

# Revised Self-Study Report (SSR) 2023



Submitted to:

Quality Assurance and Accreditation Council University  
Grants Commission  
Sanothimi, Bhaktapur, Nepal

Submitted by:

Mid-West University School of Management (MUSOM)  
Surkhet, Karnali Province, Nepal



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**Date:**

To,

The Chairman

Higher Education QAA Council

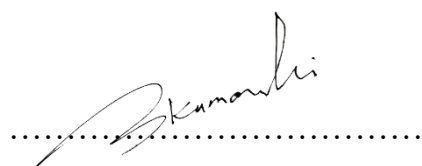
UGC, Sanothimi, Bhaktapur, Nepal

**Sub: Submission of the Improved and Updated SSR**

Respected Sir,

It is our pleasure to inform you that the Mid-West University School of Management (MUSOM) has revised the SSR which was prepared and submitted to UGC in 2021. This revised SSR incorporates and assimilates criterion-wise feedback and comments given by the Preparatory visit as well as PRT visit.

We have assimilated the updated data relating to the MUSOM with outmost care. The overall recommendations made by UGC Preparatory visit and PRT visit for rearranging the report, data uniformity, rewriting the preamble and summary of the SSR, formatting, and missing documents are taken into consideration when preparing this SSR for final submission.



Dr. Sushil Kumar Shahi

Director

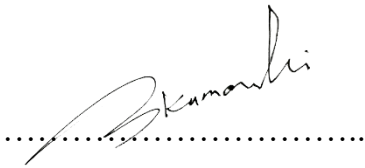
Mid-West University School of Management (MUSOM)

Birendranagar, Surkhet

## **Declaration**

I hereby declare that the data presented in this Self-Study Report (SSR) is genuine to the best of my knowledge. No part of this SSR has been copied and derived from any other sources. This SSR has been prepared by the institute through the informed activities such as stakeholder's consultancy, group discussion, seminar, workshop, feedback from faculty members, and students. SAT has updated it incorporating feedback and suggestions given by Preparatory visit and PRT visit of the UGC.

I believe that the will validate the information provided in this SSR during the Preparatory Visit as the part of QAA assessment.

A handwritten signature in black ink, appearing to read 'S. Kumar Shahi', is written over a horizontal dotted line.

Dr. Sushil Kumar Shahi

Director

Mid-West University School of Management (MUSOM)

Birendranagar, Surkhet

## **Self-Assessment Team (SAT)**

The SSR has been prepared by the following members of Self-Assessment Team (SAT) for the purpose of assessment for accreditation of the Autonomous Institution.

### **Coordinator**

Mr. Mukund Sharma

### **Members**

Mr. VeetihotraVasishtha

Mr. Chettramani Timilsena

Mr. Irsad Iraki

Mr. Dillu Prasad Dhungana

## **Acknowledgements**

We would like to express our special thanks to SAT members for preparing SSR as a part of QAA initiative and hard work during the preparation of this SSR for MUSOM quality assurance and accreditation.

We would like to thank Prof. Dr. Basudev Kafle whose insightful feedback during his visit to MUSOM as a part of Mid-Western University Quality Assurance Division encouraged SAT members to correct and bring this SSR to a higher level. Special thanks goes to Associate Prof. Dr. Liladhar Tiwari, director of Mid-West University Quality Assurance Division for constructive collaboration.

We would humbly acknowledge the Vice Chancellor Prof. Dr. Nanda Bahadur Singh, Registrar Prof. Dr. Narayan Prasad Paudel, all officials, and stakeholders of the university for their constructive support.

Our special thanks goes to the Members of MUSOM SAT Team Mr. Mukunda Sharma, Mr. Veetihotra Vasistha, Mr. Dillu Prasad Dungana, Mr. Chetramani Timilsena and Mr. Irsad Ahmad Iraki who have worked hard and made effective efforts in preparing the MUSOM Self-Study Report (SSR). Their dedication has made this SSR come in this form.

In addition, we would like to thank Preparatory Visit Team members for their wise feedback and insight providing stimulating direction to the ongoing SSR.

We express warm appreciation to all department heads, section heads, faculty members, administration, account section, IT section, library and experts for their sincere suggestion and support.

We would like thank UGC officials, Chairman, Member Secretary, Dr. Rishi Pandey, director of QAA division, Mr. Gopal Acharya and Nabina Chaulagai associated with UGC QAA work for their continuous suggestions and inspirations on starting QAA project and encouraging to bring SSR up to this level at MUSOM.

SAT, MUSOM

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## **List of Abbreviations/Acronyms**

BBA:	Bachelor of Business Administration
CCA:	Co-Curricular Activities
CCTV:	Close-Circuit Television
CGPA:	Cumulative Grade Point Average
CTEVT:	Council for Technical Education and Vocational Training
DRIE:	Department of Research, Innovation and Entrepreneurship
DGP:	Department of Graduate Program
DUP:	Department of Undergraduate program
ECA:	Extra-Curricular Activities
EDPs:	Executive Development Programs
EMIS:	Electronic Management Information System
FY:	Fiscal Year
GOs:	Government Organizations
GRP:	Graduate Research Project
HEQAAC:	Higher Education Quality Assurance and Accreditation Council
HSEB:	Higher Secondary Education Board
IBC:	International Business Conference
ICTs:	Information Communication Technologies
IIM:	Indian Institute of Management
IQAC:	Internal Quality Assurance Committee
KSA:	Knowledge Skill and Attitude
LCD:	Liquid Crystal Display
MBA:	Master of Business Administration

MoU:	Memorandum of Understanding
MPhil:	Master of Philosophy
MUSOM:	Mid-Western University, School of Management
MU:	Mid-Western University
NGOs:	Non-Government Organizations
NRs:	Nepalese Rupees
PCL:	Proficiency Certificate Level
PG:	Post-Graduate
PhD:	Doctor of Philosophy
QAA:	Quality Assurance and Accreditation
QAC:	Quality Assurance Committee
QAD:	Quality Assurance Division
QC:	Quality Circle
RMC:	Research Management Cell
SAARC:	South Asian Association for Regional Cooperation
SAT:	Self-Assessment Team
SSR:	Self-Study Report
SWC:	Students' Welfare Council/Social Welfare Council
SWOT:	Strengths, Weaknesses, Opportunities and Threats
UG:	Undergraduate
UGC:	University Grants Commission
UGRP:	Undergraduate Research Project
VCS:	Video Conferencing System

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## PART ONE

### DATA COLLECTION FORMAT FOR INSTITUTIONAL SELF-STUDY REPORT

#### Data Collection Format

This part of the Self-Study Report (SSR) has been organized in two sections comprising of institutional profile in the first section presenting the institutional data as per the requirements of institutional profile indicators 1 through 29 [presented in the first volume of the report], and generation of defined eight benchmark-wise inputs on indicators 1 through 120 [presented in volumes 2 through 9] as per the defined structural reporting framework.

#### SECTION A: INFORMATION FOR INSTITUTIONAL PROFILE

##### 1. Institutional Information

Name of the Institution	Mid-West University School of Management (MUSOM)
Province	Karnali Province
District	Surkhet
Metropolitan City/Sub-Metropolitan City/Municipality/Rural Municipality	Municipality: Birendranagar
Ward No.	8
Street (Tole)	Katkuwa
Post Box No.	0

## 2. Information for Communication

### a. Office

Name of the Officials	Telephone with Extension No.	Fax NO.	E-mail: info@musom.edu.np
Executive Head of the Institution: Dr. Sushil Kumar Shahi	+97783525352	+97783525352	<a href="mailto:Sushilshahi@musom.edu.np">Sushilshahi@musom.edu.np</a> <a href="mailto:sahidrsushil@gmail.com">sahidrsushil@gmail.com</a>
Executive Assistant: Amrit Shahi	+9783525352		ca@shahiamrit365.com.np
MUSOM Governing Council Chairperson: Prof. Dr. Bijay KC	+979841229730		<a href="mailto:bijaykc@kusom.edu.np">bijaykc@kusom.edu.np</a>

### b. Residence

Name of the Officials	Telephone with Extension No.	Fax No.	Email: info@musom.edu.np
<i>Executive Head:</i> Dr. Sushil Kumar Shahi	Mob: 9858052239	+97783525352	<a href="mailto:sahidrsushil@gmail.com">sahidrsushil@gmail.com</a>
Executive Assistant:	+9779847854176		<a href="mailto:amritshahi@sajinfosystem.cf">amritshahi@sajinfosystem.cf</a>

Amrit Shahi			
MUSOM Governing Council Chairperson: Prof. Dr. Bijay KC	+9779851013663		<a href="mailto:bijaykc@kusom.edu.np">bijaykc@kusom.edu.np</a>

### 3. Type of Institution

- Constituent
- Affiliated
- Degree Awarding Autonomous Institution

### Documentary Evidences

[Volume 1; Annex 3.a: Copy of MOU with Mid-West University.](#)

[Volume 1; Annex 3.b. Copy of Final Result \(BBA/MBA\).](#)

### 4. Institutional Management

- Public
- Community
- Private
- Other (please specify)

### Documentary Evidences

[Volume 1; Annex 4.a: MUSOM Prospectus.](#)

### 5. Financial category of the instituion

- Government Funded
- Self-financing
- Community Other (please specify)

## **Documentary Evidences**

Volume 1; Annex 5.a: Copy of Mid-West University Autonomy By-laws 2019 (2075).

Volume 1; Annex 5.b: Copy of MOU on Autonomy with Mid-West University.

## **6. Dates Related to the Institution**

a) Date of establishment of the Institution (Mid-West University School of Management (MUSOM): 19/11/2015 (03/08/2072)

b) Date of commencement of the Bachelor or higher level Program(s) (Bachelor of Business Administration/BBA): February 2012 (2068 Magh)

## **7. University to which the Institution is Constituent & Autonomous Intuition of Mid-West University**

### **Documentary Evidences**

Annex 6.a: Copy of Board Resolution of the Mid-West University Executive Council.

## **8. Is the institution autonomous in terms of**

- Financing
- Administrative Management
- Academic Management
- None

### **Documentary Evidences**

Volume 1; Annex 8a: Copy of Mid-West University Autonomy By-laws 2019 (2075).

Volume 1; Annex 8b: Copy of Board Resolution of the Mid-West University Executive Council.

Volume 1; Annex 8c: Copy of MOU relating to autonomy with Mid-West University.

**9. Institution's Land area in Ropanees/Bighas/Square Meters:**

Land area: 1 Bigha

**Documentary Evidences**

Volume 1; Annex 9a: Copy of Board Resolution of the Mid-West University Executive Council on Allotment of Land and Building for MUSOM.

**10. Location of the Institution**

- Urban
- Semi-urban
- Rural

**Documentary Evidences**

Volume 1; Annex 10a: Location Map of MUSOM building.

**11. Current number of academic programs offered in the Institution under the following categories: (Enclose the list of academic programs offered)**

<b>Academic Programs</b>	<b>Number of Program</b>
Bachelor's	2
Master's	1
MPhil.	X
PhD	X
Any other (specify)	X
<b>Total</b>	<b>3</b>

**Documentary Evidences**



**12. List the Departments in the Institution (faculty/institute-wise)**

<b>Faculty/Institute</b>	<b>Name of the Departments</b>
Autonomous Institute: Mid-West University School of Management (MUSOM)	<ol style="list-style-type: none"> <li>1. Department of Graduate Studies</li> <li>2. Department of Undergraduate Studies</li> <li>3. Exam Section</li> <li>4. Department of Research, Innovation and Entrepreneurship</li> </ol>

**Documentary Evidences**

Volume 1; Annex 12a: Decision of Management Committee.

Volume 1; Annex 12b: Structure and Job of Department as written in Operating Regulations and Implementation Guidelines 2023.

Volume1; Annex 12c: Notice by Undergraduate Department for Scholarship.

Volume1 Annex 12d: Result published by Exam Section.

**13. Give details of the self-financing/self-initiated courses, if any offered by the institution (for public institutions only).**

MUSOM has plan to start the BHM and Entrepreneurship Program:

<b>Programs</b>	<b>Level of Study</b>	<b>Eligibility requirement for student admission</b>	<b>Student Number (Enrolment/Capacity)</b>
BHM	Bachelor	10 + 2	30
Entrepreneurship	Training	Bachelor	30

**Documentary Evidences**

Volume 1; Annex 13a: A copy of BHM syllabus.

Volume 1; Annex 13b: A Copy of BBA Entrepreneurship Program.

**14. State the norms and procedures for recruitment of teaching and non-teaching staff of the Institution (Enclose the details):**

MUSOM Selection Committee follows the norms and procedures mentioned in Mid-West University Autonomy Bylaws-2075 BS for recruitment of teaching and non-teaching staff of the MUSOM.

Norms and procedures for contractual or temporary appointment of teaching and non-teaching staff are presented as below:

Selection committee is formed.

1. Appointment criteria are set following the Mid-West University Service Commission rules.
2. The committee announces vacancy for the required post in the national level newspaper and other available online sources.
3. Applications from the job candidates are received within the deadlines set for applying.
4. Job applications are sorted and qualified applicants are screened.
5. Written exams are conducted in pre-informed dates and venues.
6. Successful candidates in the written exams are called for personal interviews.
7. Those succeeding in interviews are awarded with formal job appointment.
8. In addition to above-mentioned process, the non-teaching staff has to undergo skills tests for final selection besides written test and interview.
9. Selection committee recommends successful and qualified candidate to MUSOM Director for appointment.
10. Director appoints faculty and staff as per recommendation made by selection committee following autonomy bylaws.

## Documentary Evidences

Volume 1; Annex 14a: The MUSOM Academic Operating and Development Implementation Guidelines 2023

Volume 1; Annex 14b: Copy of Notice published for recruiting teaching and non-teaching staff.

### 15. Number of faculty members at present

Particulars	Academic Qualification				Grand Total
	PhD	M. Phil	Master's	Bachelor's	
Professor					
Associate Professor/Reader					
Assistant Professor/Lecturer	1		10		
Teaching Assistant/Instructors					
Full Time Teachers (Total)					11
Professor	2				
Associate Professor/Reader	1				
Assistant Professor/Lecturer			5		
Teaching Assistant/Instructors					

Part Time Teachers (Total)					8
Total	4		14		18

### Documentary Evidences

Volume 1; Annex 15a: List of MUSOM Faculty Members.

### 16. Give the details of average number of hours/week (class load)

Name of the Programs/Courses	For Full Timers	For Part Timers	Total
Master of Business Administration (MBA)			
Teaching Hours for Master	8	6	14
Bachelor of Business Administration (BBA)			
Teaching Hours for Bachelor	12	8	20

### Documentary Evidences

Volume 1; Annex 16a: The MUSOM Operating Regulations and Implementation Guidelines 2023, (pp.21-30)

Volume 1; Annex 16b: MUSOM Class Routine of spring 2023 Semester.

### 17. Number of the non-teaching staff of the institution at present

Particulars	Gender wise distribution of the staff			Grand Total
	Male	Female	Other	
Administrative Staff	1	2	1	4
Technical Staff	1		2	3
<b>Total</b>	2	2	3	7

### Documentary Evidences

[Volume 1; Annex 17a: List of MUSOM Administrative Staff.](#)

### 18. Regional profile of the students enrolled in the institution for the current academic year

No of Students Enrolled	UG		PG		MPhil		PhD		Total
	F	T	F	T	F	T	F	T	
From the same district where the institution is located	126	230	12	22					270
From other districts	50	65	3	8					85
From SAARC countries									
From other countries									

*Note: F= Female and T= Total*

### Documentary Evidences

[Volume 1; Annex 18a: MUSOM EMIS output EMIS Output Screenshot. www.musom.edu.np](#)

### 19. Details of the last two batches of students

Particulars	Batch 1: Year			Batch 2: Year		
	2015 BBA 2016 MBA			2016 BBA 2018 MBA		
	UG	PG	Others	UG	PG	Others
Admitted to the program	36	16		71	17	
a. Drop-outs (within 4 month of joining)		-		-	-	
b. Drop-outs (afterwards)	1	-		5	-	
Appeared for the final year/semester examinations	35	16		58	17	
Passed in the final examinations	25	2		45	9	
Pass % of number appeared (Total)	71.42	2 GRP Incom.		77.6	53	
Pass % with distinctions or Equiv.	0			4	1	
Pass % with (First class or Equiv.)	20	2		33	8	
Pass % with (Second class or Equiv.)	5	0		8	0	
Pass % with (Third class or Equiv.)	0	0		0	0	

*Note: For other types of evaluation system such as GPA, provide respective grades and brief explanation about their ranges in percentage.*

### **Documentary Evidences**

[Volume 1; Annex 19a: MUSOM EMIS Output Screenshot.](#) [www.musom.edu.np](http://www.musom.edu.np)

**20. Give the last annual budget of the Institution with details of income & expenditure:**

- MUSOM's Total Budget Summary for 2078/079 (2021/2022)
- Total Capital Expenditure: NRs. 325179
- Total Revenue Generation by Institutional Operation: NRs. 20013593.28
- Total Grant from UGC and Mid-Western University: NRs. 00
- Total Operating Expenditure: NRs. 19688414.28

### **Documentary Evidences**

[Volume 1; Annex 20a: Internal Audit Report of MUSOM 2078/079 BS.](#)

**21. What is the institution's 'unit cost' of education? [unit cost = total annual expenditure budget (actual) divided by the number of students enrolled]. Also give unit cost calculated excluding salary component.**

Institution's 'unit cost' of education: NRs.  $(20013593.28/293) = \text{NRs. } 68305.78$

Unit cost (excluding salary component) = NRs  $(15433525/293) = \text{NRs. } 52674.15$

### **Documentary Evidence**

[Volume1; Annex 21a: Internal Audit Report of MUSOM 2078/079 BS.](#)

**22. What is the temporal plan of academic work in the Institution?**

- Semester System
- Annual System
- Any other (specify)

## Documentary Evidences

Volume 1; Annex 23a: Semester Policy.

### 23. Tick the support services available in the institution from the following:

- Central library/Library
- Departmental library
- E - Library
- Computer Centre
- Health Centre/unit
- Play ground
- Printing press
- Seminar hall
- Hostel
- Guest house
- Canteen
- Common room for students
- Changing room for students
- Any other (specify)

### 24. Whether a duly formed Institution Management Committee is in place?

- Yes
- No  If yes provide the composition of the committee in separate sheet.

MUSOM Management Council is formed as per by Mid-Western University Autonomy Bylaws-2075. Process and formation of the council is presented below.

1	Director of Autonomous Institution/Campus- Chairperson
---	--



2	One person nominated by chairperson of governing council from amongst members of governing council as subsection (2) of bylaws 5-Member
3	One person nominated by VC from amongst teachers of autonomous campus/institution according to decision made by executive council-Member
4	Head of Department of autonomous institution/campus-Member
5	One person nominated by chairperson of management council from amongst assistant dean/director or officials of autonomous institution/campus-Member

### Documentary Evidence

[Volume 1; Annex 24a: Copy of composition of Management Committee](#)

### 25. Furnish the following details (in figures) for the last three years:

Particulars	Year I	Year II	Year III
	2017 B.S	2018 B.S	2019 B.S
Working days of the institution	190	195	197
Working days of the library	190	195	197
Teaching days of the institution	150	152	155
Teaching days set by the university	120	120	120
Books in the library	1,500	2,200	3,000
Journals/Periodicals subscribed by the library National:			
International:			
Computers in the institution	15	23	50

Research projects completed and their total Outlay			
Teachers who have received national recognition for teaching/research/Consultancy			
Teachers who have attended international Seminars			
Teachers who were resource persons at national seminars/workshops			
No. of hours of instruction against the plan (per year or per semester)	48	48	48

*Note: Please attach the annual calendar of operations of the institution*

**26. Give the number of ongoing research projects and their total outlay.**

SN	Name of the Project	Principle Researcher	Funding Agency	Funds (Rs.)
1	Faculty Perceptions Towards Online Teaching-Learning During of COVID-19 Pandemic: A Study of Mid-Western University, Nepal	Dr. Sushil Kumar Shahi	MUSOM HERP	35,000
2	Entrepreneurial intentions in Business Students of Tertiary Institutions in Birandranagar, Surkhet	Rishi K. Khanal	MUSOM HERP	35,000
3	Impact of Vegetable Farming on Farmer's Livelihood in Birendranagr, Surkhet	Veetihotrabisista	MUSOM HERP	35,000

4	Statistical and Data Analysis Software Knowledge among Faculty of Mid-West University	Mukunda Sharma	MUSOM HERP	35,000
5	An Exploratory Study on Challenges of E-commerce in Birendranagar, Surkhet	Dillu Dungana	MUSOM HERP	35,000
6	A Study on Status of Indian and Chinese Trade in Karnali	Chhetramani Timilsena	MUSOM HERP	35,000
7	Student's Perception and Preference for Online Education in COVID-19 Pandemic: A Study of Mid-West University School of Management	Ishad Iraki	MUSOM HREP	35,000

A total of 6 mini research projects have been ongoing for a total cost of 245,000.00

### Documentary Evidences

[Volume 1; Annex 26a: Minute of MUSOM-RMC.](#)

**27. Does the Institution have collaborations/linkages with international institutions?**

- Yes
- No

**If yes, list the MoU signed and furnish the details of active MoU along with important details of collaborations.**

SN	Institution	Country of Institution	Type of MOU	Date of Signing
1	Indian Institute of Management (IIM) Lucknow	India	Faculty-Students Exchange and joint research and development initiatives	December 18, 2019
2	Indian Institute of Management (IIM) Lucknow	India	Faculty-Students Exchange and joint research and development initiatives	October 15, 2019
3	Bio karnali Aroma Private Limited, Birendranagar, Surkhet	Karnali Province	Facilitate Entrepreneurship training and enterprise development	Nov 2 <sup>nd</sup> , 2022
4	Karnali Basin Conservation Foundation (KBCF), Kathmandu, Nepal	Nepal	Work together for incubation and enterprise	Nov 14 <sup>th</sup> , 2022

### Documentary Evidences

Volume 1; Annex 27a: Copies of the MOUs between MUSOM and IIM Lucknow and IIM Indore.

Volume 1; Annex 27b: Copies of the MOUs between MUSOM and Bio Karnali Ltd. and Karnali Basin Conversation Foundation.

**28. Does the management run other educational institutions besides the institution?**

- Yes
- No

**29. Give details of the resources generated by the institution in the last year through the following means:**

<b>Source of Funding</b>	<b>Amount (NRs.)</b>
UGC/Government/ University grants	NRs. 0.00
Donations	NRs. 0.00
Fund Raising drives	NRs. 0.00
Alumni Association	NRs. 0.00
Research and Consultancy	NRs. 0.00
Fee from Self-financed/initiated courses	NRs. 0.00
Fees from regular programs	NRs. 21255944.50
Any others, specify MU central office Master in Engineering	

**Documentary Evidences**

[Volume 1; Annex 29a: Internal Audit Report of MUSOM 2078/079 BS.](#)

**SECTION B: BENCHMARK-WISE INPUTS FOR INSTITUTIONAL SSR**

**CRITERION 1: POLICY & PROCEDURES**

**1. Are there clearly defined vision, mission, goals, and objectives of the Institution in written?**

Yes  No  If yes, mention and attach the document.

As an autonomous academic institution of Mid-West University, MUSOM prepared its Ten-Year Strategic Plan that clearly presents vision, mission, goals and objectives. Stated vision, mission, goals and objectives have been implemented in terms of signing MoU with IIM Indore, IIM Lucknow, FINCC of

Karnali Pradesh, faculty development programs, MBA Curriculum revision, quality assurance, collaborative research, and interactive classroom management and MUSOM he MUSOM Operating Regulations and Implementation Guidelines 2023.

The purpose of defining vision, mission, goals and objectives of institute is to develop MUSOM into the Center of Excellence through clearly defined rational road map for the practice of working principles, value system, and service priorities. Vision is to transform MUSOM as center of excellence and mission is to produce globally recognized graduates and human resources. Goals and objectives of the MUSOM focus on linking research with teaching, publication, innovation, business and entrepreneurship.

### **Documentary Evidences**

Volume 2; Annex 2.1a: MUSOM Ten-Year Strategic Plan - 2019-2030 (2076-2080 BS), (pp. 8-12).

Volume 2; Annex 2.1b: Mid-West University; Quality Assurance Committee (QAC); Operational Policy and Guidelines on Quality Assurance, (pp. 13-14).

Volume 2; Annex 2.1c: MUSOM Operational and Implementations Guidelines 2019 enforced by MUSOM Governing Council.

Volume 2; Annex 2.1d: Minute of MUSOM Governing Council Endorsing Ten Year Strategic Plan 2019-2030, (Date: 2076/08/05; Resolution No. 9).

Volume 2; Annex 2.1e: Strategic Thrusts of MUSOM; Program Prospectus, (pp. 1-4).

Volume 2; Annex2. 1f: MOU signed with FNCCI, Surkhet, Karnali Province.

Volume 2; Annex2.1g: MOU signed with IIM Indore.

### **2. Are there clearly defined plans, programs and strategies to achieve its specific goals and objectives?**

Yes  No  If yes, mention and attach the document.

MUSOM Ten –Year Strategic Plan 2019 (Revised 2021) has clearly defined the following programs and strategies to accomplish specific goals and objectives for institutional and academic advancement:

## **Programs**

1. Sustainable academic issues
2. Launching new IT and Entrepreneurship based academic programs
3. Enhancing innovative and interactive teaching learning
4. Developing market relevant curriculum
5. Research and publication development programs
6. Promoting national and international collaboration
7. Developing smart physical infrastructure
8. Improving assessment and examination system
9. Accomplishing QAA certification

## **Strategies**

1. Preparing and implementing MUSOM Operating Regulations and Implementation Guidelines 2023.
2. Using interactive, participatory, collaborative, multimedia and virtual teaching.
3. Preparing curriculum development policy and implementing policy for scientific academic enhancement.
4. Developing faculty development policy and conducting programs.
5. Signing MoU with feeder schools and international business schools.
6. Launching Research base academic programs such as MPhil. PhD, and collaborative research.
7. Publishing Journal of Management and Entrepreneurship.
8. Developing Integrated MIS and LMS.

9. Setting up MUSOM exam section and accomplishing QAA certificate.

10. Linking MUSOM with community and accomplishing visit and exchange programs.

In the light of Ten –Year Strategic Plan 2019 (Revised 2021) MUSOM has prepared Plan of Action 2021 to implement programs and strategies. Plan of Action highlights below issues in terms of achieving above stated strategic programs and strategies through conduction of activities:

- Implementing structure and governance.
- Graduate and undergraduate teaching learning improvement through practice of interactive, multimedia, and research based teaching –learning.
- Revising MBA curriculum and publication of Journal of Management and Entrepreneurship.
- Collaborative research and linking MUSOM with community.
- Conducting faculty development activities.
- Signing MoU with business sectors and schools.

#### **Documentary Evidences**

Volume 2; Annex 2.2a: MUSOM Ten-Year Strategic Plan 2019-2030 (2076- 2080 BS), (pp. 8-12).

Volume 2; Annex 2.2b: Annual Plan of Action 2023.

Volume 2; Annex 2.2c: The MUSOM Operating Regulations and Implementation Guidelines 2023.

Volume 2; Annex 2.2d: Minutes of Review Meeting of the MUSOM Management Council.

**3. Are there duly formed organizational structures where the policies of the Institution are formulated, reflected, reviewed and updated?**

Yes  No  If yes, mention the organizational chart and member compositions.



MUSOM Governing Council formulates policies, reviews and updates the policies and the structure of MUSOM Governing Council is as below:

Chair: From amongst senior professors or reputed employers or social workers.

Member: An individual nominated by university executive council.

Member: Dean/Director/Chief of autonomous institution.

Member: Three persons from amongst scholars/educationist

Member: Three persons from amongst HODs, Prof. or Associates Prof.

Member: Mayor who is the senate member of university

Member: Three people from amongst industrialists'/business people/employers/donor/founder member of scholarship/social workers

Member: A person having expertise in related subject

Member: Two people from Alumni; one male and another female

Chart of MUSOM Structure:

- Executive Director -1
- Head of Research, Innovation and Entrepreneurship -1
- Head of Graduate Program-1
- Head of Undergraduate Program-1
- Head of Exam Section-1
- Assistant Head of administration-1
- Assistant head of finance-1
- Assistant head of MIS and IT -1
- Front Desk Assistant Head -1
- President of Teacher's Welfare Council-1 and Member-2

- President of Student Welfare Council- 1- Member- 4
- President of Student Alumni-1 and Member-4
- Office helper unit head- 1- and member-2

### **Documentary Evidences**

Volume 2; Annex 2.3a: Composition of MUSOM Governing Council as per Mid West University By-laws - 2012 (3rd Revision 2074), (pp. 1-17).

Volume 2; Annex 2.3b: Mid-West University By-laws - 2012 (3rd Revision 2074) (pp. 1-17).

Volume 2; Annex 2.3c: Mid-West University School of Management (MUSOM) Organogram.

Volume 2; Annex 2.3d: Minute of MUSOM Governing Council with Endorsement of the MUSOM Operating Regulations and Implementation Guidelines 2023.

Volume 2; Annex 2.3e: The Organogram of MUSOM.

### **4. Has the Institution adopted any mechanism/process for internal quality monitoring and checks?**

Yes  No  Justify with supporting documents.

Following the Operational Policy and Guidelines on Quality Assurance - 2019 of Mid-West University, Quality Assurance Committee, and MUSOM has formed a seven-member Internal Quality Assurance Committee (IQAC) with a defined working tenure of three years for Undertaking the jobs of internal quality monitoring and checks. It is a functional committee headed by the Director. Similarly, a five-member, Self-Assessment Team (SAT) has been formed with a working tenure of 2 years with membership composition of a senior faculty member as the coordinator and other working members with sound knowledge in documentation, report writing, editing, data analysis, public relations and communication. Also, the institution has been closely supported by MUSOM Quality Circle (QC), MUSOM Teachers' Welfare Council and MUSOM Student Welfare Council.

### **Documentary Evidences**

Volume 2; Annex 2.4a: Formation of IQAC; Mid-West University Quality Assurance Council (QAC); POLICIES & GUIDELINES FOR INTERNAL QUALITY ASSURANCE 2023, (PP 15-16).

Volume 2; Annex 2.4b: Formation of SAT; Mid-West University Quality Assurance Committee (QAC); Policies & Guidelines for Internal Quality Assurance 2023, (pp. 13-14).

Volume 2; Annex 2.4c: Endorsement of IQAC; Minute of Mid-West University School of Management (MUSOM) Endorsing Formation of Internal Quality Assurance Committee (IQAC).

Volume 2; Annex 2.4d: Endorsement of SAT; Minute of Mid-West University School of Management (MUSOM) Endorsing Formation of Self-Assessment Team (SAT).

**5. Is there any document of the institution to specify the job responsibilities of departments, units and individuals?**

Yes  No  If yes, give details/reference.

The overall functioning of MUSOM has been guided by the Mid-West University, Autonomy By-laws 2018. Accordingly, the institution has developed the MUSOM Operating Regulations and Implementation Guidelines 2023 where job responsibilities of departments, units/committees, and some individual in accordance of its statute are clearly mentioned. Their job responsibilities have also been given to the concerned bodies. IQAC performs regular monitoring of every sector performance on the basis of defined job responsibility. Moreover, the duties and responsibilities of the Coordinator of IQAC and Coordinator of SAT have been specified in the POLICIES & GUIDELINES FOR INTERNAL QUALITY ASSURANCE 2023.

**Documentary Evidences**

Volume 2; Annex 2.5a: Mid-West University Autonomy By-laws 2018, (pp. 3-19)

Volume 2; Annex 2.5b: The MUSOM Operating Regulations and Implementation Guidelines - 2023, (pp.23-28).

Volume 2; Annex 2.5c: Policy Documentation; POLICIES & GUIDELINES FOR INTERNAL QUALITY ASSURANCE 2023, (PP.14-16)

**6. Is there any defined and written scheme to evaluate the pre-defined job responsibilities of departments, units and individual staff?**

Yes  No  If yes, produce those schemes and examples of some practices.

The Institution has developed written schemes having separate formats for performance appraisal using peer appraisal, self-appraisal and student appraisal for individual Faculty and Institutional appraisal through which the pre-defined job responsibilities are being evaluated. Also, the institution has enacted respective guidelines for faculty performance evaluation.

**Documentary Evidences**

Volume 2; Annex 2.6a: The MUSOM Operating Regulations and Implementation Guidelines – 2023, Teaching Faculty Performance Criteria, Instrument 1: Coworker Rated Anchors, (pp. 83-103).

Volume 2; Annex 2.6b: The MUSOM Operating Regulations and Implementation Guidelines – 2023, Teaching Faculty Performance Criteria, 2019; Instrument 2: Student Rated Anchors (pp. 83-103).

Volume 2; Annex 2.6c: The MUSOM Operating Regulations and Implementation Guidelines – 2023, Teaching Faculty Performance Criteria, 2023; Instrument 3: Subordinate Rated Anchors (pp. 83-103).

Volume 2; Annex 2.6d: The MUSOM Operating Regulations and Implementation Guidelines – 2023, Teaching Faculty Performance Criteria, 2019; Instrument 4: Supervisor Rated Anchors (pp. 83-103).

Volume 2; Annex 2.6e: The MUSOM Operating Regulations and Implementation Guidelines – 2023, Teaching Faculty Performance Criteria; Instrument 5: Self Rated Anchors (pp. 83-103).

Volume 2; Annex 2.6f: Minute of MUSOM Governing Council with Endorsement of the MUSOM Operating Regulations and Implementation Guidelines - 2023.

**7. Does the institution have strategic plan and action plan emphasizing on team work and participatory decision making and a scheme for information sharing?**

Yes  No  If yes, give details.

We follow the value system prescribed by Mid-West University Quality Assurance Council (QAC) via POLICIES & GUIDELINES FOR INTERNAL QUALITY ASSURANCE 2023. The institution has a Strategic Plan and Plan of Action emphasizing on team work and participatory decision making and information sharing. Following are the provision and practice in this respect:

- The institution has prepared annual academic and administrative calendar in which it fixes different meetings of teaching and Non-teaching staff at different committee levels staff to improve team work.
- Institution has prepared a Plan of Action to strengthen teamwork.
- All policies, programs, rules, procedures and decisions are made using participatory approach.
- Authority has been delegated to all departments, sections, units and individuals in written form.

**Documentary Evidences**

Volume 2; Annex 2.7a: Value System of Mid-West University; Mid-West University, POLICIES & GUIDELINES FOR INTERNAL QUALITY ASSURANCE 2023 (PP.24.)

Volume 2; Annex 2.7b: MUSOM Ten-Year Strategic Plan 2019-2030; Core Institutional Values, Point Four, (p. 3).

Volume 2; Annex 2.7c: Annual Calendar of Operation of MUSOM for the Year 2080-2081.

**8. Does the institution have program(s) to strengthen the regular academic programs through other self-sustaining programs/courses and others?**

Yes  No  If yes, give details.

MUSOM has launched ESP as per UGC from 2023. Institute also has a plan to conduct self-sustainable academic program at bachelors' level, autonomous Hote

Management, Rural Entrepreneurship promotion and non –credit courses such as Creative Writing, Communication Skill and Personality Development.

### **Documentary Evidence**

Volume 2; Annex 2.8a: A Concept Note on Proposed Higher Education Plan of the Government of Karnali Province 2019.

Volume 2; Annex 2. 8b: Concept Note; Mid-West University School of Management, Endowment-based BBA Program for Rural Communities

Volume 2; Annex 2. 8c: A Copy of ESP Proposal.

**9.Are there any formal provisions under which the institution brings “stakeholders or community feed backs and orientation” in its activities?**

Yes  No  If yes, give details.

There is a formal provision in the MUSOM to obtain feedbacks of all stakeholders to improve its activities. The Institution has formed Counselling, Feedback and Placement Committee working as a formal feedback mechanism. MUSOM organizes various seminars and workshops for getting feedbacks from concerned stakeholders that include students, teachers, guardians, sponsors, employers, suppliers and others. In addition, there is a functional Quality Circle in place to provide valuable feedbacks on a periodic basis.

### **Documentary Evidences**

Volume 2; Annex 2.9a: The MUSOM Operating Regulations and Implementation Guidelines – 2023; function and duties of Alumni, Student Welfare Council, Parent's Council, MUSOM Quality Circle, (pp 14-16).

**10.Were any committees/external agencies appointed during the last three years to improve the organization and management?**

Yes  No  If yes, what were the recommendations?

The Parent's Council and Academic Audit Committee were formed during the last three years to help the MUSOM organization and management.

### **Documentary Evidences**

Volume 2; Annex 2.10a: Meeting Minutes of Parent's Council.

Volume 2; Annex 2. 10b: A Copy of academic audit minutes.

**11. Are the students involved in institution management system and quality assurance?**

Yes  No  If yes, give details.

The students are involved in management system and quality assurance. They are represented in various functional committees of the institution.

- a. Autonomy Bylaws 2075 has the provision to represent two members from amongst student alumni.
- b. As provision made in MUSOM Operating and Implementation Guidelines 2021, the 17 member Students' Welfare Council (SWC) serves as an active body in organizing a number of students' welfare, promotion, personality development, curricular and co- curricular activities as well as socialization events. They play a dominant role in improving quality aspects of the institution.
- c. The Institution also has formed an independent Quality Circle (QC). The 11 member QC has been represented by 2 existing students and 2 alumni members. Periodic quality check and feedback providing is the main responsibility of the QC.
- d. Similarly, IQAC has been represented by one of the MUSOM SWC members.

**Documentary Evidences**

Volume 2; Annex 2.11a: Minutes of the MUSOM Management Council Endorsing the Formation of SWC.

Volume 2; Annex 2.11b: The MUSOM Academic Operating and Development Implementation Guidelines – 2019; Formation of SWC and QC (pp.71-73).

Volume 2; Annex 2.11c: Minutes of the IQAC Endorsing the Formation and Membership in the QC.

Volume 2; Annex 2.11d: Minutes of the IQAC showing participation of student a member in the IQAC.

Volume 2; Annex 2.11e: MU Autonomy Bylaws 2075 B.S. (Revised 2077 BS) page no. 9.

**12. Has there been an academic audit? Justify it.**

- a. by the university
- b. by the Institution

Please attach the copies

MUSOM has promoted a culture of at least two-tier academic audit.

- a. At university level, Office of the Dean, Faculty of Management and Office of the Directorate, Planning, Development and Monitoring play crucial role in performing periodic institutional monitoring and academic audit. For this there has been a culture of having joint-monitoring and academic audit.
- b. At institutional level, the Academic Committee, respective instructional/teaching committees, MUSOM Teachers' Welfare Council and MUSOM Students' Welfare Council play crucial role in performing planned as well as non-planned academic audit and feedback system.
- c. The Executive Director plays a lead role in facilitating the functioning of various committees in relation to accomplishment of academic audit of the institution.

**Documentary Evidences**

Volume 2; Annex 2.12a: Minutes and Academic Audit Report of the Joint-Monitoring Committee Constituting Mid-West University, Faculty of Management, Office of the Dean, and Office of the Directorate, Planning, Development and Monitoring Division.

Volume 2; Annex 2.12b: Minutes and Joint Academic Audit Report of the Internal Committees of MUSOM.

**13. Is there any specific mechanism to combine teaching and research?**

Yes  No  If yes, give details



MUSOM DRIE is the specific mechanism to help teaching and research. MUSOM follows a mandatory proposition, where each professor or course instructor has to develop a detailed course delivery session plan providing enough functional space for different types of research and innovation related events to be incorporated as part of regular teaching- learning in each subject.

Mini research, field practicum, organization-based case study, bringing best practices of the organizations in regular classroom teaching-learning are a few activities performed in this respect.

Similarly, the faculty members obtaining institutional research and development projects and or winning mini research grants of MUSOM-DRIE are encouraged to engage students as young researchers.

Also, MUSOM MBA and BBA programs have a mandatory provision for Graduate and Undergraduate Research Project (GRPs) as well as option for Internship by Research.

#### **Documentary Evidences**

Volume 2; Annex 2.13a: Sample Copies of Semester-Wise Course Delivery Plan with Evidence- Based Practices on Linking Course Teaching and Research.

Volume 2; Annex 2.13b: List of MUSOM-DRIE Mini Research Project winning Teachers in On- going Season with Provision for Engaging Students as Young Researchers in collaborative research and applied research.

Volume 2; Annex 2.13c: MUSOM MBA and BBA Course Cycles Indicating Provision for Research as an Integral Curricular Aspect.

Volume 2; Annex 2.13d: MUSOM Internship Guidelines 2020 Indicating Provision for Internship by Research, (pp. 1, 6).

#### **14. Have you observed any positive outcomes of combination of teaching and research?**

Yes  No  If yes, give details.

We have observed a number of positive outcomes as a result of combination of teaching and research.

- a. Improved level of students' relationship and networking with the industry  
For example, as a result of providing research interface in industry during the course work, the students are receiving corporate offers for internship and jobs.
- b. Improved pass rate of the students in regular exams as a result of their improved level of comprehension of the problem situations and evidence based decision envisioning.
- c. Students are involved in collaborative research along with teachers.
- d. The attitude of the teachers and the students has changed towards research and self - learning activities.
- e. Moreover, a culture has developed in which students bring local industry based cases and best management practices in the classroom proceedings.

### **Documentary Evidences**

[Volume 2; Annex 2.14a: A Copy of Schedule for Business Model Competition and photo of students' participation.](#)

[Volume 2; Annex 2.14b: Photo of Field Study on Ekheni Community of Surkhet.](#)

### **15. Provide institution specific other innovations which have contributed to its growth and development.**

- a. Use of high-tech features including video conferencing system, digital classrooms, e- library systems, EMIS, accounting system, virtual learning system resulted in formation of institutional image and technical soundness as perceived by the stakeholders.
- b. To cope with lockdown caused by COVID-19, MUSOM has taken initiation to develop its own Learning Management System (LMS), a virtual platform to facilitate teaching-learning activities. This system has been implemented to conduct online classes as well as for assessment of student's performance.
- c. Use of LMS is supporting teacher to conduct classes whenever they are not present physically In-campus. This has contributed to complete various academic activities without much obstructions.

- c. There is increased level of public, private and development sector readiness to provide with technical and financial assistance leading future growth and development of MUSOM. For example, University Grants Commission (UGC) The World Bank, Karnali Provincial Government and Surkhet Chamber of Commerce have shown quite positive interests on MUSOM and its mission for future growth and development.
- d. Increased level of community trust and increased flow of new entrants in the academic programs has been witnessed as a result of innovative management approaches and system capacity development of MUSOM.

**Documentary Evidences**

Volume 2; Annex 2.15a: Records of the Activities Held to Contribute Institutional Growth and Development Innovation.

Volume 2; Annex 2.15b: Decisions of the MUSOM Management Council for the DRIE Plan 2076/077.

Volume 2; Annex 2.15c: Publications of MUSOM-DRIE.

Volume 2; Annex 2.15d: Certificates of Best Business School of Karnali Province by New Business Age.

**CRITERION 2: CURRICULAR ASPECTS**

**16. Is there any provision for ensuring consistency of teaching and learning with the academic goals and objectives of the institution?**

Yes  No  If yes, give details.

MUSOM has defined its own academic goals and objectives in its Ten-Year Strategic Plan 2019- 2030. The institution's short-term plan of action and academic programs as well as calendar have been developed and enacted in line with the true spirit of the institution's strategic plan.

**Documentary Evidence**

Volume 3; Annex 3.16a: Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019-2030 (2076-2086 BS), (pp. 12-21).

Volume 3; Annex 3.16b: Academic Calendar of MUSOM 2019/2020.

Volume 3; Annex 3.16c: Minute of MUSOM Management Council Endorsing Its Academic Calendar for Academic Years 2019/2020.

Volume 3; Annex 3.16d: Syllabus of All Program of MUSOM; BBA and MBA.

Volume 3; Annex 3.16e: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 3; Annex 3.16f: Academic Audit and Quality Check Report-2020.

**17. Are programs flexible enough to offer students the following benefits?**

Yes  No  If Yes, give details.

a) Time frame matching student convenience

b) Horizontal mobility

c) Elective options

a. Considering the students' convenience, the institution runs the programs based on the flexible time frame. Since most of the students pursuing MBA program at MUSOM are working in different institutions, the MBA program has been running in the morning shift. After MUSOM moved to its own building day shift BBA has been managed in the morning to bring uniformity between morning and day BBA as well as to make administrative service more effective. This uniformity has helped students a lot in terms of organizing field visit and ECA. It supports students to attend internship project work attachment in the noon. MUSOM also has in provision running MBA Evening program on successful completion of its ongoing physical infrastructure development project.

b. The institution has also provision to allow the horizontal mobility of the student for the Bachelor level and master level program within university and beyond the university, as the time frame/routine has been managed properly in which students can have their mobility easily, if academic criteria permit. The students enrolled in one program are allowed to obtain cross-program mobility within the university.

- c. The institution provides different elective options for the students of Bachelor and Master Level and manages the classes for them accordingly. The key areas of specializations offered include human resource management, marketing finance, accounting and entrepreneurship and agribusiness management.

### **Documentary Evidences**

Volume 3; Annex 3.17a: Daily Class Routine of Spring 2023.

Volume 3; Annex 3.17b: Prospectus of MBA and BBA Programs; Elective Subjects Offered, (pp.12; 14).

Volume 3; Annex 3.17c: Syllabus of MBA Program, (pp. a-b), and BBA Program (pp. i-ii).

Volume 3; Annex 3.17d: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 3; Annex 3.17e: Minute and Recommendation of Management Council.

### **18. Indicate the efforts to promote quality of education with provision of skill transfer among the students such as:**

- a. Capacity to learn
- b. Communication skills
- c. Numerical skills
- d. Use of information technology
- e. Work as a part of a team and independently  If yes, give evidences.

At MUSOM, the following efforts have been made to promote quality of education with provision of skills transfer among the students:

- a. Regular classes, use of technology in teaching-learning activities, interaction with the students among themselves, workshops and seminars are conducted to promote the students learning capacity. Similarly, different reference/text books are available in the library to broaden students' knowledge. A series of guest lectures and field visits also empower with graduate capacity transformation.
- b. MUSOM initiates the conduction of various conferences at local, national and international levels with truthful participation of ongoing students of the

institution. Such events serve instrumental in developing graduate communication skills.

c. For the purpose of developing numeracy skills among its graduates, MUSOM has provisioned a mandatory study of Accounting, Financial Management, Mathematics, Statistics, Economics and Econometric Analyses, Production and Operations Research, Total Quality Management, and Research Methodology courses at both Bachelors and Masters levels with more than 25 percent of credit emphasis in this domain.

d. While initiating thematic presentations, project works, graduate research proposals and report writing, field trips, oratory competition, quiz contests, debate competitions, sports events and other events, MUSOM motivates students and faculty members to take the highest level of advantage of available information communication technologies (ICTs) including multi-media projectors, Internet video conferencing system, virtual classes and telecommuting.

e. To empower students' competence to work as a part of a team and independently, MUSOM assigns students in numerous individual as well team-based project works, case studies, thematic presentations, mini research, event management projects and field practicum projects.

### **Documentary Evidences**

Volume 3; Annex 3.18a: Course Cycles of MBA and BBA Programs Indicating List of Numerical Subjects Offered.

Volume 3; Annex 3.18b: Sample of Session Plan Indicating Multi-Mode Teaching Learning System.

Volume 3; Annex 3.18c: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 3; Annex 3.18d: Visuals of the Classroom Proceedings.

Volume 3; Annex 3.18e: Annual Plan of Action on ECA for the Year 2019/2020.

Volume 3; Annex 3.18f: MUSOM Academic Calendar for the Year 2019/2020.

**19. Are there any additional focused programs and electives offered by the institution?**

Yes  No  If yes, give details.

MUSM has is to launch hotel management and travelling program and banking and insurance programs for promotion periodical and contextual education.

The provision of research and development program guided by DRI and Annual Plan of Action of MUSOM focused to computing, language and data analyses skills

The additional course has been designed and implemented by appointing the thematic coordinator for the improvement of communication and language skills of students at the BBA and MBA program levels.

For the enhancement of the computer skills, MUSOM has launched the non-credit practical course entitled Microsoft Office MGT 317 for the students pursuing BBA 1st semester.

MUSOM also has initiated the extended study programs with IIM Indore and IIM Lucknow, India.

### **Documentary Evidences**

Volume 3; Annex 3.19a: MUSOM International English Teaching and Testing System – 2019.

Volume 3; Annex 3.19b: Mid-West University; Faculty of Management, Bachelor of Business Administration (BBA) Syllabus, 2018; Course Cycle.

Volume 3; Annex 3.19c: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, (pp.79, 192).

Volume 3; Annex 3.19d: MUSOM Academic Calendar 2020/2021.

Volume 3; Annex 3.19e: Minute Management Council for the Endorsement of Additional Focused Programs.

Volume 3; Annex 3.19f: Copies of MoUs between MUSOM and IIM Indore & IIM Lucknow.

**20. Has the institution taken any initiative to contribute/feedback to the curriculum of the university? Give evidence with the examples of last 4-5 years**

Yes  No

MUSOM, as an academic and administrative autonomous institution of Mid-West University, has formed a formal mechanism to provide feedback on curriculum and its revision. There is a working team entitled Feedback Committee on Curriculum Revision. From spring 2020, MUSOM has been following its own curricula for both of its ongoing BBA and MBA programs. MUSOM also has in place its Faculty Board and Academic Committee to undertake the required initiatives to contribute to the curriculum of the Institution. Such feedback soliciting has been made a periodic proposition in each semester-end.

### ***Documentary Evidences***

Volume 3; Annex 3.20a: Mid-West University Autonomous By-laws 2018/2019; Formation, Function of Academic Committee, (pp. 10-12).

Volume 3; Annex 3.20b: Minute of Governing Council on Formation of Academic Committee.

Volume 3; Annex 3.20c: Annual Plan of Action of MUSOM - 2023.

Volume 3; Annex 3.20d: Minute of MUSOM Academic Committee Endorsing Curriculum Revision Committee Formation.

### **21. Is there any mechanism to obtain feedback from academic peers and employers?**

Yes  No  If yes, give details.

MUSOM Academic Committee periodically receives the feedbacks from IQAC, Departments, Teacher Council, Student Council and Quality Circle. The Quality Circle provides the feedbacks for the betterment of the overall activities of MUSOM. Instructional Committees provide feedbacks at least four times annually on issues pertaining to instructional and curricular aspects. In addition, MUSOM has a culture of receiving feedbacks from random visitors using a Visitors' Logbook. Similarly, IQAC takes care of overall initiatives pertaining to quality enhancement and assurance at institution as well as program level.

### **Documentary Evidences**

Volume 3; Annex 3.21a: Mid-West University Autonomous By-laws 2075; Formation, Function of Academic Committee, (pp. 10-12).



Volume 3; Annex 3.21b: Minute of Management Council on Formation of Instructional Committees, Teacher Council, Parents' Council, Student Council and Quality Circle.

Volume 3; Annex 3.21c: Minute of Instruction Committees, Teacher Council, Parents' Council Student Council and Quality Circle.

Volume 3; Annex 3.21d: MUSOM Visitors' Logbook.

## **22. Give details of institution-industry-neighborhood networks if any?**

MUSOM has established functional links with FNCCI Karnali province, feeder schools, MOU with IIM Indore and other various organizations and associations. The Institution has in place an updated roster of internship organizations and employers and various suppliers. Also, MUSOM has maintained direct working linkage with Surkhet Chamber of Commerce and the Chamber has been supporting in the process of institutional system capacity development. The Chamber also has been sponsoring for providing Gold Medal to the BBA and MBA program topper students every year. MUSOM has taken leadership role to establish Educational Leadership Forum at Birendranagar with a vision to empower educational leadership status in the valley.

### **Documentary Evidences**

Volume 3; Annex 3.22a: MOU signed with FNCCI, Surkhet, Karnali Province.

Volume 3; Annex 3.22b: MOU signed with feeder schools.

## **23. Does the institution inculcate civic responsibilities among the students? Give brief explanation in terms of activities.**

Yes  No

The institution has been managing a number of activities and events to raise civic awareness and responsibilities. For example, the MUSOM students regularly organize events to raise funds and materials for supporting orphan children, the students also perform community visits as part of their social work studies. They also organize a series of cultural exchange programs through MUSOM Students Council.

### **Documentary Evidences**

Volume 3; Annex 3.23a: Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019-2030 (2076-2086 BS), (p. 19).

Volume 3; Annex 3.23b: The MUSOM Academic Operating and Development Implementation Guidelines – 2019; MUSOM BBA and MBA Students Scholarship (pp. 58).

Volume 3; Annex 3.23c: News cut Student supporting Aamaghar.

**24. What are the efforts of the institution towards all-round personality development of the learners? Give brief explanation in terms of activities.**

MUSOM has established the ECA Committee and Students Council and has defined the roles and responsibilities of these committees/councils. MUSOM owned the ECA Committee and Students' Council activities in its Annual Plan of Action. A few of the activities accomplished by ECA Committee and Students' Council with an aim to empower students' overall personality, cognitive and social development include:

- a. Students' personality development, grooming and communication skill development training
- b. Computing and presentation skill development programs
- c. Leadership and time management skill development programs
- d. Life skill development programs
- e. Social skill development programs

**Documentary Evidences**

Volume 3; Annex 3.24a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, Policy about ECA (p. 70).

Volume 3; Annex 3.24b: Photos of Business Competition Model.

**25. What are the practices of the institution to impart moral and ethical value based education? Give examples of some practices.**

The institution imparts moral and ethical value-based education via different activities.

- Making it mandatory to have a unit of study on ethical and moral values in each course of study in all academic programs.

- Applying the code of conduct at student and faculty level.
- Sharing ethical and moral values from the various renowned personalities and spiritual gurus.
- Approving and applying the MUSOM GRP Report Writing Manual, 2020 with minimum 80 percent of originality requirements on plagiarism test.

### **Documentary Evidences**

Volume 3; Annex 3.25a: Student Code of Conduct and Faculty Code of Conduct of MUSOM 2016.

Volume 3; Annex 3.25b: Guest Lecturers Photos with Captions 2023.

Volume 3; Annex 3.25c: The MUSOM Operating Regulations and Implementation Guidelines - 2023, GRP Report Writing Manual (pp.213-235).

### **CRITERION 3: TEACHING LEARNING AND EVALUATION**

**26. Which of the following methods do you apply in admitting the new graduates? Select as many as apply.**

- through academic records
- through written entrance tests
- through group discussions
- through interviews
- through combination of above all

MUSOM, as an autonomous academic institution, has in place its own admissions guidelines which defines the weightage for each of the above-mentioned techniques of performing admissions screening of the new applicants. For example, the following is the institution's standardized system of new students' enrolment in MBA Program:

#### **Eligibility for Admissions**

Following are the eligibility criteria for admission in MBA Program:

a. Completion of undergraduate level of education in any discipline with at least 2.00 CGPA in aggregate of grading system, or having at least 45% aggregate in percentage based evaluation system.

b. Passed in MUSOM Admission Test:

Criteria for Grading in MUSOM Admission Test

- i. Bachelor's level results: 100 points
- ii. Written test: 100 points
- iii. Group discussion: 50 points
- iv. Interviews: 50 points

Total: 300 points

### **Documentary Evidences**

Volume 4; Annex 4.26a: MUSOM MBA Program Course Structure (Revision 2019, p. 3).

Volume 4; Annex 4.26b: Admission Policy of MUSOM; Program Prospectus of Mid-West University School of Management (MUSOM), (pp. 9-14).

Volume 4; Annex 4.26c: Academic Calendar Indicating New Admission Schedule.

Volume 4; Annex 4.26d: Published Admission Notice in the National and Local Level Newspapers and Social Media.

Volume 4; Annex 4.26e: Admission Notice: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 4; Annex 4.26f: Documents Indicating Final Result of Entrance Test.

Volume 4; Annex 4.26g: Documents Indicating Decision of Admission Committee.

**27. Is there any provision for assessing students' needs and aptitudes for a course?**

Yes  No  If yes, cite examples.

There is a provision for assessing students' needs and aptitudes for a course.

MUSOM has initiated a functional culture of having students' aptitude test on very first day of the commencement of each subject or course of study and the delivery of learning instructions has been crafted as per individual student's learning needs. Such activities are evidential in course delivery plan of action in each subject. There is a Student Counselling Cell in our institution to assess and respond according to their learning deprivations. Students communicate with the Professional Counsellor about their problems and needs and counsellor works to find out appropriate solutions to the problems.

### **Documentary Evidences**

Volume 4; Annex 4.27a: Samples of Course Delivery Session Plans Indicating the Provision of Aptitude Test of Students on the Very First Session of Each Subject.

Volume 4; Annex 4.27b: Samples of Question Papers of Admission Test of BBA and MBA Programs.

Volume 4; Annex 4.27c: Please see Annex 3.21c.

### **28. Does the institution provide bridge/remedial courses to the academically weak and disadvantaged students?**

Yes  No

### **Documentary Evidences**

Volume 4; Annex 4.28a: Minutes of the Faculty Meeting on Supporting Academically Poor Performing and Disadvantaged Students.

### **29. Does the institution encourage the teachers to make a teaching-plan?**

Yes  No  If yes, gives details.

MUSOM has a relevant policy on it and the institution has made it mandatory for each course instructor to make a detailed teaching plan for entire semester and make a presentation in respective academic instructional committees before commencing a semester. The plan includes course description, objectives, learning outcomes, session-wise detailed contents of delivery, teaching-learning activities linking teaching and research, continuous evaluation system and

reference materials. Similarly, MUSOM regularly organizes workshop on effective designing of teaching plans.

### **Documentary Evidences**

[Volume 4; Annex 4.29a: Minutes of Respective Instructional Committees.](#)

[Volume 4; Annex 4.29b: Sample Copies of Teaching plans submitted by teachers.](#)

### **30. Are syllabi in harmony with the academic/teaching calendar?**

Yes  No

If yes, give details of implementation in terms of monitoring, coverage, correction, etc.

The institution designs the Academic Calendar that is harmonious with syllabi. Syllabi are modest to academic calendar. The syllabi are neither too lengthy nor too short relative to the academic calendar. It can be regarded as modest.

### **Documentary Evidences**

[Volume 4; Annex 4.30a: Academic Calendars of MUSOM 2080.](#)

[Volume 4; Annex 4.30b: Semester-wise Course Cycles of the Academic Programs Offered at MUSOM.](#)

### **31. How does the institution supplement the lecture method of teaching with other teaching methods with specific weightage in terms of hours (directed studies, assignments, presentations)? Produce some examples.**

The institution strives in managing classrooms in an interactive setting with a provision of using computer/laptop, and multimedia projectors. Multi-mode approach of teaching learning constitutes lectures, project works, thematic presentations, case studies, group discussions, field visits, workshops, video conferencing, directed studies, review works, etc.

### **Documentary Evidences**

[Volume 4; Annex 4.31a: Institutional Policy on Sample Methods of Teaching– Learning.](#)

Volume 4; Annex 4.31b: Teaching Plans of the Faculties Having List of Teaching Methods and Process.

Volume 4; Annex 4.31c: Visuals of Class Teaching Using Technologies/Multi-modal Approaches.

Volume 4; Annex 4.31d: Report and Photos of the Field Visit.

Volume 4; Annex 4.31e. Photos and Work Plan of Presentation and Community Visit.

**32. Is there a facility to prepare audio visuals and other teaching aids?**

Yes  No  If yes, give details about the facilities.

For the preparation of the audio-visual and other aids, the institution has provided these facilities: personal laptops for the faculty, projectors, uninterrupted power supply, broadband internet connectivity, smart classrooms, video conferencing system (VCS), audio system, physical and virtual library, printing and photocopy service, newspapers, magazines, journals, computer lab, working offices, etc.

**Documentary Evidences**

Volume 4; Annex 4.32a: List of Technology and Equipment.

Volume 4; Annex 4.32b: Visuals of Different Departments and Works in Progress.

**33: Furnish the following for the last two years.**

SN	Topic in details	MUSOM Standard or Requirement	Actual		Remarks
			2017/018	2018/019	
1.	Teaching days per semester against the requirement	90 days	96 days	94 days	Exceeded the standard
2.	Working days per week against the	6 days	6 days	6 days	Met the

	requirement				standard
3.	Work load per week (for full time teachers)	Masters: 8 Hrs. teaching.	8 Hrs.	8 Hrs.	Met the standard
		Bachelors: 12 Hrs. teaching	12 Hrs.	12 Hrs.	Met standard
		Combined: 10 Hrs. teaching	10 Hrs.	10 Hrs.	Met the standard
4.	Work load per week (for part time teachers)	4 hrs./course	4 Hrs.	4 Hrs.	Met the standard
5.	Ratio of full-time teachers to part-time teachers	5:1	2:1	2:1	Above standard
6	Ratio of teaching staff to non-teaching staff	5:1	3:1	2:1	Above standard
7.	Percentage of classes taught by full-time faculty	70%	80%	80%	Exceeded standard
8.	Number of visiting professors/practitioners	10 per Semester	15 per semester	12 per semester	Exceeded Standard

### Documentary Evidences

[Volume 4; Annex 4.33a: Statistical Data 2017/2018 \(2073/2074\).](#)

[Volume 4; Annex 4.33b: Statistical Data 2018/2019 \(2074/2075\).](#)

[Volume 4; Annex 4.33c: Academic Calendar 2019/2020 \(2076/2077\)](#)



**34 (a). Are the students oriented to the program, evaluation system, codes of conduct other relevant institutional provisions and requirements?**

Yes  No  If yes give evidence.

At the beginning of the academic session, the students are oriented to the academic program, evaluation system, codes of conduct and other relevant provisions and requirements by the administration and teachers as well. MUSOM code of conduct is displayed making visible to all students and visitors. The evaluation systems, financial rules and other provisions are well communicated in advance and uploaded in the institutional website. Similarly, the subject teachers also provide with initial introductory in the beginning of the session by detailing the basic subject-wise rules and standards. The institution also organizes orientation programs for Masters as well as Bachelors level graduate or undergraduate research project (thesis) research project works. The institution provides regular updates using social media and institutional website.

**Documentary Evidences**

[Volume 4; Annex 4.34aa: Academic Calendar 2019/2020.](#)

[Volume 4; Annex 4.34ab: Screenshot of the MUSOM Website. \(www.musom.edu.np. \)](#)

[Volume 4; Annex 4.34ac: Copy of the Announcement for Orientation Program.](#)

[Volume 4; Annex 4.34ad: Attendance of Participants in the Orientation Program.](#)

[Volume 4; Annex 4.34ae: Slides of Presentation in the Orientation programs.](#)

**34 (b). Are evaluation methods communicated to students at the beginning of the academic session?**

Yes  No

If yes give evidence.

MUSOM has developed and promoted a culture of sharing the updated evaluation methods in each subject. The respective subject teachers and Program Coordinators take charge of communicating the subject-wise evaluation methods while commencing the sessions in each semester. Detailed session plans, including with mechanism for internal evaluation, are shared to all students at the time of commencement of semester or a particular course. Most of the cases,

the respective course teachers also provide with models of test instruments to be used in the mid- term and semester-end assessments.

**Documentary Evidences**

Volume 4; Annex 4.34ba: Sample Document Indicating Internal Evaluation of Students; Mid- West University School of Management (MUSOM), Graduate Learning Performance Evaluation System - 2020.

Volume 4; Annex 4.34bb: Sample Copies of Detailed Session Plans Containing Mechanism for Learning Evaluation.

**35. Does the institution monitor the overall performance of students periodically?**

Yes  No  If yes, give details

For monitoring and evaluating the overall performance of the students periodically, the institution has formed the Instructional Committee and Examination Committee and made functional with defined roles and responsibilities in the guidelines that conducts assessments and examinations as planned way and maintains individual portfolio of every student electronically.

**Documentary Evidences**

Volume 4; Annex 4.35a: Academic Calendar.

Volume 4; Annex 4.35b: Course Delivery Plans of Teachers and Monitoring/Follow-up.

Volume 4; Annex 4.35c: Minutes of the Examination Committee.

Volume 4; Annex 4.35d: Internal Exam Result Analysis.

Volume 4; Annex 4.35e: Minutes of Teacher/Staff Meeting Discussing the Students Level of Learning and Development.

**36. In the case of new appointment of the teaching faculty made by the institution itself, select among the following funding criteria that are evidential in your institution.**

Vacancy	<b>Operational Mechanism</b>
---------	------------------------------

Category	Advertisement	Selection Committee Formation	Examination by Selection Committee	Evaluation of Demo Classes	Interview by Selection Committee	Job Contract by Formal Appointment Letter
Self-Funded	√	√	√	√	√	√
Government Funded	√	√	√	√	√	√
Any Other Category						
Guest Speakers	--	--	--	--	Request by management	--
Visiting Faculty	--	--	--	--	Request by Management	Short term contract

### Operational Mechanism

- a. Selection committee is formed based on institution's statute.
- b. Vacancies are advertised in national/local newspapers and MUSOM notice board as well as social media.
- c. Pre-determined criteria are followed by the selection committee.
- d. Written tests, personal interviews and class demonstration activities are quite evidential.
- e. Selection Committee recommends and is passed by the Management Council and finally appointed in contract basis by the Executive Director with the formal appointment letter.
- f. In the case of permanent appointments, the University Service Commission administers the overall selection process and appointment of teaching faculty is done by the Vice- Chancellor.

g. Visiting faculty and guest speakers are selected by using discretionary authority of top management. However, repeated selection in such events depends on students' recommendation.

**Documentary Evidences**

Volume 4; Annex 4.36a: Mid-Western University Autonomy Bylaws 2075; Formation of Selection Committee (P.16)

Volume 4; Annex 4.36b: Sample Copies of Job Advertisements.

**37. Provide the following information (in number) about the teaching staff recruited during the last two years.**

Teaching staff recruited from ...		
the same district it operates		from other districts
Same Institution	Other Institutions	
Year 2018: --	Year 2018: 1	Year 2018: 6 part time
Year 2019: 4	Year 2019: --	Year 2019: --

**Documentary Evidences**

Volume 4; Annex 4.37a: Appointment Letters.

Volume 4; Annex 4.37b: Appointment Decision of the MUSOM Management Council.

**38. (a). Does the institution have the freedom and the resources to appoint and pay temporary/ad hoc teaching staff? Are such provisions defined in the institution act/board decision/minute?**

Yes  No

If yes, give details of their salary structure and other benefits.

MUSOM has the autonomy to appoint and pay temporary/ad-hoc teaching staff. The institution governed by its own Governing Council. At functional level it has been supported by its Management Council, Selection Committee, Procurement Committee and Finance Committee. All these committees

coordinate with each other for recruitment, selection and monitoring of such teaching staff.

**Documentary Evidences**

Volume 4; Annex 4.38aa: Mid-West University By-laws Autonomy – 2018.

Volume 4; Annex 4.38ab: Memorandum of Understanding between MWU Executive Council and MUSOM – 2018.

Volume 4; Annex 4.38ac: The MUSOM Operating Regulations and Implementation Guidelines - 2019, Working Procedures of Selection Committee. (pp. 10-11)

Volume 4; Annex 4.38ad: Evidential Documents of Real Selection Process.

**38 (b). Does the institution have provision and practice for inviting visiting/guest faculty on regular basis?**

Yes  No

If yes give details

The institution has provision and practice for inviting visiting/ guest faculty on regular basis. For this, there is allocation of one-hour class every week in the BBA Class routine, according to which guest lecture are invited from various fields for their real life experience sharing.

**Documentary Evidence**

Volume 4; Annex 4.38ba: Class Routine of MBA &BBA Program.

Volume 4; Annex 4.38bb: Record of Visiting Faculty.

Volume 4; Annex 4.38bc: Remuneration Sheet for Visiting faculty.

**39. Number of teaching staff who have attended seminars/conferences/workshops as participant's/resource persons/organizer in the last two years:**

Type of Conference	Participants	Resource Persons	Organizer
Institutional level	11	6	MUSOM Organized IBC

	15	2	2019 MUSOM conducted online LMS Training 2020
	10	1	MUSOM conducted Case Solving Method 2020
	16	1	Workshop on Question Paper Design 2020
National level	2	--	Kathmandu University School of Management, Nepal
International level	2	1	University of Pune, India

#### **Documentary Evidences**

Volume 4; Annex 4.39a: Annual Budget Status of MUSOM for the FY 2019/2020.

Volume 4; Annex 4.39b: List of Participants Attending Seminars/Conferences/Workshops.

Volume 4; Annex 4.39c: Invitation Letters and Certificates of Participation.

**40. Does the institution follow the self-appraisal method to evaluate the performance of the faculty in teaching, research and extension program?**

Yes  No

If yes, how are teachers encouraged to use the feedback? Provide justifications.

MUSOM has institutionalized a system approach to accomplish self-appraisal and evaluate the performance of the faculty in teaching, research and extension program. The standardized forms are distributed to all faculties in the end of academic session and they are asked to fill up for themselves. The filled up forms are collected and discussed among the administrative bodies. Then the required

feedbacks are provided to them. Similarly, the Institution also follows the ways to evaluate their performance on these aspects by discussing: the completion of their assigned tasks, style of teaching, regular activities, pass out rate of the students, involvement in research works, etc.

### **Documentary Evidence**

[Volume 4; Annex 4.40a: Sample of Self-Appraisal Form.](#)

[Volume 4; Annex 4.40b: Official Records of Self-Appraisal filled-up forms.](#)

#### **41. Does the institution follow any other teacher performance appraisal method?**

Yes  No

If yes, give details of the same and state how the results of the appraisal are used.

The Institution has developed a performance appraisal form for the teaching and non-teaching staff separately and implements it as a system of annual performance appraisal. Similarly, the peer appraisal is also applied to evaluate their performance of the faculty.

### **Documentary Evidences**

[Volume 4; Annex 4.41a: Different Format of Performance Appraisal/Peer Appraisal.](#)

#### **42. Does the institution collect student evaluation on institution experience?**

Yes  No

If yes, what is the significant feedback from students and how has it been used?

The institution has formed IQAC under the leadership of MUSOM Program Director and under the leadership of IQAC; the provision has been made to administer a set of questionnaire to the students for the elicitation and collection of their feedbacks regarding the facilities/qualities of the Institution. Analyzing their feedbacks, facilities for safe drinking water, cycle and motor stands, canteen and so on have been managed and updated as per the need and demand of the situation. MUSOM has designed forms for student evaluation on institution experience and conducts a survey annually on student evaluation on institution experience.

## **Documentary Evidences**

[Volume 4; Annex 4.42a: Questionnaires for Collecting Student Perception on Their Experience in the Institution.](#)

[Volume 4; Annex 4.42b: Notice for Student Evaluation on MUSOM Experience.](#)

[Volume 4; Annex 4.42c: Academic Calendar of MUSOM 2019/20.](#)

### **43. Does the institution courses courses/seminars/Conferences/symposia/workshops/programs for faculty development?**

Yes  No  If yes, give details.

MUSOM conducts orientation programs, workshops, seminars and conferences time and again for the faculty development of the institution. MUSOM also invites guest professors from other universities in Nepal and abroad to conduct workshops and conferences in contemporary management issues. The institution also encourages its faculty members to participate in different seminars, conferences, workshops and symposia held at MUSOM as well as other institutions in Nepal and abroad. These activities are planned and budget has also been allocated in the RMC Guidelines 2020.

For example, MUSOM has conducted 3-Day Online Faculty Development on LMS 2020, 2- Day Faculty Development Program entitled Case Solving Method 2020, 1-Day Workshop on Question Paper Design 2021, 1-Day UGRP Writing for BBA 8<sup>th</sup> semester 2020 and 1-Day Symposia on Business Model Competition 2021.

MUSOM has organized International Business Conference (IBC-2019) entitled Emerging Issues in Management and Transformation on 14<sup>th</sup> and 15<sup>th</sup> of July 2019 at Hotel Stay Valley View, Lade, Surkhet, Karnali Province, Nepal.

Also, MUSOM has organized 2-day Workshop on Teaching Pedagogy & Question Design on 16<sup>th</sup> and 17<sup>th</sup> of January, 2020.

## **Documentary Evidences**

[Volume 4; Annex 4.43a: MUSOM, Ten-Year Strategic Plan 2019-2030 \(2076-2086 BS\), Faculty Development and Empowerment Program \(p. 14\).](#)

[Volume 4; Annex 4.43b: Annual Budget for 2019/2020.](#)



Volume 4; Annex 4.43c: Details of Programs Held (Notices, Programs, Schedules, List of Participants, Attendance Records).

**44. Give details faculty development programs and the number of teachers who benefited out of them, during the last two years.**

SN	Faculty Development Programs	No. of Beneficiaries
1	Workshop Question Paper Design	16 (2021)
2	Workshop on Case Solving Method and Paper Evolution	10 (2021)
3	5-Day LMS Training for all faculties	15 (2020)
4	Three-day training program on faculty development	11 (2019)
5	MPhil Fellowship	3 (2019)
6	MPhil Fellowship	2 (2017)
7	Collaborative faculty research of MUSOM RMC	8 (2019)
8	Workshop on pedagogy organized by MUSOM Teachers' Council	15 (2019)

### **Documentary Evidences**

Volume 4; Annex 4.44a: MUSOM Annual Plan of Action 2023, Faculty Priorities, Development Programs of MUSOM (pp. 11-13)

Volume 4; Annex 4.44b: Evidence of Participants Involved in Training, Orientation, Seminar, Workshops.

Volume 4; Annex 4.44c: Seminar, Conference, Workshop Minute Records.

Volume 4; Annex 4.44d: list of faculty attending MPhil program.

Volume 4; Annex 4. 44e: LMS Training for Faculty Members 2020.

Volume 4, Annex 4.44f: One-Day Workshop on Question Paper Design and Case Solving Method 2021.

#### **45. Furnish information about notable innovations in teaching.**

Following are the notable innovations introduced more recently in teaching-learning and evaluation systems at MUSOM:

- a. Teachers are using ICTs including multimedia, projectors and virtual communication systems more in teaching.
- b. Introduction of video conferencing system (VCS) with 1:4-point connectivity.
- c. Different modern methods/techniques of teaching are used besides traditional lecture method. They are group work, project work, field work, individuals and group presentations, power-point presentations, field practicum, etc.
- d. The institution has implemented a fully planned approach to teaching learning whereby each faculty member is asked to prepare and present a detailed semester-based plan of action in teaching-learning.
- e. Guest speakers' professors and experts are invited from different universities and industries.
- f. Library system and accessibility has been transformed by using technology.
- g. Research management cell (RMC) is in place for managing research works and publications.

#### **Documentary Evidences**

Volume 4; Annex 4.45a: Records and Visuals of Technologies in Use.

#### **46. What are the national and international linkages established for teaching and/or research?**

MUSOM has established functional ties with a number of national and international institutions and agencies for the overall transformation and development of teaching-learning and research.

a. As an integral institution of Mid-West University, it has been receiving very close support with the highest priority to transform itself into a 'Center of Excellence' by empowering its policy framework, technologies and other resourcefulness.

b. MUSOM has established Memorandum of Understanding with Indian Institute of Management (IIM) at Indore and Lucknow with an aim to promote faculty and students exchange as well as extension studies and research.

c. MUSOM has been part of the World Bank supported ongoing higher education reform projects of University Grants Commission (UGC).

d. MUSOM has been working in collaboration with local chamber of commerce and other civil society organizations specializing in education and social reform.

#### **Documentary Evidences**

[Volume 4; Annex 4.46a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019; On National and International Linkages.](#)

[Volume 4; Annex 4.46b: Copy of Memorandum of Understanding \(MOU\) between MUSOM and IIM Indore and IIM Lucknow.](#)

[Volume 4; Annex 4.46c: Copies of Agreements Signed with Other National Institutions.](#)

#### **CRITERION 4: RESEARCH, CONSULTANCY AND EXTENSION**

##### **47. Research budget of the institution in % of total operating budget.**

The budget for the Fiscal Year 2022/2023 (2079/080) including the budget for research related activities of MUSOM has been approved by MUSOM Governing Council and audited Report follows:

a. Total operating expenses: NRs. 19688414.28

b. Total research budget expenses: NRs. 2,73415

c. Percentage of allocation on research against total operating expenses: 1.39% (approx...)

### **Documentary Evidence**

Volume 5; Annex 5.47a: The MUSOM Operating Regulations and Implementation Guidelines - 2019; MUSOM RMC Guideline and Procedures (PP. 50- 56)

Volume 5; Annex 5.47b: Budget of MUSOM 2022/2023 (2078/2079).

Volume 5; Annex 5.47c: Minute of Governing Council on Approval of MUSOM Budget for FY 2022/202023 (2079/2080).

Volume 5; Annex 5.47d: MUSOM Audit Report 2078/79.

### **48. How does the institution promote research?**

- Encourage PG students doing project work
- Teachers are given study leave
- Teachers provided with seed money
- Provision of Research Committee
- Adjustment in teaching load/schedule

<b>SN</b>	<b>Required Activities</b>	<b>Status at MUSOM</b>
1	Encourage PG students doing project work	Project work and GRP of PG students has been made a mandatory curricular aspect of MUSOM whereby research and teaching have been linked in each subject.
2	Teachers are given study leave	Currently, a total of 6 teachers are provided with partial time release to study in MPhil leading to PhD program of Faculty of Management, Mid-West University.

3	Teachers provided with seed money	Teachers undertaking mini research project are fully funded and 5 teachers studying MPhil are provided with partial financial support.
4	Provision of Research Committee	There are two committees in place -- Research Management Cell headed by the Program Director and GRP Research Committee headed by one of the Senior faculty members.
5	Adjustment in teaching load/schedule	Teachers undergoing MPhil leading to PhD program have been provided with reduced teaching load.
List of Faculties joining MPhil		Amount of seed money
1. Mr. RupeshKhatrri		25000
2. Mr. Govinda KC		25000
3. Mr. Dillu Dungana		25000
4. Mr. Irshad Iraki		25000
5. Miss. Yasodha Thapa		25000
<b>Total Amount</b>		<b>1, 25, 000</b>

### Documentary Evidences

Volume 5; Annex 5.48a: The MUSOM Operating Regulations and Implementation Guidelines – 2023; GRP manual (see 114-123).

Volume 5; Annex 5.48b: Minute of DRIE on Mini Research Proposal Defense.

Volume 5; Annex 5.48c: List of faculty getting seed money

Volume 5; Annex 5.48c: A Copy of Minute of Decision by Management Council on Providing Seed Money to Faculty Studying MPhil.

### 49. Is the institution engaged in PhD level programs?

Yes  No  If yes, give details

MUSOM has formulated the policy of MPhil and PhD Program to be launched in near future. The policy has been already included in Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019- 2030 (2076-2086 BS).

### Documentary Evidences

[Volume5; Annex 5.49a: Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019-2030 \(2076-2086 BS\), \(P. 15\)](#)

**50. What percentage of teachers is engaged in active research - guiding research scholars, operating projects, publishing regularly, etc.? Give details.**

All most all the faculties have been actively engaged in various research and innovation related activities. For example, the list provided confirms their status of engagement in research.

S N	Name of the Teachers	Status of Engagement					
		GRP Guidanc e	UGRP Guidanc e	Mini Resear ch	Research Scholarsh ip	Other Researc h	Publicatio ns
1.	Dr. Sushil Kumar Shahi	√	√	√		√	√
2.	Prof. Dr. Narayan P Poudel	√	√	√		√	√
3.	Dr. Amrit K S Gaire	√	√	√		√	√
4.	Prof. Dr. Chandra P	√	√	√		√	√

	Rijal						
5.	Bhupal B Kathayat	✓	✓	✓	✓		✓
6.	Rupesh Khatri	✓	✓	✓	✓		✓
7.	Rishi KesharKhanal	✓	✓	✓			
8.	Mrs. Yashoda Thapa	✓	✓	✓	✓		
9.	Mukunda Sharma	✓	✓	✓			
10	Govinda KC	✓	✓	✓	✓		✓
11	Chhetra Mani Timilsena	✓	✓	✓		✓	✓
12	Dillu P Dhungana	✓	✓	✓	✓		✓
13	VeetihotraVa sist ha	✓	✓				✓
14	Irsad A. Iraki	✓	✓		✓		
	<i>Percentage of engageme nt</i>	<i>100.00</i>	<i>100.00</i>	<i>85.71</i>	<i>42.86</i>	<i>35.71</i>	<i>71.43</i>

Note: The above information includes the internal faculty members only

### Documentary Evidences

Volume5; Annex 5.50a: Notice of MUSOM on Allocation of GRP/UGRP Supervisors.

Volume 5; Annex 5.50b: Letter of Confirmation of MPhil Research Scholars of Faculty of Management MPhil and PhD Program, Mid-West University.

Volume 5; Annex 5.50c: Minute of MUSOM-DRIE on Award and Supervision of Mini Research.

Volume 5; Annex 5.50d: List of Research Papers of the Teachers Published in Reputed Journals within Last Four Years.

**51. Mention the admission status of the MPhil/PhD scholars in your institution.**

Level	Enrollment Status		Total
	Full Time	Part Time	
MPhil	X	X	0
PhD	X	X	0

**52. How many PhDs have been awarded during the last five years?**

No.

**53. Does the institution provide financial support to research students?**

Yes  No  If yes, give % of financial support from recurring cost.

MUSOM has allocated NRs. 273415.00 for the FY 2022/2023 (2078/2079) which is approximately 18.60 percent of the total annual research financing of MUSOM (Total Research Related Budget NRs. 14,70,000).

**Documentary Evidences**

Volume 5; Annex 5.53a: Budget of MUSOM for FY 2021/2022 (2078/2079).

Volume 5; Annex 5.53b: Minute of Management Council on Fellowship Support to the Faculty Members.



**54. Provide details of the ongoing research projects:**

There are 5 Mini research projects and collaborative research undertaken by a total of 8 full time faculty members individually or in collaboration under the provision of MUSOM-RMC. The total budget for these research projects is NRs. 246,000.00.

SN	Research Team	Research Topic	Duration		Amount of Grant (NRs)
			Starting	Proposed for Completion	
1.	Principal Researcher: Dr. Sushil K Shahi Co Researcher: Mukunda Sharma	Career Goal Setting Trends and Practices among Students of Mid-Western University	December 2, 2019	November 30, 2020	35,000.00
2.	Principal Researcher: Rishi K Khanal Co Researcher: Dillu P Dhungana	Factors Determining Store Loyalty in Rural Markets	December 2, 2019	November 30, 2020	35,000.00
3.	Principal Researcher: Bhupal B Kathayat Co Researcher: Yashoda Thapa Chhetra M	An Alternative Trade Policy of Karnali Province Government	December 2, 2019	November 30, 2020	35,000.00

	Timilsena Young Researcher: Isha Shrestha Dinesh Kathayat				
4.	Rupesh Khatri	Prospects of	December 2,	November	35,000.00
		Developing Corporate Bond Debenture Market in Nepal	2019	30, 2020	
5.	Principal Researcher: Govinda KC  Co Researcher: Sunil Devkota Young Researcher: Bhojendra  Upadhyaya Sandhya Gurung	Entrepreneurs hip Development for Women Empowerment : a Case Study of Tharu Community in Bardiya	December 2, 2019	Novembe r 30, 2020	35,000.00
6	Kkhakendra Adhikari	Social Entrepreneurs hip of Ekheni Village in Surkhet	March 1, 2020	Decembe r, 2020	35,00.00
<b>Total Mini Research Grant NRs.</b>					<b>265.000. 00</b>

### Documentary Evidences

Volume5; Annex 5.54a: Letter of MUSOM-RMC for Conducting Mini Research.

Volume 5; Annex 5.54b: Minute of MUSOM-RMC on Mini Research.

Volume 5; Annex 5.54c: Details of Research Supported by MUSOM-DRIE.

**55. Give details of ongoing research projects funded by external agencies.**

<b>Funding agency</b>	<b>Amount (Rs.)</b>	<b>Duration (Years)</b>	<b>Collaboration, if any</b>
X	X	x	X

**56. Does the institution have research/academic publication?**

Yes  No  If yes, give details of publications in the last two years.

MUSOM has formed a Journal Publication Committee within MUSOM-DRIE. Since 2018, the Committee has been publishing a Research Journal entitled Journal of Entrepreneurship and Management Studies. Now onwards, the DRIE at MUSOM has been mandated to publish this journal with change of its name into MUSOM Journal Management and Social Sciences.

**Documentary Evidences**

Volume 5; Annex 5.56a: Minute of MUSOM-MRC on Publishing the Voice of MUSOM.

Volume 5; Annex 5.56b: Copy of Cover of the Voice of MUSOM: Bi-annual Peer Reviewed Research Journal.

Volume 5; Annex 5.56c: Copy of Journal of Entrepreneurship and Management Studies (JEMS).

**57. Does the institution offer consultancy services?**

Yes  No  If yes, give details.

The Institution has provisions of offering consultancy services in the following areas:

- a. Policy advisory to public, private and development sector organizations
- b. Research and innovation services including project feasibility study, baseline survey, monitoring and evaluation, impact assessment and new business or service creation
- c. Institutional and professional capacity development services including short-term and long-term training and development, seminar, workshop and other events
- d. Outreach service and extension studies

MUSOM has formulated Outreach and Extension Cell which is conducted by the respected coordinator.

### **Documentary Evidences**

Volume 5; Annex 5.57a: The MUSOM Operating Regulations and Implementation Guidelines 2023, Outreach and Extension Coordinator (p. 8).

Volume 5; Annex 5.57b: Minute of MUSOM Governing Council on the MUSOM Operating Regulations and Development Implementation Guidelines - 2023.

Volume 5; Annex 5.57c: MUSOM Annual Action Plan 2023; (Pp. 8-10).

Volume 5; Annex 5. 57d: A Copy of an Agreement with FNCCI, Karnali Province.

### **58. Does the institution have a designated person for extension activities?**

Yes   No  If yes, indicate the nature of the post as –

Full-time  Part-time   Additional charge

MUSOM has the formulated MUSOM Outreach and Extension Center to function the required extension activities such as counseling, training by collaborating public, private and developing sector organizations in different locations, specifically in the Karnali Province. Mr. Chhetramani Timilsena is the Coordinator of MUSOM CCIC.

## **Documentary Evidences**

Volume5; Annex 5.58a: Minute of Management Council on Formulation of the CCIC and Appointment of the Coordinator.

### **59.Indicate the extension activities of the institution and its details:**

- Community development
- Training in Disaster Management
- Health and hygiene awareness
- Medical camps
- Adult education and literacy
- Blood donation camps
- AIDS awareness
- Environment awareness
- Any other  Life management skills

## **Documentary Evidences**

Volume5; Annex 5.59a: The MUSOM Operating Regulations and Implementation Guidelines 2023, Outreach and Extension Coordinator (p. 72).

Volume5; Annex 5.59b: Appointment of the Head.

Volume5; Annex 5.59c: MUSOM Annual Budget 2019/2020.

Volume5; Annex 5.59d: MUSOM Academic Calendar 2080.

Volume5; Annex 5.59e: MUSOM Plan of Action 2023.

Volume 5; Annex 5. 59f: Photo of MUSOM Primary Health Care.

Volume 5; Annex 5.60g: Please see Volume 4; Annex 4.31d: Report and Photos of the Field Visit.

**60. Are there any outreach programs carried out by the institution (for example, Population Education Club, Adult Education, National Literacy Mission, etc.)?**

Yes  No  If yes, justify.

For example, MUSOM has conducted an outreach program of 10 days Women Health and Sanitary in the society through the coordination of the DRIE in the academic year 2022.

#### **Documentary Evidences**

Volume5; Annex 5.60a: MUSOM Annual Budget 2019/2020.

Volume5; Annex 5.60b: MUSOM Academic Calendar 2023.

Volume5; Annex 5.60c: MUSOM Plan of Action 2022/2023.

Volume5; Annex 5.60d: Report of Health Camp on Women Health and Sanitation.

**61. How are students and teachers encouraged to participate in extension activities? Any defined approaches?**

Students and teachers are encouraged to participate in extension activities by calling concept notes of the potential programs to be implemented. They develop the concept notes and submit to the MUSOM Management Council through Coordinator of Outreach Center. For example, more recently, the Students' Welfare Council came up with an idea of launching a one-day community extension program on empowering life skills among youth and the program was accepted and implemented at Ward Number 7 of Birendranagar Municipality.

#### **Documentary Evidences**

Volume5; Annex 5.61a: Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019-2030 (2076-2086 BS), (pp. 9,19)

Volume5; Annex 5.61b: Minute of MUSOM IQAC on Extension Activities for the Encouragement.

Volume 5; Annex 5.61c: The MUSOM Academic Development Implementation Guidelines 2019, Concept Paper on MUSOM Leadership Training Project to School, (PP.192-194)

**62. Does the institution work and plan the extension activities along with NGO's and GO's? Give details of last 3 years.**

Yes  No  If yes give details

The Institution works and plans the extension activities too along with NGOs and GOs, such as, Red Cross Society Surkhet, Prashanti Old Age Home, Manab Sewa Ashram, Birendranagar Municipality.

### **Documentary Evidences**

Volume5; Annex 5.62a: Strategic Thrusts of MUSOM; Ten-Year Strategic Plan 2019-2030 (2076-2086 BS), (pp 9, 19)

Volume5; Annex 5.62b: Minute of MUSOM-IQAC on Extension Activities for the Encouragement.

Volume5; Annex 5.62c: Visuals of the Major Extension Activities of MUSOM.

## **CRITERION 5: INFRASTRUCTURE AND LEARNING RESOURCES**

### **A. General Physical Infrastructure**

**63. Does the institution have a comprehensive master plan indicating the existing buildings and the projected expansion in the future? s**

Yes  No

MUSOM follows a planned approach to overall management. Following the footage of its ten- year strategic plan, MUSOM has in place MUSOM Annual Plan of Action 2023.

Currently, MUSOM has been operating from a leased building and its own building is under construction adjacent to the University Central Campuses premises. Upon handover of the newly constructed building tentatively in June 2020, the Annual Plan of Action has provision for transforming the newly constructed building into a state-of-art technology embedded center of excellence.

### **Documentary Evidence**

Volume 6; Annex 6.63a: Ten-Year Strategic Plan 2019-2030 (pp. 10, 15-16).

Volume 6; Annex 6.63b: MUSOM Annual Plan of Action 2023 (p. 17).

Volume 6; Annex 6.63c: Minute of MUSOM Governing Council Endorsing the MUSOM Annual Plan of Action 2019/2020

Volume 6; Annex 6.63d: Photos of under-construction buildings of MUSOM.

Volume 6; Annex 6. 63e: Plan Submitted to UGC under HERP and Plan reported to World Bank Meeting.

**64 (a). How does the institution plan to meet the need for augmenting the infrastructure to keep pace with academic growth? Produce plan, if any.**

To meet the need for augmenting the infrastructure to keep pace with academic growth, MUSOM has in place following mechanisms.

- a. The institution has made a ten-year strategic plan covering overall development plans.
- b. Moreover, the newly constructed building would be enough to provide services for at least next 10 years as a new building is quite large.
- c. Being an integral institution of Mid-West University, additional infrastructure development projects shall be initiated with the support of the University, UGC and other national and international development partner agencies.
- d. As immediate development initiatives, the MUSOM management will commence the state-of-art technology embedding project commencing from June 2020 upon receiving the handover of the newly constructed building.

**Documentary Evidences**

Volume 6; Annex 6.64aa: MUSOM Ten-Year Strategic Plan 2019-2030 (p. 16).

**64 (b). What support facilities are available for conducting the education programmers in the institution?**

- Laboratory
- Library
- Others



Give details

At MUSOM, there is a well-developed computer lab equipped with different web-based technologies. There are SMART Boards, LCD projectors, video conferencing systems, working laptop computers for the faculty, broadband internet connectivity and virtual learning systems.

The institution has well managed library having sufficient books, text books, reference books, journal and magazines. As of December 31, 2020, the library contains 2500 text and reference books, 20 journals, 15 newspapers, and online library resource access code - 1. Other support facilities available at MUSOM include ECA and CCA support, community outreach and extension program support, seminar, workshops and conferencing systems.

### **Documentary Evidences**

[Volume 6; Annex 6.64ba: Visuals of Computer Lab, Library, Classrooms, ECA/CCA Centers, Community Level Events, etc.](#)

**65. Does the institution have provision for regular maintenance of its infrastructure? Provide scheme.**

Yes  No

The institution has the provision for regular maintenance of its infrastructure through the construction and maintenance cell. A separate provision has been made in the institution budget for the maintenance of infrastructures. The scheme of repair and maintenance has been presented as follows:

<b>SN</b>	<b>Description of Infrastructure</b>	<b>Maintenance provision</b>
1.	Building Painting	Once in every five years
2.	Campus premises cleaning	Twice a day
3.	Ground Cleaning and grading	Once a year
4.	Toilet cleaning	Twice a day
5.	Lab cleaning	Daily

6.	Furniture repairing	As per need
7.	Generator repair and maintenance	As per supplier manual and agreement
8.	Furniture addition	Every year
9.	Computer, VCS and other electronic equipment maintenance	As per supplier manual and agreement; monthly service

### **Documentary Evidences**

[Volume 6; Annex 6.65a: Minute of MUSOM Procurement Committee on Repair and Maintenance Scheme.](#)

[Volume 6; Annex 6.65b: Running Year's Annual Budget on Repair and Maintenance.](#)

### **66. How does the institution ensure optimum utilization of its infrastructure facilities? Produce the plan.**

MUSOM runs its BBA program in two shifts, morning and day, to ensure optimum utilization of its infrastructure facilities. Same rooms are used for morning and day shifts. Both MBA and BBA programs are run in the same building with support of a single administrative support team, and coordinated by different coordinators. From August 2020, MUSOM also has a plan to launch MBA Evening program for further optimization of the resource usage. MUSOM also has a plan to commence Executive Development Programs (EDPs), Outreach and Extension programs by optimal utilization of its available resources and infrastructure. MUSOM takes students to industrial and community visit.

### **Documentary Evidences**

[Volume 6; Annex 6.66a: MUSOM Management Council Decision on Utilization of Infrastructure Facilities.](#)

[Volume 6; Annex 6.66b: MUSOM Management Council Decision on Running MBA Evening and BBA Day Program.](#)

[Volume 6; Annex 6.66c: MUSOM Management Council Decision on Running Executive Development, Outreach and Extension Study Programs.](#)

[Volume 6; Annex 6.66d: Routine of Day shift of BBA program.](#)

**67. Does the institution encourage use of the academic facilities by external agencies?**

Yes  No  If yes, give clearly defined regulations.

For example, in Spring 2019, MUSOM provided evening class running permission to the Master Degree Programs of Mid-West University, Faculty of Engineering. The professionals from different agencies also visit MUSOM library for their self-learning as it has a large collection of latest books in different areas of research, economics, planning and management sciences. MUSOM also provides space for other University Departments to have their small scale workshop, training and conferences.

**Documentary Evidences**

[Volume 6; Annex 6.67a: MUSOM Management Council Decision on Permitting External Agencies Using MUSOM Academic Resources.](#)

[Volume 6; Annex 6.68b: Support to MPhil and Central Campus of Humanities and Social Sciences.](#)

**68. What efforts are made to keep the institution clean, green and pollution free? Give details.**

To take the responsibility of keeping the institution clean, green and pollution free, MUSOM has formed a Student Welfare Council initiated by its students. The Council focuses on gardening, cleanliness and other sanitation activities. The Council also assists respective admin staff in managing:

1. Regular and adequate water supply
2. Drinking water facilities
3. Availability of dustbins
4. Cleaning campaigns in collaboration with other agencies
5. Clean and green environment campaigning

**Documentary Evidences**

[Volume 6; Annex 6.68a: MUSOM Management Council Minutes on Formation of MUSOM Student Welfare Council.](#)

[Volume 6; Annex 6.68b: Visuals of Student Welfare Council Activities.](#)

**69. Are there computer facilities in the institution that is easily accessible to students and faculty?**

Yes  No

There are facilities of computers and internet in the institution accessible to the faculty and students. All the faculties are provided with personal laptop computers and for students, a spacious computer lab is in place.

- Number of computer accessible to the students: 20
- Computer accessible to the faculty: 11
- Internet accessible to the faculty: 2
- Internet accessible to the students: 2

Note: MUSOM is a hi-speed dedicated WIFI connectivity and all desktop computers are directly connected to its Ethernet.

**Documentary Evidences**

[Volume 6; Annex 6.69a: Minute of MUSOM Management Council Making Decision to Establish a Computer Lab.](#)

[Volume 6; Annex 6.69b: MUSOM Annual Plan of Action 2019/2020, \(P.19\).](#)

[Volume 6; Annex 6.69c: Visuals of the Use of Computers in Different Departments.](#)

**70. Give the working hours of the computer center and its access on holidays and off hours.**

Teaching and non-teaching staff operates computer and internet facilities according to their need. Twenty-four-hour Internet facility is available for both teacher-staff and students. Computer Center is kept open as per following schedule:

- a. Winter: 6:00 AM to 6:00 PM; Sunday through Friday; daily 12 hours.
- b. Summer: 6:00 AM to 9:00 PM; Sunday through Friday; daily 15 hours.
- c. Holidays: Opens as per the need with management approval.
- d. All computers have unlimited broadband internet access.

## **Documentary Evidences**

Volume 6; Annex 6.70a: Public Notice Placed Outside the Computer Lab.

Volume 6; Annex 6.70b: MUSOM Standard Operating Procedure (SOP) of Computer Lab.

### **71 (a). How many departments have computers of their own? Give details.**

The institution has sufficient laptop and desktop computers in use for all departments as presented in the following list:

SN	Departments	Desktop Computers	Laptop Computers	Heavy Duty Printers with Scanner	Heavy Duty Xerox
1.	Director's Office	1	1	1	
2.	Department of Research, Innovation and Entrepreneurship	1	1	1	
3	Department of Graduate Program	1	1	1	
4	Department of Undergraduate Program	1	1	1	
5	Examination Section	2	1	1	1
6	Full Time Faculty	--	11		
7	BHM Program coordinators' offices	1	1	1	
8	Internal Quality Assurance Committee (IQAC)		1		
9	Self-Assessment Team (SAT)	1	1	1	
10	Accounts Unit	2	1	1	--
11	Administration Unit	1	--	1	--
12	Library	1	--	1	1
13	Computer Lab	12	--	-	--

				-	
14	EMIS	1	1	1	--
	<b>Total</b>	<b>25</b>	<b>21</b>	<b>11</b>	<b>2</b>

***Documentary Evidences***

Volume 6; Annex 6.71aa: Visuals of the Departments Indicating Computers in Place.

Volume 6; Annex 6.71ab: Officially Updated List of Computer/Equipment in Use.

Volume 6; Annex 6.71ac: MUSOM Stock Audit Report 2076/077 BS.

**71 (b). Does the institution have provisions of internet/intercom/CC TV/other facilities?**

Yes  No  If yes, give details.

MUSOM has provision of following facilities:

1. Internet facility: Separately installed hi-speed dedicated Internet connectivity per floor of the institution.
2. Landline phone with intercom: 1 Landline phone with intercom facility (Ph. 083525352)
3. Web browsing for the institution information: www.musom.edu.np
4. Notice board and Facebook pages: Multiple Facebook of MUSOM are in use; one official linked to institutional website and 5 students managed.
5. CCTV: 8 CCTV night vision cameras are set covering overall internal and external areas.

**Documentary Evidences**

Volume 6; Annex 6.71ba: Visuals of Departments Showing Facilities.

Volume 6; Annex 6.71bb: Minute of MUSOM Management Council Endorsing Decision on Procuring CCTV and Intercom.

**72. Explain the output of the center in developing computer aided learning packages in various subjects during the last three years?**

Following are the outputs of the center in developing computer aided learning packages.

- Production of updated teaching learning material
- Use of online reading material
- Learning skills enhancement
- Students are using lab resources for preparing power-point.

**Documentary Evidences**

[Volume 6; Annex 6.72a: Sample of Power-Point Presentation Prepared by Student and Teacher.](#)

**73. Is there any provision for maintaining/updating the computer facilities? Provide the details of the system.**

MUSOM has provision for maintaining and timely updating the computer facilities by adding more computers. For periodic repair and maintenance, MUSOM has signed agreements with local suppliers and service provider.

**Documentary Evidences**

[Volume 6; Annex 6.73a: Minute of MUSOM Management Council Endorsing the Decision on Maintaining or Updating the Computer Facilities.](#)

[Volume 6; Annex 6.73b: Roster of Suppliers and Service Provider.](#)

[Volume 6; Annex 6.73c: Agreement with the Supplier and Service Providers.](#)

**74. Does the institution make use of the services of inter-university facilities?**

Yes  No

MUSOM is using the services of inter-university facilities. MUSOM has digital library system and service. MUSOM is going to launch updated MIS and EMIS through the process.



### **Documentary Evidences**

[Volume 6; Annex 6.74a: Record of Digital Library and its Services.](#)

[Volume 6; Annex 6.74b: Procurement Process for upgraded EMIS.](#)

#### **75. What are the various health services available to the students, teacher and other staff? Give details.**

MUSOM has established Primary Health Care Center to provide first aid services to the staff and students with the leadership of Dr. from province hospital. The institution has formed Health Service Unit to maintain health services. This unit is fully equipped with all the medicines and instruments needed for first aid treatment. If the case is serious, the institution calls the ambulance to send the patient to the hospital. Similarly, MUSOM organizes various medical camps such as blood donation, health checkup and screening program on regular basis in different communities.

### **Documentary Evidences**

[Volume 6; Annex 6.75a: MUSOM Organogram Showing Health Service Unit.](#)

[Volume 6; Annex 6.75b: Visuals of Health Service Camps and Blood Donation Events in Different Places.](#)

#### **76. What are the physical and infrastructural facilities available in the sports and physical education center? Give details.**

MUSOM provides outdoor and indoor game facilities under the guidelines of the ECA Committee, such as volleyball, football, cricket, table tennis, badminton, basketball and athletics such as long jump, high jump etc. and for these sports there are football ground, volleyball court, TT Board. In Surkhet, there are ample spaces (Kalinchowk Cricket Ground and Sports Council's Football Ground in Birendranagar). MUSOM organizes its sporting events in these places.

### **Documentary Evidences**

[Volume 6; Annex 6.76a: Minute of MUSOM Management Council on Developing Sports Infrastructure and Facilities.](#)

[Volume 6; Annex 6.76b: List of Physical Infrastructure Available for Sports and Physical Education.](#)

Volume 6; Annex 6.76c: Visuals of Sporting Places and Events Organized at MUSOM.

**77. What are the incentives given to outstanding sports persons?**

MUSOM provides incentives such as cash prizes, certificates, medals, for those sport persons who stand first, second and third positions in the sporting competitions.

**Documentary Evidences**

Volume 6; Annex 6.77a: MUSOM Ten-Year Strategic Plan 2019-2030 (p. 20).

Volume 6; Annex 6.77b: MUSOM Annual Plan of Action 2019/2020, (P.27).

**78. Give details of the student participation during the last year at the university, regional, national and international events.**

The details of the student participation during the last year at the university, regional, national, and international meets are shown as below:

Level	Participation	Number of Students	Outcomes
Institutional	Participation in International Business Conference (IBC 2019; July 14-15)	60	Students learnt to organize conferences; Voice of MUSOM Journal Vol. 2 Published.
National	Participated in Lagani School conference in	5	Students learnt about issues and challenges pertaining to exploration of project
	Surkhet		investment.

National	Participated in youth conference held in Surkhet January	5	Exposed to the various issues pertaining to youth promotion and entrepreneurship
National	Participation in Entrepreneurship Summit organized by CNI in Kathmandu	15	Students learnt about the concept of entrepreneurship promotion.
International	Participation in MoU signing ceremony held at IIM - Lucknow, India; December 16-19, 2019.	12	Experience sharing MOU signing  Study visit of IIM system

### **Documentary Evidences**

Volume 6; Annex 6.78a: Account Records Showing the List of the Students Participated in Different Programs.

Volume 6; Annex 6.78b: Sample Copies of Certificates Awarded to the Participants.

Volume 6; Annex 6.78c: Annual Progress Report of MUSOM Highlighting Student Participated Events.

### **78. Give details of the hostel facilities available in the institution?**

NA: At present, MUSOM does not have hostel facilities.

### **80. Give details of the facilities for drinking water and toilets.**

MUSOM provides facilities of drinking water and toilets to all its teacher-staff, and students. There are separate toilets for girls, boys and staff. Moreover, rooms of some faculty members have attached toilets as well. There is one water tank installed and is in use now. Drinking water is purified through aqua filtering system. In addition to this, there is in place, a filter that can give hot water and cold water.

Facilities of Drinking water:

- a. Reserve tank with motor in one place
- b. Water supplies in all toilets and bathrooms.
- c. Connection of drinking water supply pipe.
- d. Electric water purifier installed

Facilities of the toilets:

- a. Total number of toilets: 8
- b. Gents: 4
- c. Ladies: 3
- d. Staff: 1

### **Documentary Evidences**

[Volume 6; Annex 6.80a: Visuals of Infrastructures.](#)

### **B. Library as a Learning Resource**

#### **81 (a). What are the working hours of the library?**

The working hours of the library at MUSOM is presented below:

- On working days: 8:00 AM & 11: 30 PM (In Two-Shift)
- On holidays: 1.00: 4.00 PM
- Prior to examinations (Extra hours 4-5 hrs.)

### **Documentary Evidences**

[Volume 6; Annex 6.81aa: MUSOM Library Operating Rules.](#)

#### **81 (b). Does the library provide open-access to students?**

Yes  No

Library at MUSOM provides open access to students of both MBA and BBA program. They can personally explore the resources they are seeking.

## **Documentary Evidences**

[Volume 6; Annex 6.81ba: MUSOM Library Operating Rules.](#)

[Volume 6; Annex 6.81bb: Visuals of the Library Usage.](#)

### **82. Mention the total collections of documents.**

The total collection of documents is as follows:

- Books: 3,982)
- Current Journals: 9
  - Nepalese: 1,028
  - Foreign: 773
- Magazines:10
- Reference Books:1, 000
- Text Books:2718
- Refereed journals: 40
- Back Volumes of Journals: 1
- E- Information Resources: 60
  - CD's/DVD's: 50
  - Databases: 500
  - Online Journals: 2
  - AV Resources: 1

1.Special collection (10) (Please specify for example: UNO Depository center, World Bank Repository, Competitive Examinations, Book Bank, Old Book Collection, Manuscripts)

## **Documentary Evidences**

[Volume 6; Annex 6.82a: List of the Resources in the Library of MUSOM.](#)

Volume 6; Annex 6.82b: Copy of Software Generated Library Details.

Volume 6; Annex 6.82c: Copy of bill paid.

**83. Give the number of books/journals/periodicals that have been added to institution library during the last two years and their cost.**

	The year before last		The year before	
	Number	Total cost	Number	Total cost
i. Text books	200	15000	100	57000
ii. Other books/References	75	35000	15	5571
iii. Journals/periodicals	5	7395	2	1000
iv. Any others				

**Documentary Evidences**

Volume 6; Annex 6.83a: Annual Budget of MUSOM Showing Library Expenses.

Volume 6; Annex 6.83b: Procurement Plan/Contracts/Rosters of Suppliers of Library.

Volume 6; Annex 6.83c: Store Inventory Record of the Resources.

Volume 6; Annex 6.83d: Library Records of the Resources.

**84. Mention**

- i. Total carpet area of the institution library (in square meter) [25 Sq. Mts]
- ii. Total number of departmental libraries [7 Sections]
- iii. Seating capacity of the library [30 in separate reading room]
- iv. Open student access to library [Yes]

## **Documentary Evidences**

[Volume 6; Annex 6.84a: Photos of the library of MUSOM.](#)

[Volume 6; Annex 6.84b: List of the resources in the library.](#)

[Volume 6; Annex 6.84c: Minutes of the Library Management Committee.](#)

### **85. Give the organizational structure of the library.**

Since, MUSOM is a small institution; library has been established as an integral Department and it has been shown in the institutional Organogram.

- (i) Total number of staff: 3
  - a. Professionals: 1 with experience in digital library
  - b. Semi-professionals: 1 with master degree in education
  - c. Others : 1-helper
- (ii) Library advisory committee, Give details

Library Management Committee serves as the library body also that consists of IT head assistant as coordinator, library head assistant as a member and administration head assistant as a member.

## **Documentary Evidences**

[Volume 6; Annex 6.85a: Organogram of MUSOM Library.](#)

[Volume 6; Annex 6.85b: Minutes of Library Management Committee.](#)

### **86. Staff development programs for library**

MUSOM has strategy for regular need-based training to library staff

- (i) Refresher/orientation courses attended: 1
- (ii) Workshops/Seminars/Conferences attended: 1
- (iii) Other special training programs attended: 1

### **Documentary Evidences**

Volume 6; Annex 6.86a: MUSOM Annual Plan of Action 2021 (2076) (p. 19)

Volume 6; Annex 6.86b: Workshop on Library Management.

### **87. Are the library functions automated?**

Yes  No

If yes: Fully automated  (0.5) Partially automated  (0.25)

Name the application software used: MIS

### **Documentary Evidences**

Volume 6; Annex 6.87a: Copy of Automatically Generated List of Library Resources.

Volume 6; Annex 6.87b: MUSOM Library Policy and Procedures.

### **88. What is the percentage of library budget in relation to the total budget of the Institution?**

The percentage of library budget in relation to the total budget of the institution in the fiscal year 2079/2080 is approximately 2.61 percent.

### **Documentary Evidences**

Volume 6; Annex 6.88a: Annual Budget 2078/079 of MUSOM Showing the Budget for Library.

**Volume 6; Annex 6.88c: MUSOM Annual Budget 2078/79**

### **89. Does the library provide the following services/facilities?**

- Circulation Services
- Maintenance services
- Reference/referral service
- Information display and notification services
- Photocopying and printing services



- User Orientation/Information Literacy
- Internet/ Computer Access
- Inter-Library Loan services
- Networking services
- Power Backup facility

### **Documentary Evidences**

Volume 6; Annex 6.89a: Organogram of Library of MUSOM.

Volume 6; Annex 6.89b: MUSOM Library Operating Rules.

Volume 6; Annex 6.89c: Visuals of the Department of Library in Action.

### **90. Furnish details on the following.**

- Average number of books issued/returned per day. [50]
- Average no. of users visited/Documents consulted per month [370]
- Please furnish the information on number of Log-ins [5]
- E-library services/ E-documents delivered per month [150]
- Ratio of library books to number of students enrolled [7:1]

### **Documentary Evidences**

Volume 6; Annex 6.90a: Copy of Library Records.

Volume 6; Annex 6.90b: Sample Copies from Visitor's Logbook.

Volume 6; Annex 6.90c: Library Record of Log-ins in E-library.

## **CRITERION 6: STUDENT SUPPORT AND GUIDANCE**

### **91.Furnish the following details:**

- Percentage of regular students appearing for the exam.
- Dropout rate (drop out from the course)

- Progression to further study (Bachelors to Master, Master to MPhil/PhD)
- Prominent positions held by alumni

Answer:

SN	Particulars	BBA 2012/2016	MBA 2012/2014
1	Percentage of regular students appearing for the exam	100%	100%
2	Dropout rate (drop out from the course)	37%	14%
3	Progression to further study (Bachelors to Masters)	20	--
4	Progression to further study (Masters to MPhil/PhD)	2	1
5	Prominent positions held by alumni	10	17

**Note:** Information of BBA 2012/2016 and MBA 2012/2014 batches

### Documentary Evidences

Volume 7; Annex 7.91a: Exam Attendance Record of the Students of BBA 2012/2016 Batch.

Volume 7; Annex 7.91b: Exam Attendance Record of the Students of MBA 2012/2014 Batch.

Volume 7; Annex 7.91c: Academic Records of Dropouts and Progression of BBA 2012/2016 Batch.

Volume 7; Annex 7.91d: Academic Records of Dropouts and Progression of MBA 2012/2014 Batch.

**92. How many students have passed the following examinations in the last five years?**

- Nepal Civil Services Examinations

- Other employment related examinations
- International level entrance examination
- Others (please specify)

Answer:

SN	Particulars	Progress Status	
		BBA 2015 to 2019 Pass out	MBA 2015 to 2019 Pass out
1	Nepal Civil Services Examinations	53	13
2	Other employment related Examinations	37	15
3	International level entrance Examination	10	1
4	Others (please specify)	20 Self employed	12 Self employed

### Documentary Evidences

[Volume 7; Annex 7.92a: Minute of Management Council on Conducting BBA and MBA Graduate Tracer Study 2019.](#)

**Volume 7; Annex 7.92a: Tracer Study 2020.**

**93. Does the institution publish its updated prospectus annually?**

Yes  No

If yes, what are the contents of the prospectus? (attach a copy)

MUSOM has a culture of publishing its updated prospectus annually covering the program details, information on management team, faculty pool, teaching-learning system, course cycle, and other program as well as institutional features.

### Documentary Evidences

Volume 7; Annex 7.93a: Minute of Management Council on Publishing of the Prospectus of MUSOM.

Volume 7; Annex 7.93b: Program Prospectus of MUSOM 2020.

**94. What kind of financial aids are available to students from the government, the institution and others? Give details.**

The students of MUSOM have been receiving grants from the Government, University Grants Commission, and MUSOM itself based on the MUSOM Operating Regulations and Implementation Guideline 2023. The institution provides with both performance-based (for approximately 8 percent of the regular students) as well as forced measure based (for approximately 7 percent of the newly enrolled) fee waiver support.

#### **Documentary Evidences**

Volume 7; Annex 7.94a: The MUSOM Operating Regulations and Implementation Guidelines - 2023, (pp.42-48).

Volume 7; Annex 7.94b: Minute of MUSOM Governing Council Passing the MUSOM Operating Regulations and Implementation Guidelines 2023.

Volume 7; Annex 7.94c: Strategic Thrusts: MUSOM Ten-Year Strategic Plan 2019-2030 (2076- 2086 BS).

Volume 7; Annex 7.94d: Program Prospectus of MUSOM 2020, (p.10).

**95. Mention the number of students who have received financial aid during the last two years.**

MUSOM has provided scholarship funds on the basis of specified criteria for the under- mentioned number of students:

<b>Financial aid</b>	<b>Year before last</b>	<b>Year before</b>
i. Merit scholarship	8	10
ii. Merit-cum-Means	15	15
iii. Any others(HERP)		6
Total	23	31

## Documentary Evidences

Volume 7; Annex 7.95a: The MUSOM Operating Regulations and Implementation Guidelines - 2023, Scholarship, Fellowship and Research Support, (pp.42-48).

Volume 7; Annex 7.95b: Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019-2030 (2076- 2086 BS) (12, 13, 15, 20).

Volume 7; Annex 7.95c: Copies of the MoUs with Different Organizations on Providing Financial Support to the Students of MUSOM.

Volume 7; Annex 7.95d: List of Students Scholarship.

**96. Does the institution have an employment cell and a placement officer who offers career counseling to students? If yes, give details of the cell and its office.**

i. Employment cell:

ii. Placement officer:

Yes  No

MUSOM has formulated the Internship and Placement Unit within its organizational structure and design. The Cell has been led by a senior faculty member to provide with effective career counseling and placement services. It also conducts special career counseling, seminar and workshop to orient and empower the graduates for potential job career. The institution has appointed the Internship and Placement Coordinator to carry out all these tasks as defined jobs. Career planning guidance, mock interviews, career search documentation support are a few other support services provided to the graduates.

The membership of the people serving in this unit has been presented as follows:

1. Mr. Govinda KC, Head of DRIE –Member
2. Mr. Dillu Prasad Dhungana, Head of Undergraduate Studies -Member
3. Isahd Iraki, Head of Exam Section-Member

## Documentary Evidences

Volume 7; Annex 7.96a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, Internship Procedure, (pp. 80-82).

Volume 7; Annex 7.96b: Minute of Management Council on Formation of Internship and Placement Unit and Appointment of Teachers in the Functional Committee.

Volume 7; Annex 7.96c: Job Description of Internship and Placement Coordinator, 2020.

Volume 7; Annex 7.96d: List of the Students Working at Various Organizations on Internship or Independent Engagement.

Volume 7; Annex 7.96e: MUSOM Organogram Showing Internship, Guideline and Placement Committee.

**97. Do teachers participate in academic and personal counseling?**

Yes  No  If yes, give details as to how they are involved.

The teachers at MUSOM actively participate in academic and personal counseling of the students by collaborating in accomplishing the following activities:

- a. During the initial program induction phase activities and events.
- b. Through regular interaction with the students in group and individual setting.
- c. Providing with incident-based, on-the-spot feedback support during teaching-learning and open discussion sessions in Campus.
- d. Through the MUSOM-DRIE and Internship and Placement Counseling Cell organized programs.
- e. During the process of thesis writing and preparing their project work reports.
- f. During the events organized for soliciting student-management interactions.
- g. During graduate exit interviews organized before their farewell from the institution.

**Documentary Evidences**

Volume 7; Annex 7.97a: Job Description of Internship, Guidance and Placement Coordinator.

Volume 7; Annex 7.97b: List of the Faculties Participated in Academic and Personal Counseling of Students.

Volume 7; Annex 7.97c: Minute of Internship and Placement Unit Directing Teacher Involvement on Academic and Personal Counseling of the Students.

Volume 7; Annex 7.97d: Minute of Internship, Guidance and Placement on Academic and Personal Counseling of Students.

**98. How many students were employed through placement service during the last year?**

Answer:

<b>Particulars</b>	<b>UG students</b>	<b>PG students</b>	<b>Research scholars</b>
i. Local firms/companies	5	2	
ii. International firms/companies	..	3	
iii. Government		4	
iv. Public (semi-government) sector	5	2	
v. Private sector	15	5	

**Documentary Evidences**

Volume 7; Annex 7.98a: Newspaper Notice for Placement.

Volume 7; Annex 7.98b: List of the Students Employed through MUSOM Internship and Placement Unit During Last One Year.

**99. Does the employment cell motivate the students to seek self-employment?**

Yes  No

If yes, how many are self-employed (data may be limited to last 5 years)?

MUSOM has an Internship and Placement Unit, Research Management Cell and Centre for Communication and International Collaboration to motivate the students to seek self-employment by providing required counseling, personalized coaching, feedback and placement of graduates for their self-employment.

The information provided in following table reveals the total number of self-employed students in last four years.

SN	Tracer Study Identified Status of Students Engagement	Years			
		2016	2017	2018	2019
1	BBA Graduates	4	3	5	4
2	MBA Graduates	2	3	2	2
<b>Total</b>		<b>6</b>	<b>6</b>	<b>7</b>	<b>6</b>

#### Documentary Evidences

[Volume 7; Annex 7.99a: Job Description of Internship, Guidance and Placement Coordinator.](#)

[Volume 7; Annex 7.99b: List of the Students Self Employed through Placement Services during Last Year.](#)

#### 100. Does the institution have an Alumni Association?

Yes  No

If yes, indicate the activities of the Alumni Association.

MUSOM has formed the Alumni Association of its graduates with an aim to have a two-way support and collaboration mechanism strengthening MUSOM's networking as well as graduate assistance after graduation. Following are the performed activities of MUSOM Alumni Association within last one year:

- a. Donation of nutritional fresh food and new clothes to the Old Age Home based people - 1 event.
- b. Conduction of blood donation camp - 1 event.
- c. Facilitation of newly admitted students' orientation program.



### **Documentary Evidences**

Volume 7; Annex 7.100a: Minutes of Management Council on the Formulation of MUSOM Student Alumni.

Volume 7; Annex 7.100b: Visuals of Performing the Various Activities.

Volume 7; Annex 7.100c: MUSOM Organizational Chart Showing Student Alumni.

### **101. How the policies and criteria of admission are made clear to prospective students?**

The institution has the policies and criteria of admitting the prospective students which are as follows:

- a. Using prospectus, banners, posters, handbills, website information, etc.
- b. Advertising through media, local newspapers, FMs and social networks.
- c. Performing individual and group counseling of walk-ins during and before admissions period.
- d. Distribution of information kit to the prospective students in local and regional locations based academic institutions and having inspirational motivation sessions in secondary schools and undergraduate colleges.

### **Documentary Evidences**

Volume 7; Annex 7.101a: The MUSOM Operating Regulations and Implementation Guidelines - 2019, (PP. 74-75).

Volume 7; Annex 7.101b: Minutes of Admission Committee on Taking Admission Decisions and Modalities of Program Promotion.

Volume 7; Annex 7.101c: Program Prospectus of MUSOM 2020, (pp.10).

Volume 7; Annex 7.101d: MUSOM Website Screenshot. ([www.musom.edu.np](http://www.musom.edu.np).)

### **102. State the admission policy of the institution with regard to international students.**

It is simply based on the Rules and Regulations of Mid-West University School of Management with regard to the admission of international students. More

specifically, MUSOM has been supported by University based Directorate of International Relations. Accordingly, MUSOM also has also its own structural unit in this respect.

The Centre for Communication and International Collaboration has been stationed with a Coordinator to undertake this responsibility.

### **Documentary Evidences**

Volume 7; Annex 7.102a: MUSOM Annual Plan of Action- 2019/020 (2076) (p. 22)

Volume 7; Annex 7.102b: MUOSM Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019-2030 (2076-2086BS) (p. 18)

Volume 7; Annex 7.102c: MUSOM Policy and Procedures for International Applicants.

### **103. What are the support services given to international students?**

- International student service office
- Special accommodation
- Induction courses
- Socio-cultural activities
- Welfare program
- Policy clearance
- Visa Support

Currently, MUSOM has no international students, but the institution has the provision to provide support services to the international students. The specific services are provided by the Centre for Communication and Collaboration such as socio-cultural orientation and socialization programs, recreational programs, welfare programs, language classes, residential services, visa support services, etc.

### **Documentary Evidences**

Volume 7; Annex 7.103a: The MUSOM Operating Regulations and Implementation Guidelines - 2023, (pp 72-73).

Volume 7; Annex 7.103b: MUOSM Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019- 2030 (2076-2086BS) (P.18).

Volume 7; Annex 7.103c: MUSOM Annual Plan of Action- 2023 (p. 22)

Volume 7; Annex 7.103d: MUSOM Policy and Procedures for International Applicants.

Volume 7; Annex 7.103d: MUSOM Policy and Procedures for International Applicants.

**104. What are the recreational / leisure time facilities available to students?**

- Indoor games
- Outdoor games
- Nature Clubs
- Debate Clubs
- Student Magazines
- Cultural Programs
- Audio Video facilities
- Any others -----

MUSOM has been directly and indirectly conducting various indoor and outdoor recreational programs. A few of such activities include social campaigning, campfires, hill station based overnight stay and socialization program, college-based home theater for the movies and documentaries. The Centre for Communication and International Collaboration, Teacher Council and Student Council coordinate with other stakeholders and they arrange and conduct various extra-curricular activities for the utilization of the leisure time. Also, the students are asked to accomplish innovative projects and research activities during longer leisure times.

**Documentary Evidences**

Volume 7; Annex 7.104a: Minutes of MUSOM Management Council on Appointment of Outreach and Extension Coordinator.

Volume 7; Annex 7.104b: Minutes of MUSOM Management Council on the Formulation of Various Authorized and Supportive Bodies (CCIC,

Teacher Council, Student Council) with Defined Job Responsibilities.

Volume 7; Annex 7.104c: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 7; Annex 7.104d: Notices and Visuals of Various Recreational Activities Accomplished within Last One Year.

## **CRITERION 7: INFORMATION SYSTEM**

**105. Is there any cell in the institution to analyze and record various academic data?**

Yes  No

If yes, mention how does the cell work along with its compositions?

MUSOM has established education management and information system (EMIS) as an integral functional department within its Organogram. EMIS Department has been mandated for making official inventory of data inputs, processing, secure storage and effective retrieval systems with information analyses and synchronized reporting features. Both academic as well as institutional administrative and financial database building, processing and relevant system design tasks have been accomplished by MUSOM EMIS team.

### **Documentary Evidences**

Volume 8; Annex 8.105a: MUSOM Organogram Showing MIS Library and Public Information Committee.

Volume 8; Annex 8.105b: The MUSOM Operating Regulations and Implementation Guidelines - 2023, (PP. 59).

Volume 8; Annex 8.105c: Minutes of MUSOM Management Council on Formation of EMIS Department with its functional mandate.

Volume 8; Annex 8.105d: MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

**106. What are the areas on which such analysis is carried out?**

Basically, the following are the key areas on which EMIS functions:

**a. Processing student information** [enrollment and profiling, fee status, scholarships, sponsorships, attendance, specializations, results processing, grading, digital library and virtual class access, feedback inputs, drop-out and graduation management, graduate tracer, ethical compliance management].

**b. Processing faculty information** [profiling, specializations, salary and benefits, leaves, status, performance appraisal and evaluation results, attendance, access to digital library and virtual class administration, instructional roles, administrative roles, students assessment and results processing, publications, feedback inputs, ethical compliance management].

**c. Admin and Finance** [profiling staff, procurement management, inventory system management, supply chain and logistics system operation, work scheduling and time management, attendance, leaves and payroll management, public information management, stakeholder relationship management, internal process and technology monitoring, decision support system, admin staff performance management, fee status tracking, advances and payments tracking, repair and maintenance tracking and management, teacher-staff lay-off management, outreach, extension and event management systems, alumni management, ethical compliance management].

**d. Library and virtual class management** [user membership and registration, user permission, procurement processing and inventory, inventory tracking, reference and textbooks coding and entry, reference reservation, circulation and referral queuing, fees and fines, issue status, repair and maintenance status, de-stocking, material usage pattern and recommendation for new purchase, digital library system design and implementation, virtual class management, ethical compliance management].

**e. Marketing and promotions** [market intelligence system management, advertising and publicity broadcasting, program promotion management, relationship management, virtual communication and promotion, digital collateral material exchange, industry- academia-community and university linkage].

### **Documentary Evidences**

[Volume 8; Annex 8.106a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, \(PP. 68-69\).](#)

[Volume 8; Annex 8.106b: Minute of Management Council on Formation of EMIS.](#)

Volume 8; Annex 8.106c: MUSOM EMIS URL Screenshot.  
[www.musom.pas.com.np](http://www.musom.pas.com.np).

**107. How these analyzed data are kept in the institution records?**

The analyzed data and information processed through EMIS system are kept maintaining adequate security and safety systems and produced in both electronic as well as physical forms. The physical data forms are periodically updated. Needful exchange and cross-departmental retrieval is permitted via administrator and user control systems.

**Documentary Evidences**

Volume 8; Annex 8.107a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, (PP. 68-69).

Volume 8; Annex 8.107b: Minute of Management Council on the EMIS.

Volume 8; Annex 8.107c: MUSOM EMIS URL Screenshot.  
[www.musom.pas.com.np](http://www.musom.pas.com.np).

**108. Are this information open to the stakeholders?**

Yes  No

If yes, explain how they are disclosed?

In a more customized and filtered form, access to the EMIS outputs has been customized by maintaining an administrator control system. Not all people are provided with open access of everything. Specific categories of stakeholders are provided with designated access facility. For example, if a student intends to have access to institutional attendance system of teachers, he/she would be directly denied for access as this permission must be limited to the teacher-staff and top management.

**Documentary Evidences**

Volume 8; Annex 8.108a: The MUSOM Academic Operating and Development Implementation Guidelines - 2019, (PP. 68-69).

Volume 8; Annex 8.108b: MUSOM Annual Plan of Action 2019/2020 (2076)  
(P. 19)

[Volume 8; Annex 8.108c: Minute of EMIS Committee Meeting on Information Exchange of EMIS.](#)

[Volume 8; Annex 8.108d: MUSOM EMIS URL Screenshot. www.musom.pas.com.np.](#)

**109. Are the methods of study and analysis also open to the stakeholders?**

Yes  No

Our EMIS system permits for customized information access to the respective stakeholders. We do not allow the stakeholders to have access on our EMIS analyses methods on the grounds of information security and safety. They are provided with customized information retrieval facility only. All methods and processes of input and database storage have been restrictively permitted to the EMIS system administrator.

**Documentary Evidences**

[Volume 8; Annex 8.109a: MUSOM EMIS Screenshot. www.musom.pas.com.np.](#)

[Volume 8; Annex 8.109b: Institution Defined Process of EMIS registration, login and Logout.](#)

[Volume 8; Annex 8.109c: MUSOM Short Guideline for the Operation of EMIS.](#)

**110. Is there any mechanism to receive comments or feedbacks on the published data?**

Yes  No

If yes, explain how does it happen?

MUSOM EMIS system has been built with provision to write user comments, queries and feedback for improvement. For this, there is a comment box in the system to write the comments limited to 300 characters.

**Documentary Evidences**

[Volume 8; Annex 8.110a: MUSOM EMIS Comment Box Screenshot. www.musom.pas.com.np.](#)

**111.What are the impacts of such information system on decision making process? Produce in brief the impact analysis.**

The information system has provided the following positive impacts on decision making process of the institution:

- a. Robust time management in decision-making with precision of actions.
- b. Truthful information of facts-based decision making in place.
- c. Increased level of shared happiness among teacher-staff and students geared up their performance levels.
- d. Gain of other stakeholder trust and confidence upon institution.
- e. Gain of ICT enabled environment-based operation literacy among the teacher-staff and students.
- f. Enhancement of institutional goodwill.

**Documentary Evidences**

Volume 8; Annex 8.111a: MUSOM EMIS Screenshot.. Revealing the User Comments as Part of Impact Analyses. [www.musom.pas.com.np](http://www.musom.pas.com.np)

Volume 8; Annex 8.111b: Documents Confirming Public Certification of the Institution on Best Performance. Top Performing Business School in the Karnali Region.

Volume 8; Annex 8.111c: Academic Audit and Quality Check Report - 2076.

**112.Give examples of quality improvements initiated due to the use of information system.**

SN	Complaint Received	Initiatives Taken by the Campus
1	Delay in issuing book in the library as a result of manual operation.	Installed EMIS system by featuring library management system in it which helped to address the problem of time consumption in issuing books.
2.	Most often the teacher-staff and students were reported to be late arriving to their	Installation of biometric attendance system for both teacher-staff and students almost



	duties or in class.	eliminated this problem forever.
3.	University authorities and various integral committees in governance of MUSOM were complaining of delayed response of MUSOM management.	ICT enabled operating system supported by dynamic EMIS operations supported for timely and accurate information processing and retrieval.
4.	Finance and Program management teams frequently complained of their workload in preparing financial information and student records.	Process automation via EMIS enables system sorted out this problem to a greater extent.
5.	It was quite a complicated task to effectively distribute the learning resources and work schedules right in time and the cost of such operation was quite high.	Introduction of EMIS system eliminated this hustle.

### **Documentary Evidences**

Volume 8; Annex 8.112a: The MUSOM Operating Regulations and Implementation Guidelines – 2023, (PP. 59).

Volume 8; Annex 8.112b: Minute of Faculty and Staff Meeting on the Quality Improvement.

### **CRITERION 8: PUBLIC INFORMATION**

#### **113. Is there public information cell within the institution?**

Yes  No

If yes, give details.

MUSOM has a policy for public information to be handled by Department of Public Information and Technology (DPIT). Primary responsibility of DITM is to prepare and implement public information and all IT related activities. It also includes assistance to coordination and collaboration with stakeholders and IT national and International Network institutes and help managing IT training to faculty and student. In addition, there is an EMIS system, and there are respective offices of the program coordinators to facilitate customized public information function of their departments. Similarly, the institution has its official website, Facebook page and other social media groups actively working in this respect.

Composition of DITM is presented as below:

	Job Position
1	Head of DPIT appointed by Management Council
2	MIS faculty member nominated by head of DPIT
3	MIS Head Assistant

Specified responsibilities, procedures and policy are included in the later of part of the MIS policy and procedures.

### **Documentary Evidences**

[Volume 9; Annex 9.113a: The MUSOM Operating Regulations and Implementation Guidelines - 2023, \(pp. 13-14\).](#)

[Volume 9; Annex 9.113b: MUOSM Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019-2030 \(2076-2086 BS\) \(P. 19\)](#)

[Volume 9; Annex 9.113c: Minute of Management Council on Formation of Public Information Cell.](#)

[Volume 9; Annex 9.113d: MUSOM Website Screenshot.](#) [www.musom.edu.np](http://www.musom.edu.np).

### **114. What are the areas of information published by the cell?**

- Academic
- Administration
- Financial
- All

MUSOM has been publishing all the information including academic, administration and financial information through its Public Information Cell via MUSOM Website, notice boards, social media, email groups, virtual classes, collateral materials and personal communication.

### **Documentary Evidences**

Volume 9; Annex 9.114a: The MUSOM Operating Regulations and Implementation Guidelines - 2023, (pp. 13-14).

Volume 9; Annex 9.114b: MUSOM Organizational Chart Showing Public Information Cell. Volume 9; Annex 9.114c: Notice on MUSOM Website Screenshot. [www.musom.edu.np](http://www.musom.edu.np).

Volume 9; Annex 9.114d: MUSOM Social Media Screenshot. ([https://www.facebook.com/musomskt/?ref=br\\_rs](https://www.facebook.com/musomskt/?ref=br_rs).)

### **115. Where are this information published?**

- Newspapers
- Magazines
- Institutional special magazine dedicated for this

The key platforms from where the information is published include:

- a. MUSOM notice boards [both physical and virtual]
- b. MUSOM Website and social media
- c. Front desk
- d. Coordinator's offices
- e. Policy documents and operational guidelines
- f. Institutional annual reports
- g. Management review meetings
- h. Public events
- i. Press releases

### **Documentary Evidences**

Volume 9; Annex 9.115a: Visuals of Notice Board of MUSOM

[Volume 9; Annex 9.115b: MBA Admission Notice on MUSOM Website Screenshot. www.musom.edu.np.](#)

[Volume 9; Annex 9.115c: MUSOM Published Data and Press Collection Information Cut-Outs, Pictures 2019/2020.](#)

**116. How often are this information published?**

- Yearly
- In 4 years

**Daily:** On contingent and developing issues and concerns.

**Weekly:** On periodic system practices, social media platforms, guest and visiting faculty task accomplishment reports, ongoing events, etc.

**Monthly:** Web-updates, procurement updates, payment updates, attendance updates, course delivery updates, scheduled events accomplishment updates, etc.

**Quarterly:** Mid-term review reports, mid-term teaching accomplishment updates, mid-term assessment/evaluation updates, work schedule reviews.

**Bi-annual:** Semester-end student performance results, course accomplishment and new allotment reports, teacher-staff performance evaluation and appraisal reports, faculty rostering, semester-end management reviews, departmental and committee level meeting proceedings, inventory updates, supplier payment updates, procurement of furniture and equipment, etc.

**Annual:** Management reviews, academic audits, financial audits, performance evaluation and appraisals, fixed-term supplier or consultant reviews, vender/supplier listing, faculty roster, renew of rent, rates and taxes, inventory updates, supplier payment updates, procurement of furniture and equipment, etc.

**Documentary Evidences**

[Volume 9; Annex 9.116a: Minute of Management Council on Public Information System Approach.](#)

[Volume 9; Annex 9.116b: MUSOM Website Screenshot. www.musom.edu.np.](#)

**117. Mention all such publications of last two years.**

The following are a few of the examples of public information published by MUSOM in last two years:

SN	Publication Details	Year 2018	Year 2019
1.	Ten-Year Strategic Plan	--	√
2.	Annual Plan of Action and Budget	√	√
3.	Program Prospectus	√	√
4.	Operating Regulations and Implementation Guidelines 2023	--	√
5.	Newsletters	√	√
6.	Annual Management Report	√	√
7.	Annual Financial Reports	√	√
8.	Periodicals (Journals, work schedules, examination schedules, task manuals, etc.)	√	√

### Documentary Evidences

[Volume 9; Annex 9.117a: MUSOM Ten-Year Strategic Plan 2019-2030.](#)

[Volume 9; Annex 9.117b: Minute of Management Council on Public Information Cell.](#)

[Volume 9; Annex 9.117c: MUSOM Published Calendar, Other Data and Information Visuals for 2019/2020.](#)

[Volume 9; Annex 9.117d: MUSOM Website Screenshot.](#) [www.musom.edu.np](http://www.musom.edu.np).

**118. Does the cell also collect responses, if any, on the published information?**

Yes  No

If yes, give details

MUSOM has a culture of collecting internal and external public feedback on various information published. Such feedback and comments are received through social media, institutional website comment box, institutional emails, review meetings, counseling, consultations, feedback drop- box, personal walk-ins, seminar, workshop, events, and any other public gathering.

### **Documentary Evidences**

[Volume 9; Annex 9.118a: MUOSM Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019- 2030 \(2076-2086 BS\) \(P. 19\)](#)

[Volume 9; Annex 9.118b: Minute of Management Council on Public Information Cell.](#)

[Volume 9; Annex 9.118c: Received Feedback and Comment at Suggestion Box, Email and Social Networking.](#)

[Volume 9; Annex 9.118d: MUSOM Organizational Chart Showing Public Information Cell.](#)

**119. Is there any system to evaluate the impact of public information on quality improvements?**

Yes  No

If yes, how these impacts are measured?

MUSOM has developed a system to evaluate the impact of public information on quality improvements. The Information Cell collects feedbacks from stakeholders through interactions, Suggestion box, e-media and questionnaires and forwards these to Internal Quality Assurance (IQAC) that evaluates them and forwards to MUSOM Management Council and the MUSOM Management Council takes necessary steps towards the implementation of suggested areas.

### **Documentary Evidences**

[Volume 9; Annex 9.119a: MUOSM Strategic Thrusts; MUSOM Ten-Year Strategic Plan 2019- 2030 \(2076-2086 BS\) \(P. 19\)](#)

[Volume 9; Annex 9.119b: Minute of Management Council on Public Information Cell.](#)

[Volume 9; Annex 9.119c: Received Feedback and Comment at Suggestion Box, Email and Social Networking 2019/2020.](#)

**120. Mention some positive impacts made by the public information practice.**

The following have been identified as the major impacts as a result of effective information communication, publication and feedback system:

- a. We have noticed improved communication and relationships within and beyond the institution.
- b. Improved level of organizational decision-making with precision and accuracy of information.
- c. Enhanced level of public and institutional accountability of the MUSOM teacher-staff.
- d. Featured with institutional image and good governance as a result of clarity and precision of information disseminated.
- e. Change in public perception and attitude towards the institution.

### **Documentary Evidences**

Volume 9; Annex 9.120a: Institutional Performance Appreciation and Awards Received as the Best Business School of the Karnali Region; The New Business Age Award.

Volume 9; Annex 9.120b: Sample Copies of Positive Comments Received through Comment Drop boxes (Physical and Virtual).

Volume 9; Annex 9.120c: Academic Audit and Quality Check Report - 2020.

## **PART TWO**

### **ANALYSIS OF THE DATA**

This part of the Self-Study Report (SSR) provides three closely connected sections comprising of preamble, criterion wise analysis and summary of the SSR.

#### **2.1 Preamble**

Founded in 2019 as an autonomous institute of Mid-West University, Mid-West University School of Management (MUSOM) is the leading learning institute in the circle of Mid-West University constituent campuses and other business schools in the region. With its clear purpose for becoming the center of excellence, MUSOM has already involved in the process of assessment and accreditation with the following attributes:

- The scientific academic and institutional structure through implementation of the clear operating and development implementation guidelines.
- Ten Year Strategic Plan and Annual plan of action with academic calendar
- Specified academic programs which can address issues and needs for managerial education.
- Well-trained and experienced faculty members with diverse expertise and skills.
- Participatory and interdisciplinary approach to contemporary management education.
- Smart physical infrastructure for faculty, students and other programs.
- Guest and visiting faculty members from corporate sectors, education sectors, industrial sector, and academic sectors.
- Tradition of research and faculty development.
- Collaboration with national and international business institutes.
- Towards digitization of academic and institutional management.
- Relevant library management.
- Publication of Journal of Management and Entrepreneurship.

### **Introduction to MUSOM**

Mid-West University School of Management (MUSOM), MUSOM, located at the center of beautiful Surkhet valley is working to prepare enlightened leaders for community development, managers and entrepreneurs-who can serve the mankind on the earth through innovation. MUSOM is dedicated to excellence in providing contemporary management education through interdisciplinary approaches to management education and research.



All MUSOM faculties, students, staff, and stakeholders truly believe that a success story of an individual organization depends upon scientific management. It believes that management is management is the continuous innovative process that is open to deal with the changing environment. Having considered holistic philosophy and action-oriented practice, it strives to offer management programs, led by experienced and trained faculties with focus on participatory pedagogy to learning.

### **Historical Development**

MUSOM was founded in 2019 by Executive Council of Mid-West University Nepal under the provision of Mid-West University Autonomy Bylaws 2075 BS. to impart quality management education. With an aim of promoting MUSOM as the Center of Excellence, Executive Council of Mid-West University granted academic and institutional autonomy to MUSOM by signing MOU on 2 February 27, 2019. This business school is recognized as institute of management, focusing on BBA, MBA, research, publication and alliance with local industries. MUSOM has been emerging as a leading management institution in the entire mid-western part of Nepal in the field of management education, having connectivity with local government, schools, development organizations, and industries. It is an institute of local, regional and national importance under the Mid-West University Act 2010. Its main historical events are as follows:

- Vice-Chancellor of Mid-West University Upendra Kumar Koirala was the first chairman of MUSOM Governing Council for two months.
- Former Rector of Tribhuvan University Prof. Dr. Prem Raj Pant was appointed as the chairman of MUSOM governing council on August 18, 2019.
- MUSOM Ten Year Strategic Plan was prepared and approved by the MUSOM Governing Council held on Nov 21, 2019 (2076/8/5).
- Decision for formation of MUSOM Quality Standards Committees such as RMC, HR, Extracurricular, internship and placement cell, EMIS Cell, Student's Welfare Council, Faculty Welfare's Council, Alumni, Quality circle, Health desk, IQAEC, SAT, Library, Disciplinary Committee, was taken and Quality Standards Committee was formed under leadership of program director Narayan Paudel on April 12, 2015.

- Dr. Sushil Kumar Shahi was appointed as the Director of MUSOM on September 5, 2019.

### **Physical Infrastructures and Property**

MUSOM conducts its program and administration in rented building with adequate teaching and administrative rooms and space. Each teaching room and administrative rooms are furnished with table, chair and electronic tools. Last year MUSOM moved to its own building. Building is to be smart and world class with digitization and student friendly classrooms and resourceful for all academic and intuitional operation. Its boundary, wall, main entrance, and landscaping are under construction.

### **Academic Programs**

MUSOM programs consist of 4-year BBA and 2-year MBA. Programs train participants in the area of human resource management, marketing, and finance and 4-year Bachelor of Hotel Management (BHM). The business school invites visiting faculty from IIM Indore, guest faculties from diverse fields and academic communities. MUSOM provides ample opportunities to faculty members and students for research and publication with an aim to change life and community constructively. The Institute equally promotes collaboration with world class institute of management bank, industry and development organizations for the placements. Also, the curriculum is revised to meet the emerging issues and challenges. MUSOM promotes strong tie up with local entrepreneurship, schools, world class institutions, and industries for incubation and research. We collaborate with foreign universities and research institutes for faculty exchange and student exchanges.

### **Human Resources**

Human resources available is adequate to manage academic operation and activities. 14 full time faculty members and 5-part time faculty members and visiting faculty members offer their service to MUSOM academic programs, research and publication.

### **Institutional Mechanism**

The overall institutional mechanism is clear with composition of five main committees such as governing council apex body responsible towards university executive council, management council, academic committee, finance committee, selection committee along with other minor committees.

## Administrative System

Administrative system and organization are based on institutional and academic committees. Apart from committees, administrative system consists of office the director, department of research, innovation and entrepreneurship, department of graduate program, department of undergraduate program, exam section, admin and finance section, it section, library section and office helpers.

## Financial Status

MUSOM financial sources are as follows:

HERP grant from UGC, Nepal -10 million

Internal Revenue collected from student's fee -20 million

## MUSOM SWOT Analysis

On the basis of overall observation, data gathering and analyses by the Self-Assessment Team (SAT), the summary of institutional strengths, weaknesses, opportunities and threats of MUSOM has been presented in table 2.13 as follows:

**Table 2. 1: MUSOM SWOT Analysis**

	Strengths	Weaknesses
<b>Internal to the Institute</b>		
	<ul style="list-style-type: none"><li>• Governing Council and other functional committees represented by nationally and internationally renowned personalities in management sciences</li><li>• Higher rate of teacher-staff, students and market loyalty towards the institution; good reputation in the society</li><li>• Higher student pass rates</li><li>• Able to maintain financial sustainability from internal revenues</li><li>• Having adequate number of teacher-staff in place</li></ul>	<ul style="list-style-type: none"><li>• Teacher-staff possessing limited areas of skill competence as a result of lack of development opportunities</li><li>• Relatively poor previous academic background of the students enrolled in the academic programs</li><li>• Relatively higher rate of students drop-out from the program</li></ul>

<ul style="list-style-type: none"> <li>• The best known business school in the Karnali Province and also the best performing institution within Mid- Western University</li> <li>• Able to maintain cheaper rate of cost of operations</li> <li>• Union-free working environment; the Teachers' Welfare Council and Students' Welfare Council being operated free from political ideologies</li> </ul>	<ul style="list-style-type: none"> <li>• Institution facing lack of financing sponsoring for teacher-staff development and technology ownership</li> <li>• Lack of instructional leaders from within the pool of full time faculty</li> <li>• Relatively poor organizational process climate and culture; though in the process of transformation</li> <li>• Lack of latest technologies and equipment for operational modernization</li> <li>• Inadequate space and physical infrastructure in presently rented campus premises</li> <li>• Lack of perceived institutional ownership among the teacher-staff</li> </ul>	
	<b>Opportunities</b>	<b>Threats</b>
<b>External to the Institute</b>		
<ul style="list-style-type: none"> <li>• Having academic and administrative autonomy favorable for strategic decision-making and rational operational functionalism</li> <li>• Chance of creating a number of preemptive moves as there is no other such autonomous academic institution in the Karnali Region</li> <li>• Karnali Provincial Government being quite receptive towards development of MUSOM;</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of good job opportunities in the region for MUSOM pass-out graduates</li> <li>• Serious crises of conducive academic culture in the valley may affect MUSOM</li> </ul>	

<p>high chance of creating partnerships with provincial and local governments</p> <ul style="list-style-type: none"> <li>• Chance of achieving institutional success by launching community and local industry needs-based, innovative academic programs</li> <li>• Centrally located campus premises after relocation to new building</li> <li>• Brisk chance of transforming into autonomous/deemed university by obtaining financial support from international development agencies</li> </ul>	<p>working culture and system practices</p> <ul style="list-style-type: none"> <li>• Lack of adequate capital financing for institution building</li> <li>• Lack of adequate opportunities of competing for research and consultancy service related projects in the region</li> <li>• Poor access to effective market supply system and local logistics in the valley to run an effective academic institution</li> <li>• Less affordability of the students in private or self-financed education system</li> <li>• Chance of having random effect of frequent union politics within Mid-Western University</li> <li>• Developing private institutions in the segment may create more competition in the days to come</li> <li>• Negative public stigma against the quality of local institutions as well as their inferior thinking against the students</li> </ul>
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	studying in local institutions
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## 2.2 Criterion Wise Analysis

### 2.1 Policy and Procedures

The academic program and institutional mechanisms of MUSOM have been guided by the Mid-West University Autonomy By-laws 2075 B.S. and MOU signed between university and MUSOM on 2 February 27, 2019. Accordingly, the institution has developed the MUSOM Academic Operating and Development Implementation Guidelines 2019 where job responsibilities of committees, sections, and departments, and functions of other concerned units are clearly mentioned. The office of the director is directly responsible towards daily operation of the institute. All the bodies of the MUSOM have to perform their duties as per Mid-West Autonomy Bylaws 2075 BS and the MUSOM Academic Operating and Development Guidelines 2019. IQAC led by director performs regular monitoring of every sector performance on the basis of defined job responsibility. Moreover, the duties and responsibilities of the Director have been defined in Autonomy Bylaws 2075 BS. And duties and responsibilities of head of department have been defined in the MUSOM Academic Operating and Development Guidelines 2019 BS. Coordinator of IQAC and Coordinator of SAT have been specified in the Mid-Western University, Operational Policy and Guidelines on Quality Assurance – 2019. With the mission of developing MUSOM into the center of excellence, MUSOM has prepared Ten Year Strategic Plan and Annual Plan of Action in line with university 20 Year Strategic Plan. Strategic plan, annual plan of action and functional documents have clearly defined vision, mission, goals, objectives, working principles, value system and service priorities of the MUSOM.

MUSOM has flexibility in terms of updating organizational governance and structure along with formulating and revisiting the organizational policies and plans. MUSOM Governing Council is the apex strategic body which is directly responsible towards university executive council. MUSOM Management Council serves as the key executive body which is responsible to carry out daily operation and implement decision made by governing council. MUSOM Academic Committee provides advice and recommendations for developing new curriculum and revisiting existing curriculum, research, and monitoring standard of teaching learning, and research project of students as well faculty members. MUSOM Finance Committee is responsible for performing fiscal planning and monitoring it. MUSOM Examinations Conduct Committee conducts final exam

of the institute as per university examinations policy and procedures. In addition, there are a number of other functional departments and sections such as department of research, innovation and entrepreneurship to manage research and faculty development programs, department of graduate program and department of undergraduate program to manage daily teaching learning activities, exam section to manage examinations, IT section, finance section, administration, and library section to manage their concerned works.

MUSOM strives to promote its academic program and institutional mechanism in respect with quality assurance. For this, MUSOM has undergone the process of Quality Assurance. Accordingly, MUSOM quality assurance closely follows the Operational Policy and Guidelines on Quality Assurance provided by University Grants Commission and Mid-West University Quality Assurance Division. In course of consolidating QAA process, MUSOM has formed a seven-member Internal Quality Assurance Committee (IQAC). Similarly, a five-member, Self-Assessment Team (SAT) has been formed for the continuous act of continued research and innovation as well as reporting of the overall status of delivered quality of the institution. In addition to this, MUSOM Quality Circle (QC), MUSOM Teachers' Welfare Council and MUSOM Students' Welfare Council also are actively facilitating in the process of institutional quality monitoring and controlling.

To manage effectively the individual and institutional performance of faculty members and staff, MUSOM has prepared and implemented the written schemes having separate formats for performance appraisal using peer appraisal, self-appraisal and student appraisal for individual Faculty and Institutional appraisal for the evaluation of the pre-defined job responsibilities.

MUSOM carries out its activities as per Strategic Plan and Plan of Action emphasizing on team work and participatory decision making and information sharing. It has prepared annual academic and administrative calendar in which it fixes different meetings of teaching and Non-teaching staff at different committee levels staff to improve team work. Similarly, the institutional plan of action emphasized building and promoting strong work teams. All policies, programs, rules, procedures and decisions are crafted and implemented using participatory approach. Optimal authority has been delegated to all departments, sections, units and individuals in written form.

MUSOM has a plan to implement an endowment-based academic program at bachelors' level with specialization in agri-business and rural entrepreneurship promotion and the endowment would be contributed by the government of

Karnali Province, local governments and other institutions. The surplus of the revenue generated would be utilized for further development and promotion of regular MBA and BBA programs. MUSOM is going to conduct BHM and MIT programs as soon as possible.

MUSOM has a plan to design and implement Executive Development Programs (EDPs) in collaboration with IIM-Indore, and IIM-Lucknow. The surplus of the revenue generated would be utilized for further development and promotion of regular MBA and BBA programs.

MUSOM also aims to serve as a policy advisory, research and development consulting institution to various public, private and development sector organizations. The revenue surplus from such initiatives has been aimed to be used for institutional, professional and graduate promotion activities.

The institution has a culture of obtaining feedbacks from all stakeholders to improve its activities. There is a Counselling, Feedback and Placement Committee working as a formal feedback mechanism. It also organizes various seminars and workshops for getting feedbacks from students, teachers, guardians, sponsors, employers, suppliers and others. MUSOM Quality Circle serves as a voluntary network to provide with periodic quality observation, check and feedback for improvement. MUSOM also has been receiving the services from experts to transform institutional system capacity and delivered quality status.

Different expert services have been procured on needs basis for the development and implementation of EMIS, library system, accounting system, virtual communication system, virtual classroom system, video conferencing system, web-based technology development, legal consultants, financial consultants, and experience sharing for better management of an academic institution.

The students are involved in management system and quality assurance. They are represented in various functional committees of the institution. There is a seventeen-member Students' Welfare Council (SWC), eleven-member Quality Circle (QC), and nine-member MUSOM Governing Council -- each widely represented by existing students as well as the members of its alumni.

MUSOM has promoted a culture of least two-tier academic audit. At university level, Office of the Dean, Faculty of Management and Office of the Directorate, Planning, Development and Monitoring play crucial role in performing periodic institutional monitoring and academic audit. For this, there has been a culture of having joint-monitoring and academic audit. At institutional level, the Academic



Committee, respective instructional/teaching committees, MUSOM Teachers' Welfare Council and MUSOM Students' Welfare Council play crucial role in performing planned as well as non-planned academic audit and feedback system.

MUSOM follows a mandatory proposition whereby each professor or course instructor has to develop a detailed course delivery session plan providing enough functional space for different types of research and innovation related events to be incorporated as part of regular teaching- learning in each subject. Similarly, the faculty members obtaining institutional research and development projects and or winning mini research grants of MUSOM-DRIE are encouraged to engage students as young researchers. MUSOM academic programs have mandatory provisions for Graduate and Undergraduate Research Project (GRPs) as well as option for Internship by Research. Following have been witnessed as the dominant outcomes as a result of combination of teaching and research.

- a) Improved level of students' relationship and networking with the industry. For example, as a result of providing research interface in industry during the course work, the students are receiving corporate offers for internship and jobs.
- b) Improved pass rate of the students in regular exams as a result of their improved level of comprehension of the problem situations and evidence-based decision envisioning.
- c) Increased rate of research-based articles published by the students and teachers.
- d) The attitude of the teachers and the students has changed towards research and self - learning activities.
- e) Moreover, a culture has developed in which students bring local industry-based cases and best management practices in the classroom proceedings.

As a result of continued efforts on institution specific innovations, MUSOM has achieved very fast growth and development in following respects:

- a. Use of high-tech features including video conferencing system, digital classrooms, e- library systems, EMIS, accounting system, virtual learning system resulted in formation of institutional image and technical soundness as perceived by the stakeholders.

- b. Teacher-staff and students have transformed with professionalism empowered with technology friendly skill competence.
- c. There is increased level of public, private and development sector readiness to provide with technical and financial assistance leading future growth and development of MUSOM. For example, University Grants Commission (UGC), The World Bank, Karnali Provincial Government and Surkhet Chamber of Commerce have shown quite positive interests on MUSOM and its mission for future growth and development.
- d. Increased level of community trust and increased flow of new entrants in the academic programs has been witnessed as a result of innovative management approaches and system capacity development of MUSOM.

## **2.2 Curricular Aspects**

MUSOM academic committee is responsible to develop and recommend market relevant curriculum and revise existing curriculum to address emerging issues as well issues unaddressed. The MUSOM Operating Regulations and Implementation Guidelines 2023 has clearly provided with procedures and steps of developing new curriculum and revising curriculum.

Considering the students' convenience, the institution runs the programs based on the flexible time in two different shifts -- morning and day. MUSOM is planning to run BHM and MIT programs. MUSOM curricular aspects cover a wider range of overall teaching-learning, evaluation and controlling system for quality education.

MUSOM also has provision to allow the horizontal mobility of the students for the Bachelor level and master level program with in university and beyond the university, as the time frame/routine has been managed properly in which students can have their mobility easily, if academic criteria permit. The students enrolled in one program are allowed to obtain cross- program mobility within the university.

The institution provides different elective options for the students of Bachelor and Master Level and manages the classes for them accordingly. The key areas of specializations offered include human resource management, marketing, finance, accounting and entrepreneurship and agribusiness management.

At MUSOM, the following efforts have been made to promote skills based quality of education among the students:

- a. Regular classes, use of technology in teaching-learning activities, interaction with the students among themselves, workshops and seminars are conducted to promote the students learning capacity. Similarly, different reference/text books are available in the library to broaden students' knowledge. A series of guest lectures and field visits also empower with graduate capacity transformation.
- b. MUSOM initiates the conduction of various conferences at local, national and international levels with truthful participation of ongoing students of the institution. Such events serve instrumental in developing graduate communication skills.
- c. For the purpose of developing numeracy skills among its graduates, MUSOM has provisioned a mandatory study of Accounting, Financial Management, Mathematics, Statistics, Economics and Econometric Analyses, Production and Operations Research, Total Quality Management, and Research Methodology courses at both Bachelors and Masters levels with more than 25 percent of credit emphasis in this domain.
- d. While initiating thematic presentations, project works, graduate research proposal and report writing, field trips, oratory competition, quiz contests, debate competitions, sports events and other events, MUSOM motivates students and faculty members to take the highest level of advantage of available information communication technologies (ICTs) including multi-media projectors, Internet, video conferencing system, virtual classes and telecommuting.
- e. To empower students' competence to work as a part of a team and independently, MUSOM assigns students in numerous individual as well team-based project works, case studies, thematic presentations, mini research, event management projects and field practicum projects

The additional focused programs at MUSOM include research and development programs are managed by DRIE. The institution also organizes a series of programs keeping in view the developmental needs of the graduates to improve their computing, language and data analyses skills. The additional course has been designed and implemented by appointing the thematic coordinator for the improvement of communication and language skills of students at the BBA and MBA program levels. For the enhancement of the computer skills, MUSOM has

launched the non-credit practical course entitled Microsoft Office for the students of BBA program. More recently, the institution has initiated the extended study programs with IIM Indore and IIM Lucknow, India -- both for the students and faculty members.

MUSOM has formed a working team 'Feedback Committee on Curriculum Revision' to provide feedback on curriculum and its revision. MUSOM has been following its own curricula for both of its ongoing BBA and MBA programs. MUSOM also has in place its Faculty Board and

Academic Committee to undertake the required initiatives to contribute to the curriculum of the Institution. Such feedback soliciting has been made a periodic proposition in each semester-end.

To receive feedback from academic peers, MUSOM Academic Committee, in coordination with Instructional Committees, Teacher Council, Student Council and Quality Circle, organizes feedback sessions from time to time.

To promote civic responsibilities among its students, MUSOM implements a number of activities and events and raises civic awareness and responsibilities.

MUSOM has established the ECA Committee and Students Council to promote:

- a. students' personality development, grooming and communication skill development training,
- b. computing and presentation skill development programs,
- c. leadership and time management skill development programs,
- d. life skill development programs, and
- e. Social skill development programs.

To promote a culture of imparting moral and ethical value-based education, MUSOM serves effectively by --

- a. making it mandatory to have a unit of study on ethical and moral values in each course of study in all academic programs,
- b. applying the code of conduct at student and faculty level,

- c. sharing ethical and moral values from the various renowned personalities and spiritual gurus, and
- d. approving and applying the MUSOM GRP Report Writing Manual, 2020 with minimum 80 percent of originality requirements on plagiarism test.

### **2.3 Teaching Learning and Evaluation**

MUSOM ensures updated teaching learning and evaluation. Procedures and policy are clearly defined in the MUSOM Academic Operating and Development Guidelines 2019. Completion of undergraduate level of education in any discipline with at least 2.00 CGPA in aggregate of grading system, or having at least 45% aggregate in percentage based evaluation system are the pre-requisites to qualify for applying for the admissions in a program. The admission testing system includes Common Management Admission Test (CMAT) along with written admissions test, group discussions and personal interviews.

There is a provision for assessing students' needs and aptitudes for a course. MUSOM administers students' aptitude test on the very first day of the commencement of each subject or program. Such activities are evidential in the course delivery plan of action of each subject. Also, there is a Student Counselling Cell to assess and respond according to their learning deprivations.

The program orientation and remedial classes have turned to be quite instrumental in promoting adequate learning maturity among the students.

MUSOM regularly organizes workshop, seminars and presentation on effective designing of teaching plans and makes it mandatory for each faculty member to make a detailed teaching plan for entire semester and make a presentation in respective academic instructional committees before commencing a semester. The plan includes course description, objectives, learning outcomes, session-wise detailed contents of delivery, teaching-learning activities linking teaching and research, continuous evaluation system and reference materials.

There is a harmonious relationship between academic calendar of the MUSOM and course session or syllabus. MUSOM prepared its own academic calendar in line with the university calendar. MUSOM does not need to rely with its parent university to design and implement its academic calendar.

MUSOM always strives for managing classrooms in an interactive setting with a provision of using smart TV/computer/laptop, and multimedia projectors. Multi-mode approach of teaching learning constitutes lectures, project works,

thematic presentations, case studies, group discussions, field visits, workshops, video conferencing, directed studies, review works, etc.

For the purpose of preparing audio-visual and other aids, MUSOM has provided its faculty members the personal laptops, Smart TV, projectors, uninterrupted power supply, broadband internet connectivity, smart classrooms, video conferencing system (VCS), audio system, physical and virtual library, printing and photocopy service, newspapers, magazines, journals, computer lab, working offices, etc.

At MUSOM, the regular classes are run for at least 90 days per semester with daily study load of at least 4 hours. The faculty members are supposed to give 8-12 hours of weekly time in regular teaching. MUSOM still needs more faculty members to be recruited on long-term permanent basis to reduce its dependency on part time teachers.

During the commencement of academic sessions, the students are oriented to the programs, evaluation system, codes of conduct and other relevant provisions and requirements by the administration and teachers as well. The evaluation systems, financial rules and other provisions are well communicated in advance and uploaded in the institutional website. The subject teachers also provide the initial introductory in the beginning of the session by detailing the basic subject-wise rules and standards. The institution also organizes orientation programs for Masters as well as Bachelors level graduate or undergraduate research project (thesis) research project works. The institution provides regular updates using social media and institutional website.

MUSOM organizes sharing and discussion programs to share the updated evaluation methods in each subject. The respective subject teachers and Program Coordinators take charge of communicating the subject-wise evaluation methods. Detailed session plans, including with mechanism for internal evaluation, are shared to all students at the time of commencement of each semester. The respective course teachers are also asked to provide with models of test instruments to be used in the mid-term and semester-end assessments.

For periodically monitoring and evaluating the overall performance of the students, MUSOM has formed departments and Examination Committee with defined duties pertaining to accomplish assessments and examinations as a planned approach. Through selection committee MUSOM selects and recruits contract and permanent faculty members.

The information presented in table 2.1 below reveals the sequential activities accomplished while performing recruitment and selection of teacher and staff:

**Table 2. 2: Activities performed during teacher/staff selection**

Vacancy Category	Job Advertisement	Selection Committee Formation	Examination by Selection Committee	Evaluation of Demo Classes	Interview by Selection Committee	Job Contract by Formal Appointment Letter
					E	
Self-Funded	√	√	√	√	√	√
Government Funded	√	√	√	√	√	√
Any Other Category						
Guest Speakers	--	- -	--	- -	Request by management	- -
Visiting Faculty	--	- -	--	- -	Request by management	Short-term contract

MUSOM has been awarded with freedom and functional mandate along resources to appoint and pay temporary/ad-hoc teaching staff. The institution has been governed by its own Governing Council. At functional level it has been supported by its Management Council, Selection Committee, Procurement Committee and Finance Committee. All these committees coordinate with each other for recruitment, selection and monitoring of such teaching staff.

Very frequently, MUSOM invites visiting/guest faculty. For this, there is allocation of one-hour class every week in the BBA Class routine, allowing the guest speakers representing various fields for real life experiences.

Attending institutional, national and international level workshops, seminars, conferences and training programs have been quite emphasized at MUSOM.

MUSOM has designed and institutionalized a system approach to accomplish self-appraisal and evaluate the performance of the faculty in teaching, research and extension program. The standardized forms are distributed to all faculties in the end of academic session and they are asked to fill up for themselves. The filled up forms are collected and discussed among the administrative bodies. Then the required feedbacks are provided to them. Similarly, the Institution also follows the ways to evaluate their performance on these aspects by discussing: the completion of their assigned tasks, style of teaching, regular activities, pass out rate of the students, involvement in research works, etc.

MUSOM has developed performance appraisal forms for the teaching and non-teaching staff separately and implements it as a system of annual performance appraisal. Similarly, the peer appraisal is also applied to evaluate the performance of the faculty.

The institution has formed IQAC under the leadership of MUSOM Director and under the leadership of IQAC, and a provision has been made to administer a set of questionnaires to the students for the elicitation and collection of their feedbacks regarding the facilities/qualities of the institution. Analyzing their feedbacks, facilities for safe drinking water, cycle and motor stands, canteen and so on have been managed and updated as per the need and demand of the situation. MUSOM has designed forms for student evaluation on institution experience and conducts a survey annually on student evaluation on institution experience.

From time to time, MUSOM conducts orientation programs, workshops, seminars and conferences with an aim to develop faculty. MUSOM also invites guest professors from other universities in Nepal and abroad to conduct workshops and conferences in contemporary management issues. The institution also encourages its faculty members to participate in different seminars, conferences, workshops and symposia held at MUSOM as well as other institutions in Nepal and abroad. These activities are planned and budget has also been allocated in the DRIE Guidelines 2020.



Following are the notable innovations made more recently in the teaching-learning and evaluation systems at MUSOM:

- a. Teachers are using ICTs including multimedia, Smart TV, projectors and virtual communication systems more in teaching.
- b. Introduction of video conferencing system (VCS) with 1:4-point connectivity.
- c. Different modern methods/techniques of teaching are used besides traditional lecture method. They are group work, project work, field work, individuals and group presentations, power-point presentations, field practicum, etc.
- d. The institution has implemented a fully planned approach to teaching learning whereby each faculty member is asked to prepare and present a detailed semester-based plan of action in teaching-learning.
- e. Guest speakers' professors and experts are invited from different universities and industries.
- f. Computer lab has been updated.
- g. Library system and accessibility has been transformed by using technology.
- h. Department of Research, Innovation and Entrepreneurship (DRIE) is responsible for managing research works and publications.

MUSOM has established functional ties with a number of national and international institutions and agencies for the overall transformation and development of teaching-learning and research.

- a. As an integral institution of Mid-West University, it has been receiving very close support with the highest priority to transform itself into a 'Center of Excellence' by empowering its policy framework, technologies and other resourcefulness.
- b. MUSOM has established Memorandum of Understanding with Indian Institute of Management (IIM) at Indore and Lucknow with an aim to

promote faculty and students exchange as well as extension studies and research.

- c. MUSOM has been part of the World Bank supported ongoing higher education reform projects of University Grants Commission (UGC).
- d. MUSOM has been working in collaboration with local chamber of commerce and other civil society organizations specializing in education and social reform.

#### 2.4 Research, Consultancy and Extension

MUSOM has provisioned almost 8 percent of its annual operating expenses on research and extension activities. To promote research-based practices, MUSOM encourage PG students doing project work; teachers are given study leaves; teachers are provided with seed money, they are also adjusted with teaching load. There is functional DRIE to conduct research and innovation. Similarly, the Outreach and Extension Center also serves instrumental in this respect. A few of the notable activities accomplished within last one year have been displayed in table 2.2 below:

**Table 2. 3: Supports accomplished through DRIE**

SN	Required Activities	Status at MUSOM
1	Encourage PG students doing project work	Project work and GRP of PG students has been made a mandatory curricular aspect of MUSOM whereby research and teaching have been linked in each subject.
2	Teachers are given study leave	Currently, a total of 6 teachers are provided with partial time release to study in MPhil leading to PhD program of Faculty of Management, Mid-West University.
3	Teachers provided with seed money	Teachers undertaking mini research project are fully funded and MPhil leading to PhD scholars are provided with partial financial support.

4	Provision of Research Committee	There are two committees in place -- Research Management Cell headed by the Program Director and GRP Research Committee headed by one of the Senior faculty members.
5	Adjustment in teaching load/schedule	Teachers undergoing MPhil leading to PhD program have been provided with reduced teaching load.

MUSOM also has a plan to commence its own MPhil and PhD programs. All most all the faculties have been actively engaged in various research and innovation related activities. As of now, a total of 6 faculty members have been provided with partial financial support to undergo an MPhil program run at Faculty of Management, Mid-West University. MUSOM has allocated NRs. 450,000.00 for the FY 2019/2020 (2075/2076) which is approximately 24.75 percent of the total annual research financing of MUSOM (Total Research Related Budget NRs. 1,817,790.00).

Presently, MUSOM has funded for a total of 6 mini research projects being carried out by as many as 8 full time faculty members individually or in collaboration under the provision of MUSOM-DRIE. The total budget for these research projects is NRs. 210,000.00.

**Table 2. 4: Ongoing mini research projects supported by DRIE**

S N	Research Team	Research Topic	Duration		Amount of Grant (NRs)
			Starting	Proposed for Completion	
1.	Principle Researcher: Dr. Sushil K Shahi Co Researcher: Mukunda Sharma	Career Goal Setting Trends and Practices among Students of Mid-Western University	December 2, 2019	November 30, 2020	35,000.00

2.	Principle Researcher: Rishi K Khanal	Factors Determining Store Loyalty in	December 2, 2019	November 30, 2020	35,000.00
	Co Researcher: Dillu P Dhungana	Rural Markets			
3.	Principle Researcher: Bhupal B Kathayat  Co Researcher: Yashoda Thapa Chhetra M Timilsena  Young Researcher:  Isha Shrestha Dinesh Kathayat	An Alternative Trade Policy of Karnali Province Government	December 2, 2019	November 30, 2020	35,000.00
4.	Rupesh Khatri	Prospects of Developing Corporate Bond  Debenture Market in Nepal	December 2, 2019	November 30, 2020	35,000.00
5.	Principal Researcher : GovindaK C Co Researcher: Sunil	Entrepreneurship Development for Women Empowerment: a Case Study of Tharu Community in	December 2, 2019	November 30, 2020	35,000.00

	Devkota Young Researcher: Bhojendra Upadhyaya Sandhya Gurung	Bardiya			
6	Mr. Khakendra Adhikari	Social Entrepreneurship of Ekheni Community of Surkhet	2021	December 2021	35000.00
<b>Total Mini Research Grant NRs.</b>					<b>245.000.0 0</b>

MUSOM has formed a Journal Publication Committee within MUSOM-DRIE. Since 2018, the Committee has been publishing a Research Journal entitled Voice of MUSOM: Bi-annual Peer Reviewed Research Journal. Now onwards, the DRIE at MUSOM has been mandated to publish this journal with change of its name into MUSOM Journal Management and Social Sciences.

The Institution has provisions of offering consultancy services in the following areas:

- a. Policy advisory to public, private and development sector organizations
- b. Research and innovation services including project feasibility study, baseline survey, monitoring and evaluation, impact assessment and new business or service creation,
- c. Institutional and professional capacity development services including short-term and long-term training and development, seminar, workshop and other events, Outreach service and extension studies.

MUSOM has formulated Outreach and Extension Center to function the required extension activities including counseling, training by collaborating public, private and developing sector organizations in different locations. MUSOM conducts a series of outreach and extension programs. At MUSOM, the students

and teachers are encouraged to participate in extension activities by calling concept notes of the potential programs to be implemented.

MUSOM works and plans the extension activities too along with NGOs and GOs, such as, Red Cross Society Surkhet, the UGC, Prashanti Old Age Home, Manab Sewa Ashram, Birendranagar Municipality.

## **2.5 Infrastructure and Learning Resources**

MUSOM follows a planned approach to overall management and is currently operating from a leased building and its own building is under construction adjacent to the University Central Campuses premises. Upon handover of the newly constructed building tentatively in June 2020, the Annual Plan of Action has provision for transforming the newly constructed building into a state-of-art technology embedded center of excellence.

To meet the need for augmenting the infrastructure to keep pace with academic growth, MUSOM has in place the following mechanism:

- a. The institution has made a ten-year strategic plan covering overall development plans.
- b. Moreover, the newly constructed building would be enough to provide services for at least next 10 years as a new building is quite large.
- c. Being an integral institution of Mid-West University, additional infrastructure development projects shall be initiated with the support of the University, UGC and other national and international development partner agencies.
- d. As immediate development initiatives, the MUSOM management will commence the state-of-art technology embedding project commencing from June 2020 upon receiving the handover of the newly constructed building.

At MUSOM, there is a well-developed computer lab equipped with different web-based technologies. There are SMART TV and Boards, LCD projectors, video conferencing systems, working laptop computers for the faculty, broadband internet connectivity and virtual learning systems.

The institution has well managed library having sufficient books, text books, reference books, journal and magazines. As of December 31, 2029, the library

contains 25300 text and reference books, 20 journals, 15 newspapers, and online library resource access code - 1.

The institution has the provision for regular maintenance of its infrastructure through the construction and maintenance cell. A separate provision has been made in the institution budget for the maintenance of infrastructures. The scheme of repair and maintenance has been presented table 2.4 below.

**Table 2. 5: MUSOM repair and maintenance scheme**

<b>SN</b>	<b>Description of Infrastructure</b>	<b>Maintenance provision</b>
1.	Building Painting	Once in every five years
2.	Campus premises cleaning	Twice a day
3.	Ground Cleaning and grading	Once a year
4.	Toilet cleaning	Twice a day
5.	Lab cleaning	Daily
6.	Furniture repairing	As per need
7.	Generator repair and maintenance	As per supplier manual and agreement
8.	Furniture addition	Every year
9.	Computer, VCS and other electronic equipment maintenance	As per supplier manual and agreement; monthly service

MUSOM runs the BBA program in two shifts -- morning and day, to ensure optimum utilization of its infrastructure facilities. Same rooms are used for

morning and day shifts. Both MBA and BBA programs are run in the same building with support of a single administrative support team, and coordinated by different coordinators. From August 2020, MUSOM also has a plan of launch MBA Evening program for further optimization of the resource usage. MUSOM also has a plan to commence Executive Development Programs (EDPs),

Outreach and Extension programs by optimal utilization of its available resources and infrastructure.

For example, in Spring 2019, MUSOM provided evening class running permission to the Master Degree Programs of Mid-West University, Faculty of Engineering. The professionals from different agencies also visit MUSOM library for their self-learning as it has a large collection of latest books in different areas of research, economics, planning and management sciences. MUSOM also provides space for other University Departments to have their small scale workshop, training and conferences.

To keep the environment clean, green and pollution free, MUSOM has formed a Nature Club initiated by its students with defined responsibility making sure that there is regular and adequate water supply, safe drinking water facilities, availability of dustbins, cleaning campaigns in collaboration with Students' Welfare Council, and clean and green environment campaigning.

There are facilities of computers and internet in the institution accessible to the faculty and students. All the faculties are provided with personal laptop computers and for students, two computer lab have been established with a total number of 12 and 15 computers in each lab. The Computer Center operated 12-15 hours on daily basis most of the cases. All regular faculty members are provided with latest laptop computers. The administrative staff members have been provided with desktop computers and printers as per the need.

As a result of having effectively managed Computer Center, MUSOM has been facilitated with following result outputs:

- Production of updated teaching learning material
- Use of online reading material
- Learning skills enhancement
- Students are using lab resources for preparing power-point.

MUSOM has provision for maintaining and timely updating the computer facilities by adding more computers. For periodic repair and maintenance, MUSOM has signed agreements with local suppliers and service provider.

MUSOM is using the services of inter-university facilities by means of faculty exchange programs, invitation to the experts from different universities, and the



institution has also provision for teacher student exchange and outreach service collaboration with different institutions in Nepal and abroad. For example, more recently, MUSOM has commenced working in collaboration with IIM Indore and IIM Lucknow of India.

MUSOM provides first aid services to the staff and students through Health Service Unit. The institution also has tie-ups with local hospitals for emergency and community health support programs.

MUSOM provides outdoor and indoor game facilities under the guidelines of the ECA Committee, such as volleyball, football, cricket, table tennis, badminton, basketball and athletics such as long jump, high jump etc. and for these sports there are football ground, volleyball court, TT Board. In Surkhet, there are ample spaces (Kalinchowk Cricket Ground and Sports Council's Football Ground in Birendranagar). MUSOM organizes its sporting events in these places.

In recognition to the high performance of students in sporting, MUSOM provides incentives such as cash prizes, certificates, medals, for those sport persons who stand first, second and third positions in the sporting competitions.

MUSOM highly encourages its students to participate in different institutional, national and international level academic events including seminars, workshops and campaigns. As per the internal records of MUSOM, following are the details of different participants attending various such programs:

**Table 2. 6: Status of students' participation in academic programs**

<b>Level</b>	<b>Participation</b>	<b>Number of Students</b>	<b>Outcomes</b>
Institutional	Participation in International Business Conference (IBC 2019;	60	Students learnt to organize conferences; Voice of MUSOM

	July 14-15)		Journal Vol. 2 Published.
National	Participated in Lagani School conference in Surkhet	5	Students learnt about issues and challenges pertaining to exploration of project investment.
National	Participated in youth conference held in Surkhet January	5	Exposed to the various issues pertaining to youth promotion and entrepreneurship
National	Participation in Entrepreneurship Summit organized by CNI in Kathmandu	15	Students learnt about the concept of entrepreneurship promotion.
International	Participation in MoU signing ceremony held at IIM - Lucknow, India; December 16-19, 2019.	12	Experience sharing MOU signing  Study visit of IIM system

The drinking water and toilet facilities of MUSOM well cover for all teacher-staff and students. There are separate toilets for ladies and gents. Most of the administrative rooms have attached toilets. There is one water tank installed and is in use now. Drinking water is purified through aqua filtering system. The purified drinking water has been dispensed through hot water Dispenser system.

Most of the cases, MUSOM library has been kept open for daily 10 hours on working days and additional 4-5 hours open during the period of examinations. The library provides open access to students. They can personally explore the resources they are seeking.

The total library collection of MUSOM comprises of almost 3000 books, 28 journals (10 referred journals and 2 online journals), 15 magazines, 50 e-information resources and 500 databases. Presently, the library has been located

in a small space covering about 25 sq. mts. Of area for placing stocks and two separate halls are used for reading area with provision of multi-tasking. MUSOM has a plan to transform its existing library system and contents into SMART library once it relocates into its newly constructed building. Library staff development plan of action has been well reflected in the strategic as well as annual plan of actions of the institution.

Most of the library functions have been automated, specifically for exploring, issuing, returning of books and ICT-enabled surveillance. MUSOM allocates more than 5 percent of its total annual operating expenditure on library development.

The major services provided by the MUSOM library include circulation service, maintenance service reference/referral service, information display and notification service, photocopying and printing service user orientation/information literacy internet/computer access service, inter- library loan service, networking service. The library has been connected with power backup facility. The library information system has revealed that the following is the usage pattern of MUSOM library in last month:

Average number of books issued/returned per day: 100

Average no. of users visited/documents consulted throughout the month: 340

Number of log-ins: 5

E-library services/ e-documents delivered throughout the month: 150

Ratio of library books to number of students enrolled: 9:1

## 2.6 Student Support and Guidance

Taking into consideration of the very first batch of its MBA and BBA students' performance the following results were processed:

**Table 2. 7: Student performance in first batch**

S N	Particular s	BBA	MBA
		2012/201 6	2012/201 4
1	Percentage of regular students appearing for the exam	100%	100%

2	Dropout rate (drop out from the course)	37%	14%
3	Progression to further study (Bachelors to Masters)	20	--
4	Progression to further study (Masters to MPhil/PhD)	--	1
5	Prominent positions held by alumni	10	17

Furthermore, while assessing the students' pass rates in various competitive examinations, the following information was extracted from MUSOM EMIS system:

**Table 2. 8: Number of students passing in competitive examinations**

SN	Particulars	Progress Status	
		BBA 2015 to 2019 Pass out	MBA 2015 to 2019 Pass out
1	Nepal Civil Services Examinations	53	13
2	Other employment related Examinations	37	15
3	International level entrance Examination	10	1
4	Others (please specify)	20 Self employed	12 Self employed

To promote its academic programs and other services using a low-cost strategy, MUSOM has a culture of publishing its updated prospectus annually covering the program details, information on management team, faculty pool, teaching-learning system, course cycle, and other program as well as institutional features.

To motivate better performers and also to empower the access to higher education, MUSOM provides with both performances based (for approximately

8 percent of the regular students) and forced measure based (for approximately 7 percent of the newly enrolled) fee waiver support. Following table provides with the information on number of students receiving financial aid in last two years:

**Table 2. 9: Students receiving financial aid in last two years**

SN	Program-Wise Recipients of Financial Aid	2018	2019
<b>Supported by MUSOM</b>			
1	BBA Program	20	20
2	MBA Program	4	4
<b>Supported by Surkhet Chamber of Commerce</b>			
1	BBA Program	Gold Medal for Batch Topper	Gold Medal for Batch Topper
2	MBA Program		
<b>Supported by Other Agencies/Departments</b>			
1	BBA Program	4	4
2	MBA Program	1	1
<b>Total Number of Students Supported</b>		<b>29</b>	<b>29</b>

To facilitate effective student placement, MUSOM has established the Internship and Placement Unit. The Cell has been led by a senior faculty member to provide with effective career counseling and placement services. It also conducts special career counseling, seminar and workshop to orient and empower the graduates for potential job career. The institution has appointed the Internship and Placement Coordinator to carry out all these tasks as defined jobs.

Career planning guidance, mock interviews, career search documentation support are a few other support services provided to the graduates.

The membership of the people serving in this unit has been presented as follows:

1. Mr. Govinda KC-Head of DRIE

2. Mr. Dillu Prasad Dhungana, Head of Undergraduate Studies, BBA Member

The teachers at MUSOM actively participate in academic and personal counseling of the students by collaborating in accomplishing the following activities:

- a. During the initial program induction phase activities and events.
- b. Through regular interaction with the students in group and individual setting.
- c. Providing with incident-based, on-the-spot feedback support during teaching-learning and open discussion sessions in Campus.
- d. Through the MUSOM-DRIE and Internship and Placement Counseling Cell organized programs.
- e. During the process of thesis writing and preparing their project work reports.
- f. During the events organized for soliciting student-management interactions.
- g. During graduate exit interviews organized before their farewell from the institution.

The information presented in table 2.9 below reveals the total number of students receiving successful placement services within last one year.

**Table 2. 10: Students receiving placement support within last one year**

SN		Tracer Study Identified Status of Students Engagement Getting Placement	Graduate Tracer Status	
			BBA	MBA
1		Local firms/companies	5	2
2		International firms/companies	--	3

3		Government organizations	4	5
4		Public (semi-government) sector	5	2
5		Private sector	15	5
		<b>Total</b>	<b>29</b>	<b>17</b>

MUSOM Internship and Placement Unit, DRIE and Centre for Communication and International Collaboration jointly motivate the students to seek self-employment by providing required counseling, personalized coaching, feedback and placement of graduates for their self-employment. The information provided in table 2.10 reveals the total number of self-employed students in last four years.

Table 2. 11: Number of self-employed students within last four years

SN	Tracer Study Identified Status of Students Engagement	Years			
		2016	2017	2018	2019
1	BBA Graduates	4	3	5	4
2	MBA Graduates	2	3	2	2
<b>Total</b>		<b>6</b>	<b>6</b>	<b>7</b>	<b>6</b>

MUSOM also formed the Alumni Association of its graduates with an aim to have a two-way support and collaboration mechanism strengthening MUSOM's networking as well as graduate assistance after graduation. Following are the performed activities of MUSOM Alumni Association within last one year:

- a. Donation of nutritional fresh food and new clothes to the Old Age Home based people - 1 event.
- b. Conduction of blood donation camp - 1 event.
- c. Facilitation of newly admitted students' orientation program.

The institution has the policies and criteria of admitting the prospective students which are as follows:

- a. Using prospectus, banners, posters, handbills, website information, etc.

- b. Advertising through media, local newspapers, FMs and social networks.
- c. Performing individual and group counseling of walk-ins during and before admissions period.
- d. Distribution of information kit to the prospective students in local and regional locations based academic institutions and having inspirational motivation sessions in secondary schools and undergraduate colleges.

The MUSOM admission policy has been directly linked with the corresponding policy and rules of the Mid-West University School of Management. More specifically, MUSOM has been supported by University based Directorate of International Relations. Accordingly, MUSOM also has its own structural unit in this respect. The Centre for Communication and International Collaboration has been stationed with a Coordinator to undertake this responsibility.

MUSOM has been directly and indirectly conducting various indoor and outdoor recreational programs. A few of such activities include social campaigning, campfires, hill station based overnight stay and socialization program, college-based home theater for the movies and documentaries. The Centre for Communication and International Collaboration, Teacher Council and Student Council coordinate with other stakeholders and they arrange and conduct various extra-curricular activities for the utilization of the leisure time. Also, the students are asked to accomplish innovative projects and research activities during longer leisure times.

## **2.7 Information System**

As an integral functional department within its organogram, MUSOM has established education management and information system (EMIS) with a functional mandate for making official inventory of data inputs, processing, secure storage and effective retrieval systems with information analyses and synchronized reporting features. Both academic as well as institutional administrative and financial database building, processing and relevant system design tasks have been accomplished by MUSOM EMIS team. Basically, the following are the key areas on which EMIS functions:

- a. **Processing student information** [enrollment and profiling, fee status, scholarships, sponsorships, attendance, specializations, results processing, grading, digital library and virtual class access, feedback



inputs, drop-out and graduation management, graduate tracer, ethical compliance management].

- b. Processing faculty information** [profiling, specializations, salary and benefits, leaves, status, performance appraisal and evaluation results, attendance, access to digital library and virtual class administration, instructional roles, administrative roles, student's assessment and results processing, publications, feedback inputs, ethical compliance management].
- c. Admin and Finance** [profiling staff, procurement management, inventory system management, supply chain and logistics system operation, work scheduling and time management, attendance, leaves and payroll management, public information management, stakeholder relationship management, internal process and technology monitoring, decision support system, admin staff performance management, fee status tracking, advances and payments tracking, repair and maintenance tracking and management, teacher-staff lay-off management, outreach, extension and event management systems, alumni management, ethical compliance management].
- d. Library and virtual class management** [user membership and registration, user permission, procurement processing and inventory, inventory tracking, reference and textbooks coding and entry, reference reservation, circulation and referral queuing, fees and fines, issue status, repair and maintenance status, de-stocking, material usage pattern and recommendation for new purchase, digital library system design and implementation, virtual class management, ethical compliance management].
- e. Marketing and promotions** [market intelligence system management, advertising and publicity broadcasting, program promotion management, relationship management, virtual communication and promotion, digital collateral material exchange, industry- academia-community and university linkage].

The EMIS based analyzed data and information are kept maintaining adequate security and safety systems and produced in both electronic as well as physical forms. The physical data forms are periodically updated. Also, there is a

provision of having needful exchange and cross- departmental retrieval via administrator and user control systems.

Access to the EMIS outputs has been customized by maintaining an administrator control system. Not all people are provided with open access of everything, but with selective permission to maintain higher level of safety and security of institutional information systems.

MUSOM EMIS system permits for customized information access to the respective stakeholders. We do not allow the stakeholders to have access on our EMIS analyses methods on the grounds of information security and safety. They are provided with customized information retrieval facility only. All methods and processes of input and database storage have been restrictively permitted to the EMIS system administrator.

MUSOM EMIS system has been built with provision to write user comments, queries and feedback for improvement. For this, there is a comment box in the system to write the comments limited to 300 characters. The information system has provided the following positive impacts on decision making process of the institution:

- a. Robust time management in decision-making with precision of actions.
- b. Truthful information of facts-based decision making in place.
- c. Increased level of shared happiness among teacher-staff and students geared up their performance levels.
- d. Gain of other stakeholder trust and confidence upon institution.
- e. Gain of ICT enabled environment-based operation literacy among the teacher-staff and students.
- f. Enhancement of institutional goodwill.

The information provided in table 2.11 below reveals the examples of quality improvement due to effective EMIS system in place at MUSOM.

Table 2. 12: Perceived quality improvement as a result of having EMIS

SN	Complaint Received	Initiatives Taken by the Campus
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1	Delay in issuing book in the library as a result of manual operation.	Installed EMIS system by featuring library management system in it which helped to address the problem of time consumption in issuing books.
2.	Most often the teacher-staff and students were reported to be late arriving to their duties or in class.	Installation of biometric attendance system for both teacher-staff and students almost eliminated this problem forever.
3.	University authorities and various integral committees in governance of MUSOM were complaining of delayed response of MUSOM management.	ICT enabled operating system supported by dynamic EMIS operations supported for timely and accurate information processing and retrieval.
4.	Finance and Program management teams frequently complained of their workload in preparing financial information and student records.	Process automation via EMIS enables system sorted out this problem to a greater extent.
5.	It was quite a complicated task to effectively distribute the learning resources and work schedules right in time and the cost of such operation was quite high.	Introduction of EMIS system eliminated this hustle.

## 2.8 Public Information

Primarily, the Front Office serves as the Public Information Cell. The MUSOM EMIS system and other department-based offices of the head of departments to facilitate customized public information function of their departments. The

institution has its official website, Facebook page and other social media groups actively working in this respect.

The information cell periodically publishes various information pertaining to academic development, general institutional administration and financial matters. The key platforms from where the information is published include -- MUSOM notice boards [both physical and virtual], MUSOM Website and social media, front desk, coordinator's offices, policy documents and operational guidelines, institutional annual reports, management review meetings, public events and press releases. The general pattern of frequency of information publication has been presented as follows:

**Daily:** On contingent and developing issues and concerns.

**Weekly:** On periodic system practices, social media platforms, guest and visiting faculty task accomplishment reports, ongoing events, etc.

**Monthly:** Web-updates, procurement updates, payment updates, attendance updates, course delivery updates, scheduled events accomplishment updates, etc.

**Quarterly:** Mid-term review reports, mid-term teaching accomplishment updates, mid-term assessment/evaluation updates, work schedule reviews.

**Bi-annual:** Semester-end student performance results, course accomplishment and new allotment reports, teacher-staff performance evaluation and appraisal reports, faculty rostering, semester-end management reviews, departmental and committee level meeting proceedings, inventory updates, supplier payment updates, procurement of furniture and equipment, etc.

**Annual:** Management reviews, academic audits, financial audits, performance evaluation and appraisals, fixed-term supplier or consultant reviews, vender/supplier listing, faculty roster, renew of rent, rates and taxes, inventory updates, supplier payment updates, procurement of furniture and equipment, etc. The information provided in table 2.12 below reveals selected examples of public information published by MUSOM in last two years.

Table 2. 13: Public information publication status in last two years

SN	Publication Details	Year 2021	Year 2022
1.	Ten-Year Strategic Plan	--	√

2.	Annual Plan of Action and Budget	√	√
3.	Program Prospectus	√	√
4.	Operating Regulations and Implementation Guidelines 2023	--	√
5.	Newsletters	√	√
6.	Annual Management Report	√	√
7.	Annual Financial Reports	√	√
8.	Periodicals (Journals, work schedules, examination schedules, task manuals, etc.)	√	√

MUSOM has a culture of collecting internal and external public feedback on various information published. Such feedback and comments are received through social media, institutional website comment box, institutional emails, review meetings, counseling, consultations, feedback drop- box, personal walk-ins, seminar, workshop, events, and any other public gathering.

The institution developed a system to evaluate the impact of public information on quality improvements. The Information Cell collects feedbacks from stakeholders through interactions, suggestion box, e-media and questionnaires and forwards these to Internal Quality Assurance (IQAC) that evaluates them and forwards to MUSOM Management Council and the MUSOM Management Council takes necessary steps towards the implementation of suggested areas. The following have been identified as the major impacts as a result of effective information communication, publication and feedback system:

- a. We have noticed improved communication and relationships within and beyond the institution.
- b. Improved level of organizational decision-making with precision and accuracy of information.
- c. Enhanced level of public and institutional accountability of the MUSOM teacher-staff.

- d. Featured with institutional image and good governance as a result of clarity and precision of information disseminated.
- e. Change in public perception and attitude towards the institution.

### **2.3 Summary of the SSR**

MUSOM is able to enhance and execute effective institutional performance and best practices in terms of clear policy and procedures, market relevant and stakeholders' consultancy based curricular development and implementation, updated and digitized teaching learning and evaluation approaches and practices, action oriented research, consultancy, and extension, smart physical infrastructure and adequate learning resources through improved library and facilities, pertinent intellectual, technical and financial support and guidance to students, constructive information networking, and relevant publication.

MUSOM Ten-Year Strategic Plan, MUSOM Operating Regulations and Implementation Guidelines 2023, and Annual Plan of Action present clearly defined vision, mission, goals, objectives, policies, programs and procedures for fair academic and transparent institutional governance and reform. Defined job responsibilities, participatory approach to teaching, learning, research, consultancy, service oriented administration, flexible approach to curriculum development and revision, and academic audit are the exemplary practices made by the MUSOM for promotion of quality education in the nation.

For example, to make teaching-learning and evaluation more student-centered, MUSOM provides opportunity to the students to undertake different courses by assessing their needs, closely supports the academically weak and disadvantaged students by providing class branching and small group teaching, coaching and psycho-social counseling services. At the beginning of the academic session, all the faculty members are mandatorily required develop detailed course plans as well as the students are oriented to the academic program, evaluation system, code of conduct and other relevant provisions and requirement by the administration and teachers as well. The institution periodically monitors the overall performance of students through different mechanisms. The institution has freedom and the resources to appoint full time, part-time and visiting faculty following its defined rules and regulations. The faculty members appraised through defined appraisal and performance evaluation systems. The institution conducts various seminars, conferences, workshops and research program targeted at the faculty development.

For promotion of relevant research, consultancy and extension, MUSOM has established functional ties with IIM Indore and IIM Lucknow and FINNCI of Karnali Province for the overall transformation and development of teaching-learning research, outreach and extension services. MUSOM promotes the research activities by faculty development program (financial assistance to MPhil and PhD, mini research grants, publication of research journals with financial support), and for students, there is GRP and UGRP provision with defined guidelines and working manuals. MUSOM has provisioned offering consultancy services on policy advisory, project feasibility study, baseline survey, monitoring and evaluation, impact assessment, new business or service creation and professional capacity development services.

MUSOM has a plan to develop a world class, SMART Technology enabled building which is currently under construction with smart classrooms, equipped with computer lab and 24x7 library service with e-library, virtual classroom and assessment activities, with depository of the UN agencies, European Union, ASEAN, SAARC, the World Bank, IMF and other national and international agencies and referred journals. The institution has developed health care unit with necessary health kit and counselling services. MUSOM has a plan to develop various sports infrastructure like basketball court, table tennis, volleyball court, and hostel facility to national and international students.

MUSOM provides scholarships to topper, economically weaker, remote, dalit, janajati, and female students and international students. MUSOM has Internship and Placement Unit for career counseling and promoting employability of the students. MUSOM has developed EMIS system to manage all the student information, faculty information, admin and finance, library and virtual class management, and marketing and promotion. MUSOM has institutional website ([www.musom.edu.np](http://www.musom.edu.np)) and Facebook page for providing various information to the concerned stakeholders. MUSOM has a functional Public Information Cell and EMIS system, and respective offices of the departments to facilitate customized public information function of their departments. MUSOM publishes needful information on daily, weekly, biannual and annual basis.