

Executive Summary
Self-Assessment Report (SAR) of Program BS (PA)
Directorate of Quality Enhancement (DQE)
Virtual University of Pakistan

The Virtual University of Pakistan established in 2002 with aim to provide extremely affordable world class education to aspiring students all over the country regardless of their physical location by alleviating the lack of capacity in the existing universities while simultaneously tackling the acute shortage of qualified professors in the country using free-to-air satellite television broadcasts and the Internet. To pursue this aim the Department of Management Sciences is designated to initiate and implement Self-Assessment process designed by Quality Assurance Agency (QAA) of HEC. The department is committed to produce graduates who can lead organizations towards success and social environmental responsibilities in global market place. Department follows its vision in all of its courses and specializations that are being offered at both Masters' and Bachelors' levels. The department feels contentment on the completion of following list of tasks.

1. Development of **Self-Assessment Report (SAR)** by Program Team for BS (PA) program
2. Conduction of critical review and submission of **Assessment Report (AR)** by Assessment Team for BS (PA) program
3. Development of **Rectification Plan** by Head of Department

The tasks were completed according to set methodology through Program Teams and Assessment Teams nominated by DQE.

Methodology

The following methodology is adopted to complete the whole SAR cycle:

1. A Program Team (PT) was nominated for the program. Initial orientation and training sessions for all members were arranged by DQE. The formation of PT is given in Table 1:

Table 1: Program Team

Sr.#	Name	Designation
1.	Mr. Khalid Usman Khan	Instructor (HRM/MGT/PA)
2.	Ms. Mariam Ahmed	Instructor (HRM/MGT/PA)
3.	Mr. Javed Ali	Instructor (HRM/MGT/PA)

2. All the relevant material such as SAR manual, different Survey forms, etc. was provided to PT.
3. Continuous support, guidance and feedback were provided to PT members to prepare the SAR for said program.
4. After completion and submission of the final SAR from PT, an Assessment Team (AT) was formulated by Director DQE with the consent of worthy Rector and a Subject Specialist & Expert from outside was also included. The formation of PT is given in Table 2:

Table 2: Assessment Team

Sr.#	Name	Designation
1.	Dr. Kashif Rathore	Assistant Professor (IAS, University of Punjab, Lahore)
2.	Mr. Imran Ghani	Lecturer (Public Administration/HRM/MGT)
3.	Mr. Amir Farooq	Instructor (Public Administration/HRM/MGT)

5. The SAR developed by PT was forwarded to AT for the purpose of critical review.
6. After completion of critical review and assessment of the SAR, AT team members were made a visit in the department and hold a meeting with PT.
7. After the visit, AT submitted a report and feedback form (Rubric Form) to DQE.
8. DQE forwarded the observations & findings of AT report to the Head of Department for developing a rectification plan.
9. DQE would now monitor implementation of Rectification Plan.

Parameters for the SAR:

The SAR is prepared on the following eight (8) criteria prescribed by the HEC:

- Criterion 1: Program Mission, Objectives and Outcomes Criterion
- Criterion 2: Curriculum Design and Organization Criterion
- Criterion 3: Laboratory and Computing Facility Criterion
- Criterion 4: Student Support and Advising Criterion
- Criterion 5: Process Control Criterion
- Criterion 6: Faculty Criterion
- Criterion 7: Institutional Facilities Criterion
- Criterion 8: Institutional Support

Key Findings of the SAR:

Following is the summary of the key SAR findings:

Academic Observations:

1. The mission statement of the program is need to redefine and make is more specific and operational.
2. There are enough medium of online interaction with the students but still there is a need for some mechanism that can help the real time interaction between the teacher and the student.
3. The faculty of Virtual University of Pakistan has only one PhD in management sciences. There is no MS or PhD faculty in public administration. This issue must be addressed adequately. Department has energetic, innovative and self-motivated faculty but is lacking highly qualified senior subject specialist faculty.
4. Syllabus of this program needs an immediate attention as there is only one basic course of Public Administration is being offered. Other proposed courses, specific to Public Admin are not being offered.

5. The courses of this degree program should be divided according to three main categories, i.e. Foundation, Core and Specialization courses. There is need to revisit the semester order and course offering sequence.
6. There is immense need to add more courses especially Public Ethics, Governance and Qualitative Data
7. Currently there is no specialization being offered in the Public Administration program. The program may be designed in such a way that a specialization, like HR, Marketing, Finance, IT etc., could be offered to students.
8. Department has the deficiency of updated books and physical library relevant to their programs. E-book, E-Journal access/facility should be provided to the faculty members as current access is very limited.

Administrative Observations:

1. The number of campus-based activities for the students must be increased so that the deficiency in their communication and presentation skills can enhance.
2. The faculty members have not been provided reasonable time for research activities which are essential for their development as it is also showing in the results of satisfaction survey
3. The availability of online academic sources for faculty is very limited which are essential for faculty to provide updated knowledge to students
4. Motivation and satisfaction level of faculty is very low. Some reasons contribute to this low level are: non-existence of career and professional development, research support, high work load and improper office environment.

Conclusion and Recommendations:

While analyzing Criteria Referenced Self-Assessment, it has been observed that Department's performance is not satisfactory as there are few gray areas due to which the department's is perceived as underperformed. This perception is reflected in terms of moderate overall assessment score (56/100) reported by AT. The score is very low in Criterion # 2 (Curriculum Design and Organization) whereas, the other Criteria like criterion # 1, (Program Mission, Objectives and Outcomes), criterion # 6 (Faculty), criterion # 7 (Institutional Facilities) and criterion # 8 (Institutional Support) are also have low score and just meet the satisfaction level of assessment team. The low score reflects these criteria are not periodically evaluated and it is necessary that these criteria should be addressed immediately. One most important aspect emphasized by AT is the fact that department must be led by an individual as a department head who is a PhD or senior subject specialist faculty member. Inappropriate curriculum design and structure, lack of library, inappropriate office environment and nonexistence of faculty offices are serious impediments that need to be rectified.

The deficient areas identified during SAR process have been reported to the Head of Department of respective department and rectification for each has also been suggested. DQE will follow up the implementation plan as per time frame given by DQE.

Rizwan Saleem Sandhu
Deputy Director, DQE

Director QEC: _____

Worthy Rector: _____