

Virtual University of Pakistan


Assessment Team Report


Department: Management Science
Program Title: Associate Degree in Human Resource Management
Assessment Cycle: Cycle-III
Assessment Year: 2023-24

Criteria Referenced Evaluation

	Excellent Performance in all areas.	Good to Excellent Performance in all areas.	Good Performance for most areas *	Fair Performance in most of the areas.	Poor Performance in most of the areas.	Score
Criterion 1 - Program Mission, Objectives and Outcomes		✓				3.67
Criterion 2 - Curriculum Design and Organization	✓					17.50
Criterion 3 - Laboratories and Computing Facilities	✓					9.33
Criterion 4 - Student Support and Advising		✓				8.00
Criterion 5 - Process Control		✓				11.18
Criterion 6 - Faculty			✓			13.14
Criterion 7 - Institutional Facilities			✓			6.67
Criterion 8 - Institutional Support				✓		5.00

* No poor performance in any areas.

Signature of AT:
Name & Designation:


Signature of DQE Coordinator:
Name & Designation:


Criterion 1 – Program Mission, Objectives and Outcomes					Weight = 0.05				
Factors Score			5	4	3	2	1		
1	Does the Program have documented measurable objectives that support faculty / college and institution mission statements?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Does the Program have documented outcomes for graduating students?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Do these outcomes support the Program objectives?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	Are the graduating students capable of performing these outcomes?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5	Does the department assess its overall performance periodically using quantifiable measures?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6	Is the result of the Program Assessment documented?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Total Encircled Value (TV)			5	8	9	0	0	0	
Score 1 (S1) = [TV/(No. of Questions *5)] *100 *Weight =			3.67						
Comments/Observations/Key Findings:									
1	Where these program mission and objective are on the website? Either these are approved or not? Are program objectives placed on webpage?	1							
2	The program mission statement is not up to the mark. It needs to be revamped.	2							
3	5 Minor difference in Program objectives from website 1.2.3	3							
4	Program outcome looks too narrow, e.g "to learn management functions."	4							
5	1.2.1 Page 19 needs some formatting.	5							
6	1.2.1 Program outcomes must be reviewed. Program outcome 6 is too narrow. Do we aim to produce only HR managers?	6							
7	Employers' Survey Results – It is better to conduct this survey again to check the market standing of the program.	7							
8	Only 4 respondents which does not prove its generalizability. Increase the respondents. 1.2.3.1Page 21(point 11) Covid Point needs to be write again.	8							
9	1.2.3.3 Mention total number of respondents. Please check the statement Page 27 "Beneficial in creating time management habits, sharpening Judgmental skills, becoming self-disciplined and bridging the gap between	9							

Criterion 2 – Curriculum Design and Organization					Weight = 0.20	
Factors Score		5	4	3	2	1
1	Is the curriculum consistent?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does the curriculum support the program's documented objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are theoretical background, problem analysis and solution design stressed within the program's core material?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Does the curriculum satisfy the core requirements laid down by respective accreditation bodies?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does the curriculum satisfy the major requirements laid down by HEC and the respective councils / accreditation bodies?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Does the curriculum satisfy the general education, arts and professional and other discipline requirements as laid down by the respective / accreditation bodies / councils?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Is the information technology component integrated throughout the program?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Are oral and written skills of the students developed and applied in the program?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Encircled Value (TV)		20	12	3	0	0
Score 2 (S2) = [TV/(No. of Questions *5)] *100 *Weight =		17.50				

Comments/Observations/Key Findings:		
1	2.1.2.2. Semester-Wise Study Scheme - The curriculum involves certain courses which are inconsistent and un-supportive to the program's documented objectives. In fact, this program needs to teach applied and	1
2	2.1.2.2 Table 2-1 Human Resource Management should be offered in first semester.	2
3	Almost 20 courses contribute less than 25% to PLO1, more than 80% courses don't contribute to PLO2 and PLO3, almost 14 courses contribute less than 50 % in PLO4	3
4	Constitution of Pakistan must be added, Natural sciences course must be offered.	4
5	The program mission statement is not up to the mark. It needs to be revamped.	5
6	Program outcome looks too narrow, e.g "to learn management functions."	6
7	Program outcomes must be reviewed. Program outcome 6 is too narrow. Do we aim to produce only HR managers?	7
8	Only 4 respondents which does not prove its generalizability. Increase the respondents. 1.2.3.1Page 21(point 11) Covid Point needs to be write again. 1.2.3.3 Mention total number of respondents. Please check the statement	8
9	Overall, all performance assessment shows that performance of the student is poor in most of the courses after Spring 2020 onwards especially in 3rd and 4th semester. Annexure B shows that most of the students are securing C, D and F grades in courses from	9

Criterion 3 – Laboratories and Computing Facilities					Weight = 0.10	
Factors Score		5	4	3	2	1
1	Are laboratory manuals / documentation / instructions etc. for experiments available and readily accessible to faculty and students?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Are there adequate number of support personnel for instruction and maintaining the laboratories?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are the university's infrastructure and facilities adequate to support the program objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Encircled Value (TV)		10	4	0	0	0
Score 3 (S3) = [TV/(No. of Questions *5)] *100 *Weight =		9.33				
Comments/Observations/Key Findings:						
1	Some text is yellow highlighted on Page 51. Why? Some annexures are also yellow highlighted.	1				
2	Check Table 3.1	2				

Criterion 4 – Student Support and Advising					Weight = 0.10		
Factors Score			5	4	3	2	1
1	Are the courses being offered in sufficient frequency and number for the students to complete the program in a timely manner?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Does the university provide academic advising on course decisions and career choices to all students?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Encircled Value (TV)			5	4	3	0	0
Score 4 (S4) = [TV/(No. of Questions *5)] *100 *Weight =			8.00				
Comments/Observations/Key Findings:							
1	4.2.1.3(Add annexure of previous conducted sessions)	1					

Criterion 5 – Process Control					Weight = 0.15		
Factors Score			5	4	3	2	1
1	Is the process to enroll students to a program based on quantitative and qualitative criteria?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is the process to register students in the program and monitoring their progress documented?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is the process above periodically evaluated to ensure that it is meeting its objectives?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Is the process to recruit and retain faculty in place and documented?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Are the processes for faculty evaluation & promotion consistent with the institution mission?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Are the processes in 5 and 6 above periodically evaluated to ensure that they are meeting their objectives?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do the processes and procedures ensure that teaching and delivery of course material emphasize active learning and that course learning outcomes are met?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Is the process in 8 above periodically evaluated to ensure that it is meeting its objectives?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Is the process to ensure that graduates have completed the requirements of the program base on standards and documented procedures?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Encircled Value (TV)			10	16	15	0	0
Score 5 (S5) = [TV/(No. of Questions *5)] *100 *Weight =			11.18				
Comments/Observations/Key Findings:							
1	Vacancies are not announced in the relevant filed.	1					

Criterion 6 – Faculty					Weight = 0.20				
Factors Score			5	4	3	2	1		
1	Are there enough full-time faculty members to provide adequate coverage of the program areas / courses with continuity and stability?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2	Are the qualifications and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
3	Do the faculty members possess a level of competence that would be obtained through graduate work in the discipline?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
4	Do the majority of faculty members hold a Phd degree in their discipline?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
5	Do faculty members dedicate sufficient time to research to remain current in their disciplines?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
6	Are there mechanisms in place for faculty development?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
7	Are faculty members motivated and satisfied so as to excel in their profession?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Total Encircled Value (TV)			5	4	12	2	0		
Score 6 (S6) = [TV/(No. of Questions *5)] *100 *Weight =			13.14						
Comments/Observations/Key Findings:									
1	6.6.4 Page 74 Qualification of Mr. Saadat Nisar is missing.		1						
2	6.5.5 Qualification of faculty members must be updated. e.g Nazia Rafiq		2						
3	The column "Area/Specialization" in Table 6.1.6 should be started with HRM as these people are more associated with the Management program.		3						
4	Faculty members are not giving proper time to research to remain updated in their discipline.		4						
5	There is also shortage of faculty access to research Journals.		5						

Criterion 7 – Institutional Facilities					Weight = 0.10				
Factors Score			5	4	3	2	1		
1	Does the institution have the infrastructure to support new trends such as e-learning?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2	Does the library contain technical collection relevant to the program and is it adequately staffed?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
3	Are the class rooms and offices adequately equipped and capable of helping faculty carry out their responsibilities?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Total Encircled Value (TV)			0	8	0	2	0		
Score 7 (S7) = [TV/(No. of Questions *5)] *100 *Weight =			6.67						
Comments/Observations/Key Findings:									
1	Lack of reference e-books and e-library access.		1						

Criterion 8 – Institutional Support					Weight = 0.10				
Factors Score			5	4	3	2	1		
1	Is there sufficient support and finances to attract and retain high quality faculty?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2	Are there an adequate number of high quality graduate students, teaching assistants and Ph.D. students?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Total Encircled Value (TV)			0	0	3	2	0		
Score 8 (S8) = [TV/(No. of Questions *5)] *100 *Weight =			5.00						
Comments/Observations/Key Findings:									
1	Page 130 formatting		1						

$$\begin{aligned}\text{OVERALL ASSESSMENT SCORE} &= S1 + S2 + S3 + S4 + S5 + S6 + S7 + S8 \\ &= 3.6 + 17.5 + 9.33 + 8.00 + 11.1 + 13.1 + 6.67 + 5.00 \\ &= 74.49 / 100\end{aligned}$$

Overall Comments by Assessment Team:

- Internship course must not be offered. Need to offer ICT based courses like typing, email writing etc,
- Hands on training of skill development courses must be developed and recorded. To make this program market-oriented, the University should consider induction of front-end functional courses which are applied in nature.
- More specialization courses should be included Like Diversity Management, Compensation & Benefits, Rewards Systems, Labor Laws etc. Most of the suggested courses in post progress report at page number 11 are of more high level.
- Classification of "Compulsory, foundation, major, and elective" should be updated on website.
- Internship placement officer must be hired to help the students to identify the opportunities.
- For the career counseling of students, seminars and workshops should be organized at least once in semester and experts from industries should be invited to deliver the focused talk.

Comments by DQE Coordinator: