Virtual University of Pakistan

Assessment Team Report

Department: Management Science

Program Title: BS in Business Administration

Assessment Cycle: Cycle-IV

Assessment Year: 2024-25

Criteria Referenced Evaluation

#	Standards' Title	Weightage	Approved	Approved with Recommendations	Approved with Conditions	Not Approved	Score
Standard-1	Programme Mission, Objectives & Outcomes	15%	√				13.71
Standard-2	Curriculum Design & Organization	20%	✓				19.50
Standard-3	Subject-Specific Facilities	15%		√			12.00
Standard-4	Student Support & Advising	10%		√			9.00
Standard-5	Teaching Faculty/Staff	20%		✓			18.00
Standard-6	Institutional Policies & Process Control	10%		✓			8.77
Standard-7	Institutional Support & Facilities	5%					NA
Standard-8	Institutional General Requirements	5%					NA

Signature of Assessment Team Lead:
Name Dr Rub Nwaz Lodhi.
Designation Associate Professor
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Signagure of DQE Coordinator:				
Name Irfana Aslam Ghouri				
Designation Manager Quality Assurance				

Standard-	1 Programme Mission, Objectives & Outcomes					Weight =	0.15
Factors S	Factors Score		5	4	3	2	1
1	Institution and department mission statements are documented and aligned with the Programme Educational Objectives (PEOs).		$\overline{\checkmark}$				
2	PEOs define expected graduate achievements a few years after graduation, supported by a strategic plan outlining necessary actions.	\otimes					
3	Every PEO includes evidence of its alignment with institutional mission, assessment strategies and timelines, along with documentation of implemented improvements.						
4	Programme Learning Outcomes (PLOs) are aligned with the PEOs and use of action verbs support their attainment.		\checkmark				
5	The extent to which graduates achieve PLOs is assessed using defined methods such as alumni, graduating student, and employer surveys.		\checkmark				
6	Survey data are collected systematically, analyzed, and presented in the report, with documented use of results for timely program improvements.			V			
7	Accreditation outcomes and feedback are documented, with corresponding actions taken and planned improvements clearly described.	\otimes					
8	The program's strengths, weaknesses, and major future development plans are identified and supported by evidence.						
9	The department conducts periodic performance reviews using quantifiable measures to inform strategic decisions and continuous improvement.				V		
10	Students are actively engaged in program evaluation, with documented evidence of their participation and feedback impact.	0					
	Total Encircled Value (TV)	3	25	4	3	0	0
_	Score 1 (S1) = [TV/(No. of Questions *5)] *100 *Weight =			13.	71		

Standard-1	Programme Mission, Objectives & Outcomes		
	Comments/Observations/Key Findings:		Recommendations/Conditions
1	The strategic plan for department and program is a missing link between program mission, learning objectives and outcomes.	1	It is highly recommended to devise and add strategic plan for department and program of BSBA
2	The program mission/description needs to be added	2	There must be a clear, actionable, achievable, and measurable program mission/description in this report if already developed. In case of non-availability, it must be added to the report with the reflection of industry-academia linkage.
3	The measurability of program outcomes is not reflected in the report. Provided instruments and survey are not good measures to measure CLOs.	3	Program learning outcomes need to be measured. Department or DQE, whosoever is responsible to develop the instrument need to work on it immediately for the next cycle.
4	What are coping strategies to overcome the gaps highlighted by the students. How survey results are improving the quality of program. It is not mentioned.	4	The measure taken by the department to imptove the quality of BSBA program, and how the graduating survey results are strategized into action need to be added in upcoming cycle.
5	The graphs of data incorporated might be required by HEC.	5	The graphs needs to be incorporated
6	The program BSBA and industry linkages details are missing. How students are getting practical exposure?	6	A detailed description of BSBA program and industry linkages need to be developed. The strategic plan for academia-industry linkage must be the part of this program. The employer or industry survey need to be conducted periodically.
7	For students' engagement, and student-as-partner approach, the mentioned events are not reflecting he core of engagement and partnership.	7	The BSBA program should have detailed plan for engaging students as partners in curriculum and academia-industry linkages.
8		8	
9		9	

Standard-	2 Curriculum Design & Organization					Weight =	0.20
Factors So	core	NA	5	4	3	2	1
1	The curriculum is consistent and support the programme's documented objectives.		\checkmark				
2	Theoretical background, problem analysis and solution are stressed within the programme's core material.						
3	The curriculum satisfies the core requirements for the programme, as specified by the respective accreditation body and HEC curricula.						
4	The curriculum satisfies the major requirements for the programme as specified by HEC and the respective accreditation body/councils.						
5	The curriculum satisfies general education, arts, and discipline requirements for the programme, as specified by the respective accreditation body/council.						
6	Information technology components of the curriculum is integrated throughout the programme.						
7	Oral and written communication skills of the student are developed and applied in the programme.			\checkmark			
8	Different feedback surveys conducted each semester for each course from students and faculty.		V				
	Total Encircled Value (TV)	0	35	4	0	0	0
	Score 2 (S2) = [TV/(No. of Questions *5)] *100 *Weight =			19.	50		

Standard-2 Curriculum Design & Organization						
	Comments/Observations/Key Findings:		Recommendations/Conditions			
1	The department lacks content review committee.	1	There must be a content review committee that should review the need for updating the content in a report each semester.			
2	The faculty feedback survey on the course content is lacking	2	Enhance the end-of-semester instructor course evaluation process by implementing a structured, data- informed Student Performance Diagnostic Report that converts learning outcome attainment and content quality analytics into focused curriculum and teaching enhancements.			
3	This part of the report is the most well prepared and meets all the standard.	3	Enhance the current student course evaluation survey by incorporating CLO-aligned and concept-specific questions that yield detailed, actionable insights into outcome achievement and concept understanding, supporting evidence-based improvements to course content.			
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Standard-3 Subject-Specific Facilities			Weight = 0.15				
Factors Sc	core	NA	5	4	3	2	1
1	Laboratory and computing facilities supporting the program are documented, including their adequacy, accessibility, and alignment with program requirements.			V			
2	Students and faculty have timely access to up-to-date manuals, instructions, and safety documentation, with evidence of availability and use.			V			
3	Each laboratory includes details on technical support personnel, the level and nature of instructional support, and resource availability.	\otimes					
4	Computing infrastructure (hardware, software, and networks) is sufficient to meet the program's teaching and learning needs.			V			
5	Laboratory and computing facilities are regularly assessed against similar programs at top HEIs, with deficiencies and improvements documented.			V			
	Total Encircled Value (TV)		0	16	0	0	0
Score 3 (S3) = [TV/(No. of Questions *5)] *100 *Weight =				12.	00		

Standard-3 Subject-Specific Facilities						
	Comments/Observations/Key Findings:		Recommendations/Conditions			
1	The Computing Infrastructure for students and facutly is commendable	1	Implement regular feedback collection from students/faculty on computing services at institutional level. • Integrate emerging technologies in LMS —particularly generative AI—to enhance pedagogical methods for improved learning outcomes.			
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Standard-	4 Student Support & Advising					Weight =	0.10
Factors Score		NA	5	4	3	2	1
1	The department has a documented strategy for course offerings, including the frequency of major, elective & allied courses offered by other departments.			V			
2	Courses taught by multiple instructors have clear coordination mechanisms to ensure effective student–faculty interaction and instructional consistency.		\checkmark				
3	Students are clearly informed about program requirements through accessible and timely communication channels.		$\overline{\checkmark}$				
4	An academic advising system is in place, with mechanisms for evaluating its effectiveness.		$\overline{\checkmark}$				
5	A student counselling system exists, providing access to professional support services when needed, with evidence of availability and utilization.			V			
6	Students have documented opportunities to engage with practitioners and participate in technical and professional societies.			V			
	Total Encircled Value (TV)	0	15	12	0	0	0
Score 4 (S4) = [TV/(No. of Questions *5)] *100 *Weight =				9.0	00		

Standard-4	Standard-4 Student Support & Advising							
	Comments/Observations/Key Findings:		Recommendations/Conditions					
1	Page 40. 4.3. (II) There is no supporting evidence for the existence of a dedicated student counseling interface on VULMS.	1	A formal counseling unit comprising trained professionals should be established to offer both emotional and academic support to students across the university.					
2	Page 40. 4.3 Opportunities for students to engage with practitioners and participate in technical and professional societies are not mentioned	2	Introduce formal assessment tools (e.g., survey) to evaluate academic advising effectiveness.					
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10		10						

Standard-	5 Teaching Faculty/Staff					Weight =	0.20
Factors So	core	NA	5	4	3	2	1
1	A web page shows program areas and the number of specialized teaching staff, along with faculty CVs is publically available.		\checkmark				
2	Teaching staff strength is sufficient to deliver the curriculum and achieve programme objectives.		\checkmark				
3	Student feedback on teaching and assessment is collected each semester and used for instructional improvement.			\checkmark			
4	The department has defined criteria for faculty currency in the discipline, and the percentage of faculty meeting these criteria is documented.		\checkmark				
5	Mechanisms are in place to ensure full-time faculty have adequate time for scholarly and professional development.						
6	Teaching staff development programs are available at departmental and institutional levels, with documented evidence of effectiveness.			\checkmark			
7	Faculty development programs are evaluated regularly, and results are used for program enhancement.			\checkmark			
8	Programs for faculty motivation and job satisfaction are implemented, with effectiveness measured through periodic faculty surveys.			V			
	Total Encircled Value (TV)		20	16	0	0	0
	Score 5 (S5) = [TV/(No. of Questions *5)] *100 *Weight =			18.	00		

Standard-5	Teaching Faculty/Staff		
	Comments/Observations/Key Findings:	Recommendations/Conditions	
1	The number of PhD techers in the department is commendable.	1	
2	The fauclty developemtn is equated with reserch publications. Whereas staff development is a different area.	2	The department should prepare a traning and developemnt plan for faculty developemnet including external trainings and projects by annually.
3	How department is promoting the research culture among faculty?	3	There must be a strategic plan from the department to promote the reserch culture within the department and engage students in the research work.
5		5	
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10		10	

Standard	-6 Institutional Policies & Process Control					Weight =	0.10
Factors S	Score	NA	5	4	3	2	1
1	Admission criteria are clearly defined and communicated to prospective students, and periodically evaluated for improvement.		\checkmark				
2	Policies and procedures for credit transfer are documented and accessible.		$\overline{\checkmark}$				
3	Student registration processes are clearly outlined, and academic progress is systematically monitored to ensure adherence to degree requirements.		V				
4	Procedures are in place to verify that graduates meet all programme requirements, with periodic evaluations to inform improvements.			V			
5	Processes for recruiting and retaining qualified teaching staff are documented, aligned with the institutional mission, and evaluated for effectiveness.			V			
6	Faculty evaluation and promotion processes reflect institutional mission and are periodically reviewed for continuous improvement.			\checkmark			
7	Teaching and learning processes are designed to ensure instructional effectiveness and student-centered learning, using evaluation mechanisms for improvement.			\checkmark			
8	Academic and support information is provided to prospective and current students to support informed decision-making and successful progression.		V				
9	Programme expectations and student responsibilities are clearly communicated throughout the study period.			\checkmark			
10	Upon graduation, students receive a comprehensive academic record reflecting their achievements.		V				
11	Programme practices align with institutional values, ethical standards, and policies on equality, diversity, inclusion, and academic integrity.			\checkmark			
12	Transparent procedures exist to safeguard the rights and interests of students, faculty, and staff, including handling of complaints and appeals.		V				
13	All critical processes (admissions, teaching, student progress, evaluation) are periodically reviewed, and evaluation results are used for enhancement.				$\overline{\mathbf{V}}$		
	Total Encircled Value (TV)	0	30	24	3	0	0
	Score 6 (S6) = [TV/(No. of Questions *5)] *100 *Weight =			8.7	77		

Standard-6	5 Institutional Policies & Process Control			
	Comments/Observations/Key Findings:	Recommendations/Conditions		
1	Admission and credit transfer policies are transparent, inclusive, and consistently applied.	1	Develop a university-wide data-analytics strategy that transforms the information captured by digitised processes into key performance indicators, interactive dashboards, and feedback loops—enabling evidence-driven decisions and sustained continuous	
2	Student registration and academic monitoring leverage a centralized LMS system that enables smooth processing and intervention.	2		
3	Students receive detailed academic records post-graduation, with rechecking options available.	3		
4	The faculty hiring process is rigorous, incorporating merit-based criteria, technology skills, and mission alignment.	4		
5		5		
6		6		
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8		8		
9		9		
10		10		

Standard-	7 Institutional Support & Facilities					Weight =	0.05
Factors S	core	NA	5	4	3	2	1
1	The programme provides a self-evaluation of its compliance with standards, identifying gaps and plans for improvement where needed.	\Diamond					
2	Secretarial support, technical staff, and office equipment are sufficient to support programme operations.	\Diamond					
3	Data on graduate students, research assistants, and PhD students over the past three years are provided, along with teacher-to-graduate student ratios.	\Diamond					
4	Library, laboratory, and computing resources are documented, and their adequacy assessed relative to programme needs.	\Diamond					
5	Facilities and infrastructure supporting modern teaching and learning practices are available and evaluated for adequacy.	\Diamond					
6	The library's technical collection and user support services are sufficient to meet academic and research needs.	\Diamond					
7	Classrooms and faculty offices are adequate in number, space, and functionality to support effective teaching and learning.	\Diamond					
	Total Encircled Value (TV)	7	0	0	0	0	0
	Score 7 (S7) = [TV/(No. of Questions *5)] *100 *Weight =			Not App	licable		

Standard-7	Standard-7 Institutional Support & Facilities					
	Comments/Observations/Key Findings:	Recommendations/Conditions				
1		1				
2		2				
3		3				
4		4				
5		5				
6		6				
7		7				
8		8				
9		9				
10		10				

Standard-	8 Institutional General Requirements					Weight =	0.05
Factors S	core	NA	5	4	3	2	1
1	Postgraduate research programmes are offered only when institutional academic standards—aligned with national expectations—can be met.	\Diamond					
2	Detailed regulations on admission, registration, assessment, and awarding are documented, accessible, and open to review by the institution and department.	\Diamond					
3	Research activities align with regional, national, and international societal and industrial needs.	\Diamond					
4	Research opportunities are offered only where appropriate academic supervision, research infrastructure, and student support are available.	\Diamond					
5	Publicity materials for research programmes are clear, accurate, and detailed enough to support informed student choice.	\Diamond					
6	Admission procedures are well-defined, consistently applied, and ensure that only qualified candidates are selected through a multi-expert review process.	\Diamond					
7	Admissions processes are fair, transparent, and promote equality of opportunity.	\Diamond					
8	Research student entitlements and responsibilities are clearly defined and communicated at the start of the programme.	\Diamond					
9	New research students are supported with orientation activities that help them understand the academic and social environment of the institution.	\Diamond					
10	The feasibility of research projects is assessed prior to admission, for both full- and part-time students.	\Diamond					
11	Research students have access to sufficient training to develop the skills required for completing their research and preparing for future careers.	\Diamond					
12	Supervisors are qualified subject experts with the skills and experience necessary to guide, monitor, and support research students.	\Diamond					
13	Research supervision is structured to ensure consistent progress tracking and timely communication with students.	\Diamond					
14	Research assessment processes are clearly defined, rigorous, fair, consistent, and well communicated to both students and supervisors.	\Diamond					
15	Systems have been set up to collect and address feedback from students and supervisors about the research experience and support infrastructure.	\Diamond					
16	Clear procedures for complaints and appeals are documented, consistently enforced, & readily available to provide support throughout the process.	\Diamond					
17	The institution regularly reviews its effectiveness in meeting the quality standards (Precepts) of research degrees awarded in its name.	\Diamond					
	Total Encircled Value (TV)	17	0	0	0	0	0
	Score 8 (S8) = [TV/(No. of Questions *5)] *100 *Weight =			Not App	olicable		

Standard-8	Standard-8 Institutional General Requirements					
	Comments/Observations/Key Findings:	Recommendations/Conditions				
1		1				
2		2				
3		3				
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9		9				
10		10				

ASSESSMENT SCORE OVERALL JUDGEMENT	= S1 + S2 + S3 + S4 + S5 + S6 + S7 + = 13.7 + 19.50 + 12.00 + 9.00 + 18.00 + 8.77 + NA + = 80.98 / 90 (89.98%) Note: Score Normalized as '02' Standard(s) is (are) 'Not Applicable'. = Approved with Recommendations
Overall Comments by Assessment Team: All figures must be clearly numbered and captioned for easy reference and clarity. A Table of Contents must be included at the beginning of the report to enhance na Hyperlinks or cross-references to annexures should be provided within the main te	avigability. It should reflect all major sections, subsections, and annexures.
Page numbers for all annexures should be clearly indicated in both the Table of Cor	
Comments by DQE Coordinator:	