit my Transcript and Degree before commencement of final exams in the 1<sup>st</sup> semester of my Master's Program.

In case, I fail to submit the required documents as per the above-mentioned time, I shall withdraw my admission immediately; otherwise, the university reserves the right to cancel my admission at any point of time without any refund of fee.

By signing this undertaking, I hereby acknowledge that I have read and understood the document, and all of the above-mentioned details are true and correct to the best of my knowledge.

Dated: \_\_\_\_\_

Name and Signature of Applicant: \_\_\_\_\_

CNIC Number: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

## Annexure B



Iqra University | Undertaking – Bachelor's Degree Awaited Students

### UNDERTAKING OF RESULT AWAITING STUDENTS

(FOR DEGREE/TRANSCRIPT/DEGREE COMPLETION LETTER AWAITED STUDENTS)

|                       |  |
|-----------------------|--|
| Student Name:         | Father Name:   |
| Masters Program:      | Bachelors Program Completion year:   |
| Admission Code:       | Admit Card Number: APP- -2024  |
| Bachelors University: | Bachelors CGPA:  |
| Bachelors Program:    | Admission Batch: <input type="checkbox"/> Spring <input type="checkbox"/> Summer <input type="checkbox"/> Fall |

I, solely affirm and undertake that I have been provisionally admitted in IQRA University, in the Master's Program as a "result awaited" student. I am fully aware that my admission is conditional, subject to passing Bachelors with a minimum of 2.5 CGPA and completing all the required formalities as per the university policy. I will submit my Transcript and Degree before commencement of final exams in the 1<sup>st</sup> semester of my Master's Program.

In case, I fail to submit the required documents as per the above-mentioned time, I shall withdraw my admission immediately; otherwise, the university reserves the right to cancel my admission at any point of time without any refund of fee.

By signing this undertaking, I hereby acknowledge that I have read and understood the document, and all of the above-mentioned details are true and correct to the best of my knowledge.

Dated: \_\_\_\_\_

Name and Signature of Applicant: \_\_\_\_\_

CNIC Number: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

## **PhD Forms**





Form PhD-A  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

**IQRA UNIVERSITY**  
**RECOMMENDATIONS FOR ADMISSION TO THE PhD PROGRAM**  
**(To be filled by Institution)**

**Part-I: PARTICULARS OF THE CANDIDATE/STUDENT**

- a. Name \_\_\_\_\_ Father's Name \_\_\_\_\_
- b. Campus: \_\_\_\_\_ Department: \_\_\_\_\_
- b. CNIC No: \_\_\_\_\_ Permanent Address: \_\_\_\_\_
- c. Mailing Address: \_\_\_\_\_
- d. Email: \_\_\_\_\_ Cell No: \_\_\_\_\_
- e. Bachelors in \_\_\_\_\_ From \_\_\_\_\_ Year \_\_\_\_\_ CGPA/ % age \_\_\_\_\_
- f. Masters (Msc) in \_\_\_\_\_ From \_\_\_\_\_ Year \_\_\_\_\_ CGPA/ % age \_\_\_\_\_  
(16 Years Education)
- g. MS/MPhil in \_\_\_\_\_ From \_\_\_\_\_ Year \_\_\_\_\_ CGPA/ %age \_\_\_\_\_  
(18 Years Education)
- h. GAT General/GRE General / Graduate -IU Entrance Test / HAT General Test Score: \_\_\_\_\_
- i. For Intra-disciplinary Qualifications, GRE Subject Test/ IU Subject Test Score: \_\_\_\_\_  
(Attach an attested copy of the Score Report)

**Part-II SUPERVISOR'S RECOMMENDATIONS**

- a. Proposed area of research with brief details (use additional sheet if required):
- b. Academic deficiencies/Pre-requisites/special conditions if any required to be fulfilled by the student or Campuses, before finally admitting the student (use additional sheet if required):
- c. Expected time period (in years and months) for completion of research/PhD program:
- d. Area of specialization of the supervisor and its relevance to the proposed research interest (use additional sheet if required):
- e. No of PhD students already registered with the Supervisor: \_\_\_\_\_ : \_\_\_\_\_
- (1) IQRA University Students \_\_\_\_\_ : \_\_\_\_\_
- (2) Sponsored Students (please state name of scheme with each) \_\_\_\_\_ : \_\_\_\_\_
- (3) Any Other Students \_\_\_\_\_ : \_\_\_\_\_
- Supervisor's Name: \_\_\_\_\_ Campus: \_\_\_\_\_ Signature: \_\_\_\_\_
- Email: \_\_\_\_\_
- Co Supervisor Name (If any): \_\_\_\_\_ Campus: \_\_\_\_\_ Signature: \_\_\_\_\_
- Email: \_\_\_\_\_

**RECOMMENDATIONS OF THE INSTITUTION**

(Give reasons if the applicant is not accepted for the PhD program, use additional sheet if required)

Head of the Department  
Name: \_\_\_\_\_  
Dated: \_\_\_\_\_

Dean  
Name: \_\_\_\_\_  
Dated: \_\_\_\_\_

**Distribution:**

- 1 x Original copy each to Director Academics, Examination Department at Main Campus, IU and student dossier at constituent campus.
- 1 x photocopy to supervisor, student and sponsoring agency



**IQRA UNIVERSITY**  
**ADMISSION TO THE PhD PROGRAM**  
**(To be filled by Admission Department)**

Following student is admitted to the PhD Program of IQRA University in the Discipline of:

\_\_\_\_\_ at \_\_\_\_\_

Name: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Father's Name: \_\_\_\_\_ Registration No: \_\_\_\_\_

CNIC No: \_\_\_\_\_ Mobile No: \_\_\_\_\_

Email: \_\_\_\_\_ Campus: \_\_\_\_\_

Department: \_\_\_\_\_

Proposed Area of Research: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Co-Supervisor (if appointed): \_\_\_\_\_

Sponsoring Agency (if any): \_\_\_\_\_

Date of Admission: \_\_\_\_\_

Dated: \_\_\_\_\_

\_\_\_\_\_  
Director (Academics)

**Distribution:**

- 3 x copies retained at Main Campus (1 each with DAASR, Office of Registrar, and Examination Department).
- 1 x copy of this form shall be maintained in the student's dossier at the Constituent Campus.
- 1 x copy each to Supervisor, Co-Supervisor (if appointed).
- 1 x copy sent to sponsoring organization (if any).
- 1 x copy of this form will be retained by the student.



Form PhD-1  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

**FORMULATION OF GRADUATE STUDENT EVALUATION COMMITTEE (GSEC)**

Student's Name: \_\_\_\_\_ Reg. No: \_\_\_\_\_

Department: \_\_\_\_\_ Campus \_\_\_\_\_

Area of Research: \_\_\_\_\_

**GRADUATE STUDENT EVALUATION COMMITTEE MEMBERS**

Research Supervisor

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Dept: \_\_\_\_\_ Signature \_\_\_\_\_

Co-Supervisor (if appointed)

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Dept/Organization: \_\_\_\_\_ Signature \_\_\_\_\_

Committee Members

1. Name : \_\_\_\_\_ Email: \_\_\_\_\_

Dept: \_\_\_\_\_ Signature \_\_\_\_\_

2. Name : \_\_\_\_\_ Email: \_\_\_\_\_

Dept: \_\_\_\_\_ Signature \_\_\_\_\_

3. Name : \_\_\_\_\_ Email: \_\_\_\_\_

Organization (External): \_\_\_\_\_ Signature \_\_\_\_\_

Date of formulation of GSEC: \_\_\_\_\_

Dated: \_\_\_\_\_

\_\_\_\_\_  
Student's Signature

**APPROVED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

Distribution:

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.



Form PhD-2  
DOCTORAL  
PROGRAM OF STUDY  
(Must be type written)

**PETITION FOR CHANGE IN THE RESEARCH TOPIC AND/OR  
GRADUATE STUDENT EVALUATION COMMITTEE (GSEC)**

Student's Name: \_\_\_\_\_ Reg. No: \_\_\_\_\_  
Campus: \_\_\_\_\_ Department: \_\_\_\_\_

**RESEARCH TOPIC CHANGES**

**OLD**

**NEW**

|       |       |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

**COMMITTEE MEMBER CHANGES**

(Signatures of those to be deleted are required. If signature for deletion cannot be obtained type reasons on the signature line)

**DELETE**

**ADD**

- |                         |                         |
|-------------------------|-------------------------|
| 1. Name: _____          | Name: _____             |
| Institution Name: _____ | Institution Name: _____ |
| Signature: _____        | Signature: _____        |
| 2. Name: _____          | Name: _____             |
| Institution Name: _____ | Institution Name: _____ |
| Signature: _____        | Signature: _____        |
| 3. Name: _____          | Name: _____             |
| Institution Name: _____ | Institution Name: _____ |
| Signature: _____        | Signature: _____        |

**SUPERVISOR CHANGES**

**DELETE**

**ADD**

- |                         |                         |
|-------------------------|-------------------------|
| 4. Name: _____          | Name: _____             |
| Institution Name: _____ | Institution Name: _____ |
| Signature: _____        | Signature: _____        |

**CO-SUPERVISOR CHANGES**

**DELETE**

**ADD**

- |                         |                         |
|-------------------------|-------------------------|
| 5. Name: _____          | Name: _____             |
| Institution Name: _____ | Institution Name: _____ |
| Signature: _____        | Signature: _____        |

Signature of Supervisor (if the co-supervisor has been changed)  
Dated: \_\_\_\_\_

Dated: \_\_\_\_\_

\_\_\_\_\_  
Signature of Student

**APPROVED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

**Distribution:**

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.



Form PhD-3  
DOCTORAL PROGRAM OF STUDY  
(Must be type written)

**MINUTES OF GSEC MEETING — PhD STUDENTS**

Student Name: \_\_\_\_\_ Reg. No: \_\_\_\_\_  
Discipline: \_\_\_\_\_ Department: \_\_\_\_\_  
Campus: \_\_\_\_\_  
Research Topic: \_\_\_\_\_

Date of last meeting: \_\_\_\_\_

**Agenda Points**

**Decision Taken**

|       |       |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

**GSEC Members attending:** The meeting was held on \_\_\_\_\_, following members attended:-

1. Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Supervisor)
2. Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Member)
3. Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Member)
4. Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Member)
5. Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Member)

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department/Dean

**Notes:**

1. GSEC meetings of each PhD student will be held after every six months till completion of PhD program. First meeting will however be held immediately after formulation of GSEC i.e., within 30 days of student's admission.
2. Atleast 3 members (including supervisor) should be present during the meeting to fulfill the quorum requirement.
3. Agenda of the meeting will be decided by the supervisor in consultation with the student; Agenda points may include: - coursework to be undertaken, Qualifying Exam, Guidance on research work or any other point. Additional sheet may be used/attached (if required).

**Distribution:**

- 3x copies; 1x copy with the department, 1x copy with the student (for record) and 1x copy will be forwarded to DASR.



Form PhD-4  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

**Iqra University**  
**REPORT OF COMPREHENSIVE EXAMINATION**

Name: \_\_\_\_\_ Reg. No: \_\_\_\_\_

Department: \_\_\_\_\_ Campus: \_\_\_\_\_

☐ 1<sup>st</sup> Attempt  
Date: \_\_\_\_\_

Written Examination \_\_\_\_\_ Oral Examination \_\_\_\_\_ Total Marks Obtained \_\_\_\_\_

☐ PASS

☐ FAIL

\_\_\_\_\_  
(Signature of Dean/HoD)

☐ 2<sup>nd</sup> Attempt  
Date: \_\_\_\_\_

(To Be Filled For Second Attempt)

Written Examination \_\_\_\_\_ Oral Examination \_\_\_\_\_ Total Marks Obtained \_\_\_\_\_

☐ PASS

☐ FAIL

\_\_\_\_\_  
(Signature of Dean/HoD)

List the conditions that must be met beforehand and the date for next Comprehensive Exam in case of failure in first attempt.

Pre Conditions for Second Chance \_\_\_\_\_

Date for Next Exam \_\_\_\_\_

\_\_\_\_\_  
Signature of Supervisor  
Dated: \_\_\_\_\_

**APPROVED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

**Distribution:**

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.





Form PhD-5a  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

### PROPOSAL DEFENSE EVALUATION REPORT

Name: \_\_\_\_\_ Reg. No: \_\_\_\_\_  
Department: \_\_\_\_\_ Date of Proposal Defense: \_\_\_\_\_  
Topic \_\_\_\_\_

|                                 |           |                          |               |                          |                 |
|---------------------------------|-----------|--------------------------|---------------|--------------------------|-----------------|
| 1. GSEC Member                  | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |
| 2. GSEC Member                  | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |
| 3. GSEC Member (External)       | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |
| 4. Supervisor                   | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |
| 5. HOD                          | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |
| 6. Dean/Commandant/Principal/DG | QUALIFIED | <input type="checkbox"/> | NOT QUALIFIED | <input type="checkbox"/> | Signature _____ |

### FINAL RESULT OF THE PROPOSAL DEFENSE EVALUATION

☐ PASS ☐ FAIL

Finalized Research Topic: \_\_\_\_\_

\_\_\_\_\_  
Signatures of Dean  
Dated: \_\_\_\_\_

List the conditions that must be met beforehand and the date for next proposal defense in case of failure in first attempt.

Pre Conditions for Second Chance \_\_\_\_\_

Date for Next Exam \_\_\_\_\_

\_\_\_\_\_  
Signature of Supervisor  
Dated: \_\_\_\_\_

**APPROVED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

#### **Distribution:**

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.



Form PhD-5b  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

### **PhD Thesis Proposal Defense Certificate**

It is certified that Mr./Ms. \_\_\_\_\_, Reg.  
No. \_\_\_\_\_, has successfully defended thesis proposal  
titled “\_\_\_\_\_”. Student is permitted to  
proceed with PhD research.

\_\_\_\_\_  
Name & Sign of Supervisor  
Date: \_\_\_\_\_

\_\_\_\_\_  
Name & Sign of GSEC Member-1  
Date: \_\_\_\_\_

\_\_\_\_\_  
Name & Sign of GSEC Member-2  
Date: \_\_\_\_\_

\_\_\_\_\_  
Name & Sign of GSEC Member-3 (External)  
Date: \_\_\_\_\_

\_\_\_\_\_  
HoD  
Date: \_\_\_\_\_

\_\_\_\_\_  
Dean  
Date: \_\_\_\_\_



Form PhD-6a  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)  
(Page 1 of 10)

**Iqra University**  
**THESIS EVALUATION REPORT**  
**(To be filled by Institution)**

We hereby recommend that the thesis prepared under our supervision by \_\_\_\_\_ (Name) \_\_\_\_\_

Reg. No \_\_\_\_\_

Titled: \_\_\_\_\_

be accepted as fulfilling in part of Doctor of Philosophy Degree.

**GSEC MEMBERS SIGNATURES**

(GSEC Members' Responses are available from page 2 to 9)

GSEC Member 1: \_\_\_\_\_ Signature : \_\_\_\_\_

GSEC Member 2: \_\_\_\_\_ Signature : \_\_\_\_\_

GSEC Member (External) 3: \_\_\_\_\_ Signature : \_\_\_\_\_

Supervisor: \_\_\_\_\_ Signature : \_\_\_\_\_

Co-Supervisor (if appointed): \_\_\_\_\_ Signature : \_\_\_\_\_

External Evaluator 1: \_\_\_\_\_ Signature : \_\_\_\_\_  
(Local Expert)

External Evaluator 2: \_\_\_\_\_ Signature : \_\_\_\_\_  
(Local Expert)

External Evaluator 3: \_\_\_\_\_ Signature : \_\_\_\_\_  
(Foreign Expert)

External Evaluator 4: \_\_\_\_\_ Signature : \_\_\_\_\_  
(Foreign Expert)

**APPROVED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Head of the Department

**COUNTERSIGNED**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

**Distribution:**

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.

**GSEC MEMBERS' RESPONSES**

**GSEC Member 1**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_

**GSEC MEMBERS' RESPONSES**

**GSEC Member 2**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_



Form PhD-6d  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)  
(Page 4 of 10)

### GSEC MEMBERS' RESPONSES

#### GSEC Member 3 (External)

##### 1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_
- c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_
- e. Name of Supervisor: \_\_\_\_\_
- f. Thesis Title: \_\_\_\_\_
- \_\_\_\_\_

##### 2. Details of Evaluator:-

- a. Name: \_\_\_\_\_
- b. Address: \_\_\_\_\_
- c. Email : \_\_\_\_\_
- d. Current Designation: \_\_\_\_\_

##### 3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No
- b. Acceptable in its present form? ☐ Yes ☐ No
- c. If No, then please tick ( ✓ ) one of the following boxes:-
- (i) Acceptable with Minor revision (Re-evaluation NOT required) ☐
- (ii) Acceptable after Major revision (Re-evaluation required) ☐

#### Attachment:

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_



Form PhD-6e  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)  
(Page 5 of 10)

**GSEC MEMBERS' RESPONSES**

**Supervisor**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Supervisor: \_\_\_\_\_

Date : \_\_\_\_\_



Form PhD-6f  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)  
(Page 6 of 10)

**GSEC MEMBERS' RESPONSES**

**Co-Supervisor**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Co-Supervisor: \_\_\_\_\_

Date : \_\_\_\_\_



**GSEC MEMBERS' RESPONSES**

**Local Evaluator - 1**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_

**GSEC MEMBERS' RESPONSES**

**Local Evaluator - 2**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_

**GSEC MEMBERS' RESPONSES**

**Foreign Evaluators - 1**

1. Students Details: -

- a. Name : \_\_\_\_\_ b. Reg. No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator: -

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_



Form PhD-6j  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)  
(Page 10 of 10)

**GSEC MEMBERS' RESPONSES**

**Foreign Evaluators - 2**

1. Students Details:-

- a. Name : \_\_\_\_\_ b. Regn No: \_\_\_\_\_  
c. Institution: \_\_\_\_\_ d. Department: \_\_\_\_\_  
e. Name of Supervisor: \_\_\_\_\_  
f. Thesis Title: \_\_\_\_\_  
\_\_\_\_\_

2. Details of Evaluator:-

- a. Name: \_\_\_\_\_  
b. Address: \_\_\_\_\_  
c. Email : \_\_\_\_\_  
d. Current Designation: \_\_\_\_\_

3. Please tick the appropriate box while answering the following questions regarding the PhD Thesis:-

- a. Is this a significant contribution to the body of knowledge? ☐ Yes ☐ No  
b. Acceptable in its present form? ☐ Yes ☐ No  
c. If No, then please tick ( ✓ ) one of the following boxes:-  
(i) Acceptable with Minor revision (Re-evaluation NOT required) ☐  
(ii) Acceptable after Major revision (Re-evaluation required) ☐

**Attachment:**

Attach comments on the thesis.

Signature of Evaluator: \_\_\_\_\_

Date : \_\_\_\_\_



Form PhD-7  
DOCTORAL PROGRAM  
OF STUDY  
(Must be type written)

## REPORT OF DOCTORAL THESIS DEFENCE

We hereby recommend that the student \_\_\_\_\_

Regn No \_\_\_\_\_ may be accepted for Doctor of Philosophy Degree.

### DOCTORAL DEFENCE COMMITTEE

Doctoral Defence Held on \_\_\_\_\_

GSEC Member 1: \_\_\_\_\_ Signature : \_\_\_\_\_

GSEC Member 2: \_\_\_\_\_ Signature : \_\_\_\_\_

GSEC Member 3 (External): \_\_\_\_\_ Signature : \_\_\_\_\_

Supervisor: \_\_\_\_\_ Signature : \_\_\_\_\_

Co-Supervisor: \_\_\_\_\_ Signature : \_\_\_\_\_  
(if appointed)

External Evaluator 1: \_\_\_\_\_ Signature : \_\_\_\_\_  
(Local Expert)

External Evaluator 2: \_\_\_\_\_  
(Foreign Expert\*)

External Evaluator 3: \_\_\_\_\_  
(Foreign Expert\*)

### COUNTERSIGNED

Dated: \_\_\_\_\_

\_\_\_\_\_  
Dean

#### Distribution:

- 1 copy each to Supervisor, Co-Supervisor (if appointed), Examination Department, Dean, DAASR, in student's dossier, the student and each member of GSEC.

#### Note:

\* Decision of External Evaluators (Foreign Experts) will be sought through video conference, if possible, on the same date and their decision will be intimated (on paper) to IU at a later date.

## **MBA /MPhil /MS Forms**



**Form M-1**  
(Must be type written)

### **BRIEF DESCRIPTION OF THE PROPOSED TOPIC**

Name: \_\_\_\_\_ Reg. No. \_\_\_\_\_

Department/Discipline: \_\_\_\_\_ Campus: \_\_\_\_\_

Thesis Topic: \_\_\_\_\_

1. Brief Description/Abstract:

2. Do you have sufficient Literature available of the last three years to support your proposed research?

Yes ☐ No ☐

(If Yes, please provide a list of 10 references of the last three years)

3. Reason/Justification for the Selection of the Topic:

4. Objective:

5. Relevance to National Needs:

6. Advantages:

7. Area of Application:

8. Which Sustainable Development Goal (SDG) does your topic align with?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> No poverty                 | <input type="checkbox"/> Affordable and clean energy             | <input type="checkbox"/> Responsible consumption and production |
| <input type="checkbox"/> Zero hunger                | <input type="checkbox"/> Decent work and economic growth         | <input type="checkbox"/> Climate action                         |
| <input type="checkbox"/> Good health and well-being | <input type="checkbox"/> Industry, innovation and infrastructure | <input type="checkbox"/> Life below water                       |
| <input type="checkbox"/> Quality Education          | <input type="checkbox"/> Reduced inequalities                    | <input type="checkbox"/> Life on land                           |
| <input type="checkbox"/> Gender equality            | <input type="checkbox"/> Sustainable cities and economies        | <input type="checkbox"/> Peace, justice and strong institutions |
| <input type="checkbox"/> Clean water and sanitation |  | <input type="checkbox"/> Partnership for the goals              |





**Research Facilitation Unit (RFU)**  
**Faculty of Business Administration**  
**Evaluation Sheet – MBA Industrial Project – I**

| S. No. | Group Member's Name | Reg. No. |
|--------|---------------------|----------|
| 1      |                     |          |
| 2      |                     |          |
| 3      |                     |          |
| 4      |                     |          |
| 5      |                     |          |

|                 |  |                 |  |
|-----------------|--|-----------------|--|
| Examiner's Name |  | Evaluation Date |  |
| Major           |  | Plagiarism %    |  |
| Topic           |  |                 |  |

| Criteria                                       | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|--|---|---|-------|
| <b>Title</b>                                   | Title does not justify the content   | Title justifies the content   | Title justifies the content and is catching   |       |
|  | Title is too long Abstract is missing  |   |   |       |
| <b>Abstract / Executive Summary (Optional)</b> | Abstract is missing  | The abstract is present   | Abstract is present   |       |
|  | Abstract is unclear  | In general the abstract is clear  | Abstract contains a clear, concise and balanced description of all important elements.                      |       |
|  | Abstract lacks, or gives too much, irrelevant information  | The abstract contains all important elements  |   |       |
| <b>Introduction and scope of project</b>       | The introduction contains incomplete information   | The introduction contains sufficient information  | The introduction contains sufficient relevant, information to put the scope in a broader perspective        |       |
|  | The introduction contains a lot of irrelevant information  | The introduction is functional  | The introduction is catchy and inviting to continue reading   |       |
|  | The scope of the project is missing  | Most of the presented information is relevant   | The scope of the project is well defined  |       |
|  | The scope of the project is unclear  | Some repetition is present, but this is not disturbing  |   |       |
|  |  | The scope of the project is clear   |   |       |
| <b>Problem Statement</b>                       | The problem statement does not describes the need for increased understanding about the issue to be studied. | The problem statement partially describes the need for increased understanding about the issue to be studied. | The problem statement clearly describes the need for increased understanding about the issue to be studied. |       |
| <b>Significance of the study</b>               | Some description of the significance present but it is not well-written.                                     | A reasonable exposition of the significance of the research is present.                                       | A clear and well-written exposition of the significance of the research is present.                         |       |

| Criteria   | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score   | Score |
|--|---|---|--|-------|
| <b>Review of Literature/Theoretical Framework (Optional)</b> | Incomplete or disorganized.   | Partially complete and somewhat disorganized.   | Comprehensive literature review.   |       |
|  | Includes an inappropriate number of non-refereed sources.   | Includes few non-refereed sources.  | Includes current and landmark literature highly relevant to the topic.   |       |
|  | Fails to establish an appropriate theoretical framework (including motivational theories) for the research topic. | Establishes a basic theoretical framework (including motivational theories) for the research topic.           | Establishes an advanced theoretical framework (including motivational theories) for the research topic.                |       |
|  | Fails to cite appropriately.  | Demonstrates a basic understanding of appropriate citation format, but requires significant revision.         |  |       |
| <b>Methods</b>   | Incomplete and little description of methods.   | Partial description of methods which appear to be appropriate and related to purpose and research questions.  | Well written, detailed description of methods.   |       |
|  | Methods appear inappropriate or unrelated to purpose and research questions.                                      | Methods appear partially related to purpose and research questions.   | Methods are highly appropriate for this type of project and are directly linked to the purpose and research questions. |       |
|  | Research design not clearly explained and justified   | Research design partially explained and justified   | Research design well explained and justified   |       |
|  | Sampling design(target population, sample size, sampling technique) not clearly explained and justified           | Sampling design(target population, sample size, sampling technique) partially clearly explained and justified | Sampling design(target population, sample size, sampling technique) well explained and justified                       |       |
| <b>References</b>  | Insufficient number of references (<15)   | Sufficient number of references (>15)   | Sufficient number of references (>15)  |       |
|  | An insufficient number of primary literature is used  | A sufficient amount of primary literature was used  | A sufficient amount of primary literature was used   |       |
|  | Finding and selecting references was mainly done by the supervisor  | Most sources were found by the student  | All references were found by the student   |       |
|  | None, or incorrect referral to references in the text   | Most of the articles are correctly referred to in the text  | The articles are correctly referred in the text  |       |
|  | The reference list is incomplete or sloppy  | The reference list is largely complete, clear and uniform, with some minor mistakes                           | The reference list is complete, clear and uniform  |       |
| <b>Scientific quality</b>                                    | The project does not demonstrate sufficient knowledge of the field  | The project shows sufficient knowledge of the field in most parts   | The project shows a high level of knowledge and understanding of the field   |       |
|  | Results from the referred articles are not discussed correctly  | Most important results from the references are discussed correctly  | Results from the references are adequately discussed   |       |
|  | Arguments are not supported by evidence   | Some arguments are supported by evidence  | Arguments are well explained and scientifically supported  |       |
|  | It is difficult to distinguish facts from hypotheses  | Facts and hypotheses are not always easy to distinguish from each other                                       | Facts and hypotheses can easily be distinguished   |       |
|  | Information is not well integrated: the text often reads as loose pieces of information                           | Limited integration of information  | Results from different papers are integrated well into new insights  |       |

| Criteria   | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|---|---|---|-------|
| <b>Spelling and grammar</b>                            | Disturbing spelling or grammar mistakes, which complicates understanding of the text    | There are errors in spelling and/or grammar, but this does not prevent understanding the text.  | None, or very few errors in grammar or spelling   |       |
| <b>Style</b>   | Writing style is hardly scientific  | In general the writing style is scientific  | Style is concise, and scientific. It is a pleasure to read the text                                 |       |
|  | Many sentences are not structured properly, or too long or too short                    | Few sentences are badly structured, but this is not too disturbing                              | Sentences flow smoothly and are not too long or too short   |       |
|  | Little variation in vocabulary  | In general a sufficient vocabulary is used  | Rich vocabulary   |       |
|  | Important terms are not explained   | Important terms are explained   | Important terms are well explained  |       |
|  | Bad use of punctuation  | Use of punctuation is usually correct and makes the text easier to follow                       | Good use of punctuation   |       |
| <b>Length/Layout</b>                                   | The length is too short / too long  | The length is as required   | The length is as required   |       |
|  | The layout is sloppy and not appealing  | The layout is uniform and organized   | The layout is uniform and well organized  |       |
| <b>Tables &amp; Figures</b>                            | Insufficient number of tables & figures   | Sufficient number of tables & figures   | Sufficient number of tables & figures, that support the text  |       |
|  | Tables & figures are often of bad quality   | Most tables & figures are of good quality   | Tables & figures are of good quality  |       |
|  | Too many irrelevant tables & figures  | Most tables & figures are relevant  | Tables & figures are relevant and when needed adjusted or specifically designed for the thesis      |       |
|  | Tables & figure legends are missing or badly formulated                                 | Tables & figures legends are adequate to understand.  | Tables & figures legends are complete   |       |
|  | The tables & figures are not referred to in the text or the reference is wrong          | Good reference to the tables & figures in the text  | Good reference to the tables & figures in the text  |       |
|  | A clear explanation of the tables & figures in the text is missing                      | Most tables & figures are explained well in the text  | Tables & figures are explained well in the text   |       |
| <b>Structure</b>                                       | The order of paragraphs is illogical.   | The structure and order of most paragraphs is sound   | The structure and order of the paragraphs is sound  |       |
|  | Transitions between the paragraphs are lacking  | Transitions between paragraphs are mostly logical   | Smooth transitions between paragraphs   |       |
|  | The different sections are not in balance   | Most sections are well balanced   | The sections are well balanced  |       |
|  | Not all of the information is consistent with the scope                                 | Most of the information is consistent with the scope  | The information is consistent with the scope  |       |
|  | Information is frequently repeated  | Information is sometimes unnecessarily repeated   | Only if necessary, the information is repeated  |       |
|  | The line of thought is difficult to follow  | The line of thought is clear  | The line of thought is clear and well structured  |       |
| <b>Subject Knowledge - Ability to answer questions</b> | Presenter does not have grasp of information; cannot answer questions about the subject | Presenter is uncomfortable with information and/or is able to answer only rudimentary questions | Presenter demonstrates full knowledge by answering all questions with explanations and elaboration. |       |

| Criteria                          | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|-----------------------------------|--|---|---|-------|
| <b>Language</b>                   | Speaker's voice is consistently too weak or too strong.  | Speaker's voice is frequently too weak or too strong. Speaker sometimes uses inflections inappropriately.           | Speaker's voice is steady, strong and clear.  |       |
|                                   | Speakers' talking pace is too slow or too fast.  | Speaker's talking pace is often too slow or too fast.   | Speaker often uses inflections to emphasize key points and create interest. Speaker's talking pace is appropriate   |       |
| <b>Slides</b>                     | Did not complement the presentation, confused the audience, had many mistakes  | Used as a prop for the presented to read, text heavy  | Guided the audience, complemented the presentation, design is clear and professional, virtually no errors           |       |
| <b>Delivery style</b>             | Posture, gesture, eye contact, and vocal expressiveness detract from the presentation; speaker appears uncomfortable | Posture, gesture, eye contact, and vocal expressiveness make the presentation understandable; speaker appears timid | Posture, gesture, eye contact, and vocal expressiveness make the presentation compelling; speaker appears confident |       |
| <b>Professionalism</b>            | Does not meet minimum requirements for business dress.   | Meets minimum standards for business dress and appearance.  | Dressed appropriately.  |       |
|                                   | Inappropriate word choice for audience.  | Generally, the presenter treats audience professionally, acceptable word choice (no slang).                         | Appearance engenders respect and credibility.   |       |
|                                   | Inappropriately informal.  |   | Treats audience professionally.   |       |
|                                   |  |   | Speaker appears confident and has good command of the topic.  |       |
| <b>Overall Project Evaluation</b> | Demonstrates lack of knowledge in field of study, the selected topic, and research design.                           | Demonstrates basic level of knowledge in field of study, the selected topic, and research design.                   | Demonstrates a proficient level of knowledge related to field of study, the selected topic, and research design.    |       |
| <b>OVERALL SCORE</b>              |  |   |   |       |

### Overall Comments & Suggestion for Improvement:

#### Remarks:

- ☐ Approved without any changes  
(Score Range: Above 80)
- ☐ Approved with minor changes and to be checked by supervisor  
(Score Range: 61 - 80)
- ☐ Approved with major changes and to be checked by supervisor and reviewer both  
(Score Range: 40 - 60)
- ☐ Not Approved  
(Score Range: Below 40)

Signature





## Research Facilitation Unit (RFU)

### Faculty of Business Administration

### Evaluation Sheet – MBA Industrial Project – II

| S. No. | Group Member's Name | Reg. No. |
|--------|---------------------|----------|
| 1      |                     |          |
| 2      |                     |          |
| 3      |                     |          |
| 4      |                     |          |
| 5      |                     |          |

|                 |  |                 |  |
|-----------------|--|-----------------|--|
| Examiner's Name |  | Evaluation Date |  |
| Major           |  | Plagiarism %    |  |
| Topic           |  |                 |  |

| Criteria   | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|--|---|---|-------|
| Title  | Title does not justify the content   | Title justifies the content   | Title justifies the content and is catching   |       |
|  | Title is too long Abstract is missing  |   |   |       |
| Abstract / Executive Summary                           | Abstract is missing  | The abstract is present   | Abstract is present   |       |
|  | Abstract is unclear  | In general the abstract is clear  | Abstract contains a clear, concise and balanced description of all important elements.                      |       |
|  | Abstract lacks, or gives too much, irrelevant information  | The abstract contains all important elements  |   |       |
| Introduction and scope of project                      | The introduction contains incomplete information   | The introduction contains sufficient information  | The introduction contains sufficient relevant, information to put the scope in a broader perspective        |       |
|  | The introduction contains a lot of irrelevant information  | The introduction is functional  | The introduction is catchy and inviting to continue reading   |       |
|  | The scope of the project is missing  | Most of the presented information is relevant   | The scope of the project is well defined  |       |
|  | The scope of the project is unclear  | Some repetition is present, but this is not disturbing  |   |       |
|  |  | The scope of the project is clear   |   |       |
| Problem Statement                                      | The problem statement does not describes the need for increased understanding about the issue to be studied. | The problem statement partially describes the need for increased understanding about the issue to be studied. | The problem statement clearly describes the need for increased understanding about the issue to be studied. |       |
| Review of Literature/ Theoretical Framework (Optional) | Incomplete or disorganized.  | Partially complete and somewhat disorganized.   | Comprehensive literature review.  |       |
|  | Includes an inappropriate number of non-refereed sources.  | Includes few non-refereed sources.  | Includes current and landmark literature highly relevant to the topic.                                      |       |
|  | Fails to establish an appropriate theoretical framework (including   | Establishes a basic theoretical framework (including motivational   | Establishes an advanced theoretical framework (including motivational                                       |       |

| Criteria                                | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score   | Score |
|---|---|---|--|-------|
|   | motivational theories) for the research topic.  | theories) for the research topic.   | theories) for the research topic.  |       |
|   | Fails to cite appropriately.  | Demonstrates a basic understanding of appropriate citation format, but requires significant revision.         |  |       |
| <b>Methods</b>                          | Incomplete and little description of methods.   | Partial description of methods which appear to be appropriate and related to purpose and research questions.  | Well written, detailed description of methods.   |       |
|   | Methods appear inappropriate or unrelated to purpose and research questions.                            | Methods appear partially related to purpose and research questions.   | Methods are highly appropriate for this type of project and are directly linked to the purpose and research questions. |       |
|   | Research design not clearly explained and justified   | Research design partially explained and justified   | Research design well explained and justified   |       |
|   | Sampling design(target population, sample size, sampling technique) not clearly explained and justified | Sampling design(target population, sample size, sampling technique) partially clearly explained and justified | Sampling design(target population, sample size, sampling technique) well explained and justified                       |       |
| <b>Data Analysis and Interpretation</b> | Data analysis is incomplete and inappropriate.  | Data analysis appears appropriate for the research but needs significant refinement.                          | Data analysis is highly appropriate for the research and needs little or no refinement.                                |       |
| <b>Discussion/ Conclusion</b>           | The discussion is missing or too short  | The discussion ties together loose ends   | Discussion demonstrates a good overview of the subject of the project  |       |
|   | The discussion lacks depth  | The discussion has limited depth  | In depth discussion  |       |
|   | The discussion does not go back to the scope of the project   | The discussion goes back to the scope of the project  | The discussion goes back to the scope of the project   |       |
|   | No conclusions are drawn  | Conclusions are drawn in line with the presented findings   | Conclusions are drawn in line with presented findings  |       |
|   | The conclusions are not supported by the presented findings   |   |  |       |
| <b>References</b>                       | Insufficient number of references (<15)   | Sufficient number of references (>15)   | Sufficient number of references (>15)  |       |
|   | An insufficient number of primary literature is used  | A sufficient amount of primary literature was used  | A sufficient amount of primary literature was used   |       |
|   | Finding and selecting references was mainly done by the supervisor                                      | Most sources were found by the student  | All references were found by the student   |       |
|   | None, or incorrect referral to references in the text   | Most of the articles are correctly referred to in the text  | The articles are correctly referred in the text  |       |
|   | The reference list is incomplete or sloppy  | The reference list is largely complete, clear and uniform, with some minor mistakes                           | The reference list is complete, clear and uniform  |       |
| <b>Scientific quality</b>               | The project does not demonstrate sufficient knowledge of the field                                      | The project shows sufficient knowledge of the field in most parts   | The project shows a high level of knowledge and understanding of the field   |       |
|   | Results from the referred articles are not discussed correctly  | Most important results from the references are discussed correctly  | Results from the references are adequately discussed   |       |
|   | Arguments are not supported by evidence   | Some arguments are supported by evidence  | Arguments are well explained and scientifically supported  |       |

| Criteria   | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|---|---|---|-------|
|  | It is difficult to distinguish facts from hypotheses                                    | Facts and hypotheses are not always easy to distinguish from each other                         | Facts and hypotheses can easily be distinguished  |       |
|  | Information is not well integrated: the text often reads as loose pieces of information | Limited integration of information  | Results from different papers are integrated well into new insights                                 |       |
| <b>Spelling and grammar</b>                            | Disturbing spelling or grammar mistakes, which complicates understanding of the text    | There are errors in spelling and/or grammar, but this does not prevent understanding the text.  | None, or very few errors in grammar or spelling   |       |
| <b>Style</b>   | Writing style is hardly scientific  | In general the writing style is scientific  | Style is concise, and scientific. It is a pleasure to read the text                                 |       |
|  | Many sentences are not structured properly, or too long or too short                    | Few sentences are badly structured, but this is not too disturbing                              | Sentences flow smoothly and are not too long or too short   |       |
|  | Little variation in vocabulary  | In general a sufficient vocabulary is used  | Rich vocabulary   |       |
|  | Important terms are not explained   | Important terms are explained   | Important terms are well explained  |       |
|  | Bad use of punctuation  | Use of punctuation is usually correct and makes the text easier to follow                       | Good use of punctuation   |       |
| <b>Length/Layout</b>                                   | The length is too short / too long  | The length is as required   | The length is as required   |       |
|  | The layout is sloppy and not appealing  | The layout is uniform and organized   | The layout is uniform and well organized  |       |
| <b>Figures</b>   | Insufficient number of figures  | Sufficient number of figures  | Sufficient number of figures, that support the text   |       |
|  | Figures are often of bad quality  | Most figures are of good quality  | Figures are of good quality   |       |
|  | Too many irrelevant figures   | Most figures are relevant   | Figures are relevant and when needed adjusted or specifically designed for the project              |       |
|  | Figure legends are missing or badly formulated  | Figure legends are adequate to understand the figure  | Figure legends are complete   |       |
|  | The figures are not referred to in the text or the reference is wrong                   | Good reference to the figures in the text   | Good reference to the figures in the text   |       |
|  | A clear explanation of the figure in the text is missing                                | Most figures are explained well in the text   | Figures are explained well in the text  |       |
| <b>Structure</b>                                       | The order of paragraphs is illogical.   | The structure and order of most paragraphs is sound   | The structure and order of the paragraphs is sound  |       |
|  | Transitions between the paragraphs are lacking  | Transitions between paragraphs are mostly logical   | Smooth transitions between paragraphs   |       |
|  | The different sections are not in balance   | Most sections are well balanced   | The sections are well balanced  |       |
|  | Not all of the information is consistent with the scope                                 | Most of the information is consistent with the scope  | The information is consistent with the scope  |       |
|  | Information is frequently repeated  | Information is sometimes unnecessarily repeated   | Only if necessary, the information is repeated  |       |
|  | The line of thought is difficult to follow  | The line of thought is clear  | The line of thought is clear and well structured  |       |
| <b>Subject Knowledge - Ability to answer questions</b> | Presenter does not have grasp of information; cannot answer questions about the subject | Presenter is uncomfortable with information and/or is able to answer only rudimentary questions | Presenter demonstrates full knowledge by answering all questions with explanations and elaboration. |       |
| <b>Language</b>  | Speaker's voice is consistently too weak or too strong.                                 | Speaker's voice is frequently too weak or too strong.   | Speaker's voice is steady, strong and clear.  |       |



| Criteria               | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|------------------------|--|---|---|-------|
|                        | Speakers' talking pace is too slow or too fast.  | Speaker sometimes uses inflections inappropriately.<br>Speaker's talking pace is often too slow or too fast.        | Speaker often uses inflections to emphasize key points and create interest. Speaker's talking pace is appropriate   |       |
| <b>Slides</b>          | Did not complement the presentation, confused the audience, had many mistakes  | Used as a prop for the presented to read, text heavy  | Guided the audience, complemented the presentation, design is clear and professional, virtually no errors           |       |
| <b>Delivery style</b>  | Posture, gesture, eye contact, and vocal expressiveness detract from the presentation; speaker appears uncomfortable | Posture, gesture, eye contact, and vocal expressiveness make the presentation understandable; speaker appears timid | Posture, gesture, eye contact, and vocal expressiveness make the presentation compelling; speaker appears confident |       |
| <b>Professionalism</b> | Does not meet minimum requirements for business dress.   | Meets minimum standards for business dress and appearance.  | Dressed appropriately.  |       |
|                        | Inappropriate word choice for audience.  | Generally, the presenter treats audience professionally, acceptable word choice (no slang).                         | Appearance engenders respect and credibility.   |       |
|                        | Inappropriately informal.  |   | Treats audience professionally.   |       |
|                        |  |   | Speaker appears confident and has good command of the topic.  |       |
| <b>OVERALL SCORE</b>   |  |   |   |       |

**Overall Comments & Suggestion for Improvement:**

**Remarks:**

- ☐ Approved without any changes  
(Score Range: Above 80)
- ☐ Approved with minor changes and to be checked by supervisor  
(Score Range: 61 - 80)
- ☐ Approved with major changes and to be checked by supervisor and reviewer both  
(Score Range: 40 - 60)
- ☐ Not Approved  
(Score Range: Below 40)

\_\_\_\_\_  
Signature



## Research Facilitation Unit (RFU)

### Faculty of Business Administration

### Evaluation Sheet: Thesis – I /Research Project – I

|                 |  |                 |  |
|-----------------|--|-----------------|--|
| Student's Name  |  | Reg. No.        |  |
| Examiner's Name |  | Evaluation Date |  |
| Major           |  | Plagiarism %    |  |
| Topic           |  |                 |  |

| Criteria   | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|---|---|---|-------|
| Title  | Title does not justify the content  | Title justifies the content   | Title justifies the content and is catching   |       |
|  | Title is too long Abstract is missing   |   |   |       |
| Specification and limitation of the research questions | Provides very vague description of the research questions   | Provides clear specification and limitation of the research questions   | Provides an engaging specification and limitation of the research questions                                 |       |
| Introduction and scope of thesis                       | The introduction contains incomplete information  | The introduction contains sufficient information  | The introduction contains sufficient relevant, information to put the scope in a broader perspective        |       |
|  | The introduction contains a lot of irrelevant information   | The introduction is functional  | The introduction is catchy and inviting to continue reading   |       |
|  | The scope of the thesis is missing  | Most of the presented information is relevant   | The scope of the thesis is well defined   |       |
|  | The scope of the thesis is unclear  | Some repetition is present, but this is not disturbing  |   |       |
|  |   | The scope of the thesis is clear  |   |       |
| Problem Statement                                      | The problem statement does not describes the need for increased understanding about the issue to be studied.      | The problem statement partially describes the need for increased understanding about the issue to be studied. | The problem statement clearly describes the need for increased understanding about the issue to be studied. |       |
| Significance of the study                              | Some description of the significance present but it is not well-written.  | A reasonable exposition of the significance of the research is present.                                       | A clear and well-written exposition of the significance of the research is present.                         |       |
| Review of Literature/<br>Theoretical Framework         | Incomplete or disorganized.   | Partially complete and somewhat disorganized.   | Comprehensive literature review.  |       |
|  | Includes an inappropriate number of non-refereed sources.   | Includes few non-refereed sources.  | Includes current and landmark literature highly relevant to the topic.                                      |       |
|  | Fails to establish an appropriate theoretical framework (including motivational theories) for the research topic. | Establishes a basic theoretical framework (including motivational theories) for the research topic.           | Establishes an advanced theoretical framework (including motivational theories) for the research topic.     |       |
|  | Fails to cite appropriately.  | Demonstrates a basic understanding of appropriate citation format, but requires significant revision.         |   |       |

| Criteria                    | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score   | Score |
|-----------------------------|---|---|--|-------|
| <b>Methods</b>              | Incomplete and little description of methods.   | Partial description of methods which appear to be appropriate and related to purpose and research questions.  | Well written, detailed description of methods.   |       |
|                             | Methods appear inappropriate or unrelated to purpose and research questions.                            | Methods appear partially related to purpose and research questions.   | Methods are highly appropriate for this type of project and are directly linked to the purpose and research questions. |       |
|                             | Research design not clearly explained and justified   | Research design partially explained and justified   | Research design well explained and justified   |       |
|                             | Sampling design(target population, sample size, sampling technique) not clearly explained and justified | Sampling design(target population, sample size, sampling technique) partially clearly explained and justified | Sampling design(target population, sample size, sampling technique) well explained and justified                       |       |
| <b>References</b>           | Insufficient number of references (<15)   | Sufficient number of references (>15)   | Sufficient number of references (>15)  |       |
|                             | An insufficient number of primary literature is used  | A sufficient amount of primary literature was used  | A sufficient amount of primary literature was used   |       |
|                             | Finding and selecting references was mainly done by the supervisor                                      | Most sources were found by the student  | All references were found by the student   |       |
|                             | None, or incorrect referral to references in the text   | Most of the articles are correctly referred to in the text  | The articles are correctly referred in the text  |       |
|                             | The reference list is incomplete or sloppy  | The reference list is largely complete, clear and uniform, with some minor mistakes                           | The reference list is complete, clear and uniform  |       |
| <b>Scientific quality</b>   | The thesis does not demonstrate sufficient knowledge of the field                                       | The thesis shows sufficient knowledge of the field in most parts  | The thesis shows a high level of knowledge and understanding of the field  |       |
|                             | Results from the referred articles are not discussed correctly  | Most important results from the references are discussed correctly  | Results from the references are adequately discussed   |       |
|                             | Arguments are not supported by evidence   | Some arguments are supported by evidence  | Arguments are well explained and scientifically supported  |       |
|                             | It is difficult to distinguish facts from hypotheses  | Facts and hypotheses are not always easy to distinguish from each other                                       | Facts and hypotheses can easily be distinguished   |       |
|                             | Information is not well integrated: the text often reads as loose pieces of information                 | Limited integration of information  | Results from different papers are integrated well into new insights  |       |
| <b>Spelling and grammar</b> | Disturbing spelling or grammar mistakes, which complicates understanding of the text                    | There are errors in spelling and/or grammar, but this does not prevent understanding the text.                | None, or very few errors in grammar or spelling  |       |
| <b>Style</b>                | Writing style is hardly scientific  | In general the writing style is scientific  | Style is concise, and scientific. It is a pleasure to read the text  |       |
|                             | Many sentences are not structured properly, or too long or too short                                    | Few sentences are badly structured, but this is not too disturbing  | Sentences flow smoothly and are not too long or too short  |       |
|                             | Little variation in vocabulary  | In general a sufficient vocabulary is used  | Rich vocabulary  |       |
|                             | Important terms are not explained   | Important terms are explained   | Important terms are well explained   |       |
|                             | Bad use of punctuation  | Use of punctuation is usually correct and makes the text easier to follow                                     | Good use of punctuation  |       |



| Criteria   | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|--|---|---|-------|
| <b>Length/Layout</b>                                   | The length is too short / too long   | The length is as required   | The length is as required   |       |
|  | The layout is sloppy and not appealing   | The layout is uniform and organized   | The layout is uniform and well organized  |       |
| <b>Tables &amp; Figures</b>                            | Insufficient number of tables & figures  | Sufficient number of tables & figures   | Sufficient number of tables & figures, that support the text  |       |
|  | Tables & figures are often of bad quality  | Most tables & figures are of good quality   | Tables & figures are of good quality  |       |
|  | Too many irrelevant tables & figures   | Most tables & figures are relevant  | Tables & figures are relevant and when needed adjusted or specifically designed for the thesis                      |       |
|  | Tables & figure legends are missing or badly formulated  | Tables & figures legends are adequate to understand.  | Tables & figures legends are complete   |       |
|  | The tables & figures are not referred to in the text or the reference is wrong                                       | Good reference to the tables & figures in the text  | Good reference to the tables & figures in the text  |       |
|  | A clear explanation of the tables & figures in the text is missing   | Most tables & figures are explained well in the text  | Tables & figures are explained well in the text   |       |
|  |  |   |   |       |
| <b>Structure</b>                                       | The order of paragraphs is illogical.  | The structure and order of most paragraphs is sound   | The structure and order of the paragraphs is sound  |       |
|  | Transitions between the paragraphs are lacking   | Transitions between paragraphs are mostly logical   | Smooth transitions between paragraphs   |       |
|  | The different sections are not in balance  | Most sections are well balanced   | The sections are well balanced  |       |
|  | Not all of the information is consistent with the scope  | Most of the information is consistent with the scope  | The information is consistent with the scope  |       |
|  | Information is frequently repeated   | Information is sometimes unnecessarily repeated   | Only if necessary, the information is repeated  |       |
|  | The line of thought is difficult to follow   | The line of thought is clear  | The line of thought is clear and well structured  |       |
| <b>Subject Knowledge - Ability to answer questions</b> | Presenter does not have grasp of information; cannot answer questions about the subject                              | Presenter is uncomfortable with information and/or is able to answer only rudimentary questions                     | Presenter demonstrates full knowledge by answering all questions with explanations and elaboration.                 |       |
| <b>Language</b>  | Speaker's voice is consistently too weak or too strong.  | Speaker's voice is frequently too weak or too strong. Speaker sometimes uses inflections inappropriately.           | Speaker's voice is steady, strong and clear.  |       |
|  | Speakers' talking pace is too slow or too fast.  | Speaker's talking pace is often too slow or too fast.   | Speaker often uses inflections to emphasize key points and create interest. Speaker's talking pace is appropriate   |       |
| <b>Slides</b>  | Did not complement the presentation, confused the audience, had many mistakes  | Used as a prop for the presented to read, text heavy  | Guided the audience, complemented the presentation, design is clear and professional, virtually no errors           |       |
| <b>Delivery style</b>                                  | Posture, gesture, eye contact, and vocal expressiveness detract from the presentation; speaker appears uncomfortable | Posture, gesture, eye contact, and vocal expressiveness make the presentation understandable; speaker appears timid | Posture, gesture, eye contact, and vocal expressiveness make the presentation compelling; speaker appears confident |       |
| <b>Professionalism</b>                                 | Does not meet minimum requirements for business dress.   | Meets minimum standards for business dress and appearance.  | Dressed appropriately.  |       |
|  | Inappropriate word choice for audience.  | Generally, the presenter treats audience professionally, acceptable word choice (no slang).                         | Appearance engenders respect and credibility.   |       |

| Criteria                         | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score   | Score |
|----------------------------------|--|---|--|-------|
|                                  | Inappropriately informal.  |   | Treats audience professionally.  |       |
|                                  |  |   | Speaker appears confident and has good command of the topic.   |       |
| <b>Overall Thesis Evaluation</b> | Demonstrates lack of knowledge in field of study, the selected topic, and research design. | Demonstrates basic level of knowledge in field of study, the selected topic, and research design. | Demonstrates a proficient level of knowledge related to field of study, the selected topic, and research design. |       |
| <b>OVERALL SCORE</b>             |  |   |  |       |

**Overall Comments & Suggestion for Improvement:**

**Remarks:**

- ☐ Approved without any changes  
(Score Range: Above 80)
- ☐ Approved with minor changes and to be checked by supervisor  
(Score Range: 61 - 80)
- ☐ Approved with major changes and to be checked by supervisor and reviewer both  
(Score Range: 40 - 60)
- ☐ Not Approved  
(Score Range: Below 40)

\_\_\_\_\_  
Signature



## Research Facilitation Unit (RFU)

### Faculty of Business Administration

#### Evaluation Sheet: Thesis – II /Research Project – II

|                 |  |                 |  |
|-----------------|--|-----------------|--|
| Student's Name  |  | Reg. No.        |  |
| Examiner's Name |  | Evaluation Date |  |
| Major           |  | Plagiarism %    |  |
| Topic           |  |                 |  |

| Criteria  | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|---|---|---|---|-------|
| <b>Title</b>                                      | Title does not justify the content  | Title justifies the content   | Title justifies the content and is catching   |       |
|   | Title is too long Abstract is missing   |   |   |       |
| <b>Abstract</b>                                   | Abstract is missing   | The abstract is present   | Abstract is present   |       |
|   | Abstract is unclear   | In general the abstract is clear  | Abstract contains a clear, concise and balanced description of all important elements.                      |       |
|   | Abstract lacks, or gives too much, irrelevant information   | The abstract contains all important elements  |   |       |
| <b>Introduction and scope of thesis</b>           | The introduction contains incomplete information  | The introduction contains sufficient information  | The introduction contains sufficient relevant, information to put the scope in a broader perspective        |       |
|   | The introduction contains a lot of irrelevant information   | The introduction is functional  | The introduction is catchy and inviting to continue reading   |       |
|   | The scope of the thesis is missing  | Most of the presented information is relevant   | The scope of the thesis is well defined   |       |
|   | The scope of the thesis is unclear  | Some repetition is present, but this is not disturbing  |   |       |
|   |   | The scope of the thesis is clear  |   |       |
| <b>Problem Statement</b>                          | The problem statement does not describes the need for increased understanding about the issue to be studied.      | The problem statement partially describes the need for increased understanding about the issue to be studied. | The problem statement clearly describes the need for increased understanding about the issue to be studied. |       |
| <b>Review of Literature/Theoretical Framework</b> | Incomplete or disorganized.   | Partially complete and somewhat disorganized.   | Comprehensive literature review.  |       |
|   | Includes an inappropriate number of non-refereed sources.   | Includes few non-refereed sources.  | Includes current and landmark literature highly relevant to the topic.                                      |       |
|   | Fails to establish an appropriate theoretical framework (including motivational theories) for the research topic. | Establishes a basic theoretical framework (including motivational theories) for the research topic.           | Establishes an advanced theoretical framework (including motivational theories) for the research topic.     |       |
|   | Fails to cite appropriately.  | Demonstrates a basic understanding of appropriate citation format, but requires significant revision.         |   |       |

| Criteria                                | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score   | Score |
|---|---|---|--|-------|
| <b>Methods</b>                          | Incomplete and little description of methods.   | Partial description of methods which appear to be appropriate and related to purpose and research questions.  | Well written, detailed description of methods.   |       |
|   | Methods appear inappropriate or unrelated to purpose and research questions.                            | Methods appear partially related to purpose and research questions.   | Methods are highly appropriate for this type of project and are directly linked to the purpose and research questions. |       |
|   | Research design not clearly explained and justified   | Research design partially explained and justified   | Research design well explained and justified   |       |
|   | Sampling design(target population, sample size, sampling technique) not clearly explained and justified | Sampling design(target population, sample size, sampling technique) partially clearly explained and justified | Sampling design(target population, sample size, sampling technique) well explained and justified                       |       |
| <b>Data Analysis and Interpretation</b> | Data analysis is incomplete and inappropriate.  | Data analysis appears appropriate for the research but needs significant refinement.                          | Data analysis is highly appropriate for the research and needs little or no refinement.                                |       |
| <b>Discussion/ Conclusion</b>           | The discussion is missing or too short  | The discussion ties together loose ends   | Discussion demonstrates a good overview of the subject of the thesis   |       |
|   | The discussion lacks depth  | The discussion has limited depth  | In depth discussion  |       |
|   | The discussion does not go back to the scope of the thesis  | The discussion goes back to the scope of the thesis   | The discussion goes back to the scope of the thesis  |       |
|   | No conclusions are drawn  | Conclusions are drawn in line with the presented findings   | Conclusions are drawn in line with presented findings  |       |
|   | The conclusions are not supported by the presented findings   |   |  |       |
| <b>References</b>                       | Insufficient number of references (<15)   | Sufficient number of references (>15)   | Sufficient number of references (>15)  |       |
|   | An insufficient number of primary literature is used  | A sufficient amount of primary literature was used  | A sufficient amount of primary literature was used   |       |
|   | Finding and selecting references was mainly done by the supervisor                                      | Most sources were found by the student  | All references were found by the student   |       |
|   | None, or incorrect referral to references in the text   | Most of the articles are correctly referred to in the text  | The articles are correctly referred in the text  |       |
|   | The reference list is incomplete or sloppy  | The reference list is largely complete, clear and uniform, with some minor mistakes                           | The reference list is complete, clear and uniform  |       |
| <b>Scientific quality</b>               | The thesis does not demonstrate sufficient knowledge of the field                                       | The thesis shows sufficient knowledge of the field in most parts  | The thesis shows a high level of knowledge and understanding of the field  |       |
|   | Results from the referred articles are not discussed correctly  | Most important results from the references are discussed correctly  | Results from the references are adequately discussed   |       |
|   | Arguments are not supported by evidence   | Some arguments are supported by evidence  | Arguments are well explained and scientifically supported  |       |
|   | It is difficult to distinguish facts from hypotheses  | Facts and hypotheses are not always easy to distinguish from each other                                       | Facts and hypotheses can easily be distinguished   |       |
|   | Information is not well integrated: the text often reads as loose pieces of information                 | Limited integration of information  | Results from different papers are integrated well into new insights  |       |



| Criteria   | Insufficient (0-1) Score  | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|--|---|---|---|-------|
| <b>Spelling and grammar</b>                            | Disturbing spelling or grammar mistakes, which complicates understanding of the text    | There are errors in spelling and/or grammar, but this does not prevent understanding the text.            | None, or very few errors in grammar or spelling   |       |
| <b>Style</b>   | Writing style is hardly scientific  | In general the writing style is scientific  | Style is concise, and scientific. It is a pleasure to read the text                                 |       |
|  | Many sentences are not structured properly, or too long or too short                    | Few sentences are badly structured, but this is not too disturbing  | Sentences flow smoothly and are not too long or too short   |       |
|  | Little variation in vocabulary  | In general a sufficient vocabulary is used  | Rich vocabulary   |       |
|  | Important terms are not explained   | Important terms are explained   | Important terms are well explained  |       |
|  | Bad use of punctuation  | Use of punctuation is usually correct and makes the text easier to follow                                 | Good use of punctuation   |       |
| <b>Length/Layout</b>                                   | The length is too short / too long  | The length is as required   | The length is as required   |       |
|  | The layout is sloppy and not appealing  | The layout is uniform and organized   | The layout is uniform and well organized  |       |
| <b>Figures</b>   | Insufficient number of figures  | Sufficient number of figures  | Sufficient number of figures, that support the text   |       |
|  | Figures are often of bad quality  | Most figures are of good quality  | Figures are of good quality   |       |
|  | Too many irrelevant figures   | Most figures are relevant   | Figures are relevant and when needed adjusted or specifically designed for the thesis               |       |
|  | Figure legends are missing or badly formulated  | Figure legends are adequate to understand the figure  | Figure legends are complete   |       |
|  | The figures are not referred to in the text or the reference is wrong                   | Good reference to the figures in the text   | Good reference to the figures in the text   |       |
|  | A clear explanation of the figure in the text is missing                                | Most figures are explained well in the text   | Figures are explained well in the text  |       |
| <b>Structure</b>                                       | The order of paragraphs is illogical.   | The structure and order of most paragraphs is sound   | The structure and order of the paragraphs is sound  |       |
|  | Transitions between the paragraphs are lacking  | Transitions between paragraphs are mostly logical   | Smooth transitions between paragraphs   |       |
|  | The different sections are not in balance   | Most sections are well balanced   | The sections are well balanced  |       |
|  | Not all of the information is consistent with the scope                                 | Most of the information is consistent with the scope  | The information is consistent with the scope  |       |
|  | Information is frequently repeated  | Information is sometimes unnecessarily repeated   | Only if necessary, the information is repeated  |       |
|  | The line of thought is difficult to follow  | The line of thought is clear  | The line of thought is clear and well structured  |       |
| <b>Subject Knowledge - Ability to answer questions</b> | Presenter does not have grasp of information; cannot answer questions about the subject | Presenter is uncomfortable with information and/or is able to answer only rudimentary questions           | Presenter demonstrates full knowledge by answering all questions with explanations and elaboration. |       |
| <b>Language</b>  | Speaker's voice is consistently too weak or too strong.                                 | Speaker's voice is frequently too weak or too strong. Speaker sometimes uses inflections inappropriately. | Speaker's voice is steady, strong and clear.  |       |

| Criteria               | Insufficient (0-1) Score   | Sufficient (2-3) Score  | Good (4-5) Score  | Score |
|------------------------|--|---|---|-------|
|                        | Speakers' talking pace is too slow or too fast.  | Speaker's talking pace is often too slow or too fast.   | Speaker often uses inflections to emphasize key points and create interest. Speaker's talking pace is appropriate   |       |
| <b>Slides</b>          | Did not complement the presentation, confused the audience, had many mistakes  | Used as a prop for the presented to read, text heavy  | Guided the audience, complemented the presentation, design is clear and professional, virtually no errors           |       |
| <b>Delivery style</b>  | Posture, gesture, eye contact, and vocal expressiveness detract from the presentation; speaker appears uncomfortable | Posture, gesture, eye contact, and vocal expressiveness make the presentation understandable; speaker appears timid | Posture, gesture, eye contact, and vocal expressiveness make the presentation compelling; speaker appears confident |       |
| <b>Professionalism</b> | Does not meet minimum requirements for business dress.   | Meets minimum standards for business dress and appearance.  | Dressed appropriately.  |       |
|                        | Inappropriate word choice for audience.  | Generally, the presenter treats audience professionally, acceptable word choice (no slang).                         | Appearance engenders respect and credibility.   |       |
|                        | Inappropriately informal.  |   | Treats audience professionally.   |       |
|                        |  |   | Speaker appears confident and has good command of the topic.  |       |
| <b>OVERALL SCORE</b>   |  |   |   |       |

**Overall Comments & Suggestion for Improvement:**

**Remarks:**

- ☐ Approved without any changes  
(Score Range: Above 80)
- ☐ Approved with minor changes and to be checked by supervisor  
(Score Range: 61 - 80)
- ☐ Approved with major changes and to be checked by supervisor and reviewer both  
(Score Range: 40 - 60)
- ☐ Not Approved  
(Score Range: Below 40)

\_\_\_\_\_  
Signature