

**BAHRIA BUSINESS SCHOOL
KARACHI**

RESEARCH POLICY AND STRATEGY

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1. PURPOSE

The purpose of this policy is to be the guiding principle for the Bahria Business School Research Centre. The document presents a policy framework for the management, support and development of research at Business School , further, it will provide a strategy on how to achieve the research goals. The objectives of research policy are as follows:

- Promotion of research at Bahria Business School
- Creation of an attractive environment for quality of research conducting to produce action based high quality innovative research.
- Development of structures and systems for sustainable research activities at BBS
- Make sure the availability of excellent physical infrastructure (library, equipped research labs, trainings, workstations, research idea competitions)
- Establishing strong bridge between BBS and industrial partners to promote action based research.
- To manage the development, maintenance, and review of the research database.
- To maintain close liaison with ORIC in pursuits of research objectives.
- Publish research papers annually in impact factor, ISI Indexed, peer reviewed international journal and HEC recognized national academic journals.
- Hold national or international conferences, strategic and policy forums, symposiums, colloquiums, webinars and seminars.
- Faculty and students' participation in national and international conferences.
- Seek potential research funding from donors.

1.1 Key Performance Indicators

- a) Number of publications by faculty and students.
- b) Number of national and international conference attended by the faculty and students.
- c) Number of national and international conference organized by BBS

- d) Amount secured for research grants.
- e) Number of incubatees incubated annually.
- f) Number of MOUs signed with industry partners (national international) for research related activities.
- g) Number of MOUs signed with external partners (national international) for research related activities.
- i) Number of faculty citations.
- j) Number of research seminars and workshop held annually.

In view of the strategic plan of Bahria University, the major objectives to achieve research excellence are as follows:

- Objective 2.1: Attract, develop and retain high quality research faculty
- Objective 2.2: Enhance research output of the University
- Objective 2.3: Enhance applied research capacity & output of the university
- Objective 2.4: Enhance Systems Engineering & Technology Development Capacity of BU
- Objective 2.5: Develop research links with academic/research institutes
- Objective 2.6: Encourage entrepreneurial culture across all Departments
- Objective 2.7: Provide faculty with opportunities to present research at National & International Forums
- Objective 2.8: Grow and diversify external research funding
- Objective 2.9: Implementation of research support system for policy making, coordinating and overseeing all research activities

2. SCOPE

This policy is applicable to:

2.1. Permanent Faculty Members

2.2. Students; especially postgraduate students

3. RESPONSIBILITY

The responsibility for the implementation of the research policy resides with: Dean, Principal and HoDs. It will be exercised through the Head of Research Centers, which functions in accordance with the Principal and HoDs.

4. INTRODUCTION

Strategic Plan of Bahria University commits to producing distinguished research, and to promote internationally competitive research as a core strategic goal. To align the national imperative with postgraduate studies in order to increase the production of traditional research outputs (as defined by research articles, books, book chapters, & conference proceedings). Strategic plan also aims to build a pool of researchers that can contribute to knowledge production and generation in our society.

To equip our post graduate students so that they can compete in a globally competitive environment, this commitment to research is aligned with the national imperative to encourage more postgraduate studies. Furthermore, to increase the traditional research outputs (as defined by research articles, books, book chapters, and conference proceedings) and to expand the pool of researchers that can contribute to knowledge generation in our society.

This policy outlines the guiding principles regarding the management, support and development of research to all those involved in research at Bahria University

5. PRINCIPLES OF RESEARCH POLICY

The Dean, Principals, and HoDs are responsible for the provision of research support and the exercise of institutional-level responsibilities and functions in accordance with relevant university policies, regulations and strategic goals:

- 5.1. Support is provided both for sustaining and promoting the research activities of established researchers, as well as for the development of new researchers.
- 5.2. Material and in-kind support for postgraduate (masters and doctoral) students and postdoctoral fellows is imperative for creating an enabling research environment.
- 5.3. Requests for support of research projects or activities are judged as per the BU policy and on the merits of the proposal, the merits of the applicant, the need for research capacity development, and the need to sustain existing research activities or capacity.

6. RESEARCH STRATEGY

The research strategy identifies the strategic research goals and the resources and actions required to achieve the stated goals. The strategic goals for research stated below and the activities designed to achieve those goals, serve to give effect to the Research Mission statement and the concomitant core value.

7. STRATEGIC RESEARCH GOALS

- 7.1. Create an enabling environment for research
- 7.2. Enhance the institutional research profile.
- 7.3. Increase, manage and organize the external and internal funding for research.
- 7.4. Support and promote fundamental scholarship.
- 7.5. Support national, regional and industry-specific research and development policies and strategies.
- 7.6. Maximize the impact and international recognition of BU research.
- 7.7. Establish Research Special Interest Groups (SIGs) to capture research needs of industry and mapping of action-based research.

- 7.8.** Development of BBS Research Center of Excellence
- 7.9.** Establish Special Interest Groups (SIGs)
- 7.10.** Industrial Acceptance of Research through Policy and Working Research Papers
- 7.11.** Conduct Diagnostic Industrial Research Surveys with Industrial Clusters.

8. ACTIONS REQUIRED TO ACHIEVE THE STRATEGIC GOALS

8.1.OBJECTIVE 2.1: ATTRACT, DEVELOP AND RETAIN HIGH QUALITY RESEARCH FACULTY

- 8.1.1.** Apart from the efforts done by HR department; qualified faculty members can also be recruited through effective methods such as networking, community partnerships & research collaborations.
- 8.1.2.** Providing career development opportunities, orientations and workshops to help better prepare faculty for the classroom.
- 8.1.3.** Retaining qualified faculty by providing environment & experience with the benefits such as transparency in promotion and reward distribution is already ensured by HR Department. Moreover, providing necessary resources needed to the faculty so that they can perform their job in the most efficient and effective manner.

8.2.OBJECTIVE 2.2: ENHANCE RESEARCH OUTPUT OF THE UNIVERSITY

8.2.1. Create an Enabling Environment for Research

- 8.2.1.1.** Research Centers to provide and coordinate efficient institutional support systems to researchers to develop and maintain research quality;
- 8.2.1.2.** Assess, assure and promote research quality by providing required databases and research software

- 8.2.1.3. Adopt efficient research management systems;
- 8.2.1.4. Implement peer review processes;
- 8.2.1.5. Recognize, encourage and reward research and innovation excellence by incentives as per the BU research reward policies
- 8.2.1.6. Reorganize research structures and establish new centers and research niche areas;
- 8.2.1.7. Establish research collaborations and partnerships with national and international universities and research institutions;
- 8.2.1.8. Establish a research center to facilitate, support and coordinate postgraduate students' activities;
- 8.2.1.9. Establish and implement career development pathways for researchers;
- 8.2.1.10. Run adequately-resourced research capacity development initiatives for novice researchers at faculty & student level;
- 8.2.1.11. Attract, retain and provide maximum support for postgraduate students and postdoctoral researchers
- 8.2.1.12. Promote international exchange of researchers at all levels; and
- 8.2.1.13. Provide information Service through library and statistical consultation through Research center
- 8.2.1.14. Train the faculty in RIC domains. At least 1 training a month must be conducted by the Research Centers in the department. Trainings may be conducted by faculty, PhD scholars or external experts (in case the required training expert is not available in the university)
- 8.2.1.15. Apart from the lecturing duties, faculty members are required to engage in research actively. Maximum research faculty should be involved in the research activities.
- 8.2.1.16. Research and lecturing responsibilities complement each other. A lecturer's knowledge and skill in his/her subject is stimulated and extended through research.

- 8.2.1.17. This research is determined by needs that will lead to enhanced quality concerning the training of a high-level workforce and applying knowledge to the benefit of the community.
- 8.2.1.18. Individuals or groups of individuals may undertake the Research projects. Well-coordinated projects by specialized researchers in multi-disciplinary teams must generate optimal results in selected areas of expertise. Integration with research networks should be promoted by Research Centers.
- 8.2.1.19. Faculty members are expected to meet approved national and international standards as determined by the publication of accredited outputs, patents, and peer evaluation.
- 8.2.1.20. National and International contact should be actively encouraged, especially regular contact with experts researching the same field. Collaborative and cross-national research with international experts within a field should be heartened.
- 8.2.1.21. Academic departments and the concerned supervisor should encourage the students to complete the thesis at a given time which should be submitted in HEC recognized Journal with the proper format. Supervisor will be responsible to identify the research journal and guide his/her student to submit the paper in the required format along with the blue copy to the thesis coordinator.

8.3. OBJECTIVE 2.3: ENHANCE APPLIED RESEARCH CAPACITY & OUTPUT OF THE UNIVERSITY

8.3.1. Enhance the institutional research profile

- 8.3.1.1. develop a rational model for the adequate provision of internal university resources for research;
- 8.3.1.2. provide faculties with financial, infrastructural and human resources
- 8.3.1.3. to develop and maintain institutional research capacity;

- 8.3.1.4. create financial incentives for researchers to engage in high quality research,
- 8.3.1.5. internationally competitive sustained research activity and, especially, subsidized output;
- 8.3.1.6. create support for research mentorship structures for emerging and young researchers as per BU policy;
- 8.3.1.7. identify, encourage and provide incentives for undergraduate
- 8.3.1.8. students to pursue fulltime postgraduate research;
- 8.3.1.9. establishing a faculty-to-student ratio conducive to research productivity;
- 8.3.1.10. increase the number of research students and postdoctoral fellows;
- 8.3.1.11. enhance the postgraduate student profile and the research output of the university;
- 8.3.1.12. encourage dormant researchers to start publishing;
- 8.3.1.13. include research output indicators in performance appraisals for Deans, Principals and Heads of Departments in order to;
- 8.3.1.14. provide institutional support to researchers to achieve and improve the research output; and
- 8.3.1.15. Appoint Research Professors, establish Research groups, Research Centers and Centers of Excellence.

8.4.OBJECTIVE 2.4: ENHANCE SYSTEMS ENGINEERING & TECHNOLOGY DEVELOPMENT CAPACITY OF BU

- 8.4.1.** To develop the common interest and draw a road map with the engineering department.
- 8.4.2.** Faculty should conduct Interdisciplinary research with the faculty of Engineering School

8.5.OBJECTIVE 2.5: DEVELOP RESEARCH LINKS WITH ACADEMIC/RESEARCH INSTITUTES

8.5.1. Exposure of faculty and researchers to international academia by establishing linkages with foreign universities through International office

8.6.OBJECTIVE 2.6: ENCOURAGE ENTREPRENEURIAL CULTURE ACROSS ALL DEPARTMENTS

8.6.1. Research Innovation Drives

8.6.2. To figure out the pace of change today, one has to realize the fact that key driver accelerating the change is advancement in technology and rapid transformation of demands of economy. This driving force led the business researchers to engage with contemporary areas of research which are well compliant with new age of research. Why is business research innovation so important and how today's business schools can optimally nurture it to create entrepreneurial mindset? Let's take a closer look at the innovation imperative, along with how business school comes to put innovation at the center of its research curriculum;

8.6.3. Looking into crowded field of startups and to strengthening the strategic success of ORIC, BBS research innovation drives is way forward to develop outside-the-box strategies and encourage creative research environment.

8.6.4. The new age of business research warrants the need to align the research curriculum with needs of industry and socio-economic roadmap of economy.

8.6.5. The creation of business research environment which fosters action based research.

8.6.6. Incentives under ORIC for indigenous research projects and case studies
The replacement of traditional research approach with contemporary research models.

- 8.6.7.** Development of information models and promotion of research framework aligned with needs of industry.
- 8.6.8.** We encourage our team to explore their passions both in and out of our institution and develop Entrepreneurial Culture in collaboration with BIC.
- 8.6.9.** Facilitate students for startups in Entrepreneurship courses

8.7.OBJECTIVE 2.7: PROVIDE FACULTY WITH OPPORTUNITIES TO PRESENT RESEARCH AT NATIONAL & INTERNATIONAL FORUMS

8.7.1. As per BU Policy(Policy Number)

8.8.OBJECTIVE 2.8: GROW AND DIVERSIFY EXTERNAL RESEARCH FUNDING

8.8.1. Increase external funding for research

- 8.8.1.1. Engage in dedicated and sustained activity to identify and source all external research funding opportunities, both national and international;
- 8.8.1.2. Establish and expand appropriate strategic research partnerships and collaborative networks, both nationally and internationally;
- 8.8.1.3. Utilize internal research funds as a strategy to attract external research grants
- 8.8.1.4. Utilize internal research funds only for research activities that cannot be funded – or cannot be adequately funded – by external funds, and for strategic research interventions;
- 8.8.1.5. Prioritize some internal funds for emerging researchers by, e.g. individualized research funds, annual awards for research excellence and talent management.

**8.9.OBJECTIVE 2.9: IMPLEMENTATION OF RESEARCH SUPPORT SYSTEM
FOR POLICY MAKING, COORDINATING AND OVERSEEING ALL
RESEARCH ACTIVITIES.**

**8.9.1. Support national, regional and industry-specific research and
development policies and strategies**

- 8.9.1.1. participate in appropriate national and international organizations that promote research and innovation;
- 8.9.1.2. identify and develop institutional research strengths that complement national research strategies and priorities;
- 8.9.1.3. enhance the national and social responsiveness of research conducted at the BU;
- 8.9.1.4. identify and develop opportunities for relevant and applied research and knowledge production;
- 8.9.1.5. establish and expand appropriate strategic research partnerships and collaborative networks.

8.9.2. Maximize the impact and international recognition of BU research

- 8.9.2.1. encourage enhanced participation by researchers in national and international funding agencies;
- 8.9.2.2. encourage enhanced participation by researchers in national research initiatives;
- 8.9.2.3. encourage researchers to become part of international peer review groups or journals;
- 8.9.2.4. publicize research achievements and research initiatives widely (OR actively disseminate research results and achievements nationally and internationally);
- 8.9.2.5. promote the international exchange of researchers at all levels;

8.9.2.6. establish and expand appropriate strategic research partnerships and collaborative networks;

8.9.2.7. Increase the number of HEC-recognized/IF publications.

9. RESEARCH QUALITY CARE

- i. Research quality care includes the maintenance and promotion of the highest internationally recognized standards of scientific and research practice, of adherence to the highest ethical standards in research and postgraduate study supervision.
- ii. Research quality care is the responsibility of the Dean of the faculty.

10. Evaluation and Monitoring of Performance

Head of Research Center in the business school is responsible for

- the evaluation of the departmental research performance.
- the annual alignment, outcomes and evaluation of Research Groups of the BU will brief the Principal and HoD on the research performance
- Alignment with external Research funding sources available, opportunities for development and the impact of its Research.
- Relevant Dean, Principal and HoD will monitor the performance of schools and Research centers in accord with the evaluation of the University's Strategic goals.
- The semiannual presentation of the overall output to their Head of School/Director who will evaluate their Research performance.
- The submission of the monthly progress to Principal and HoD
- The provision of accurate details of their Research outputs as required by the Head of School. This shall be done annually. The information will be given to the ORIC Office BUHO.
- The Research Office will publish an annual list of faculty and student publications in the categories outlined.

11. Research Ethics

A creative and scholarly work requires a high standard of ethics to ensure the integrity of the research work and its meaningful contribution to the existing body of knowledge and the society. The research ethics are applicable to all personnel of the BBS involved in the research both within the BBS and related to external funding. The scope of this code entails all research related information in the form of Bahria Business School Research Policy, survey, interview, data collection, processing, and disseminating, and the reporting of the research findings. Following are the salient aspects:

a. Integrity: This entails compliance to the relevant regulations and policy matters as well as ethical standards relating to the research. Researchers must declare potential conflict of interest and should endeavor to resolve these. Researchers are expected to act with sincerity and must fulfill all promises relating to the mutual agreement.

b. Academic Honesty: This calls for honesty in the entire process of research including methods and procedures of collection of data, undertaking statistical test, reporting of results, and status of publication. There is need for avoiding falsification, fabrication, and misrepresentation of data and results. The research must be honest in their relationship with others associated with the research. The tendencies of concealing facts, and deceiving peer, funding agencies, and other stakeholders, are not warranted. The contribution of others must be acknowledged.

c. Accountability: Researchers are accountable to all stakeholders with regard to their research work. The governance and transparency of research calls for total compliance to the rules and regulations, prevalent policies and terms and conditions about academic research and the funded research.

- d. Confidentiality: Protection of information and its confidentiality is essential. The researchers must keep all communication, verbal or written, as confidential.
- e. Protection of Human Subject. The conduct of research on human subject has critical dimensions that the researchers need to take into account. The policy of maximizing the benefits and minimizing the risk must be the top priority. The respect and dignity of people, their autonomy and privacy must be kept in view. Research related to niche segments needs careful and deliberate approach in handling these groups. The results of the research must be shared fairly with the stakeholders.
- f. Honoring Intellectual Property Rights: The intellectual property rights of others must be respected and acknowledged. The use of others' works without permission is not warranted. The tendency of plagiarism should be avoided. The acknowledgement of others' works must be endorsed in your research.
- g. Social Responsibility: Efforts need to be made to undertake research that fosters societal good and prevent negative effects on the society. This applies to the research work, advocacy, and for the education of public education.

Sources of Funding

- (a) Internal Sources of Funding
- (b) External Sources;
 - i. Higher Education Commission, Pakistan
 - ii. ICT (R&D)
 - iii. Pakistan Science Foundation
 - iv. Planning Commission of Pakistan
 - v. Donor Agencies
 - vi. Corporate Sector
 - vii. Venture Capital Models

The END