



**EXECUTIVE SUMMARY OF MS/MBA OF BUSINESS ADMINISTRATION PROGRAM.**

**PREE Self-Assessment Report Process:** Initiated on 27-03-2025, the overall process is according to the given instructions in the self-Assessment Manual provided by the QAA, HEC.

**Constitution of Program Team:** The Departmental Program Team was constituted again and again with the kind approval of the competent authority through the Registrar's office vide Notification No. SBBU/Reg/Admn/481 dated 23-04-2025. The Program Team consists of the following three persons.

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|--|------------|
| 1. Dr. Muhammad Arif                                       | (Convener) |
| Associate Professor, Department of Business Administration |            |
| 2. Dr. Syed Talib Hussain                                  | (Member)   |
| Assistant Professor, Department of Business Administration |            |
| 3. Dr. Afroze Siyal  | (Member)   |
| Assistant Professor, Department of Business Administration |            |

**Orientation to PTs:** PTS involved in PREE-SAR activity were given a complete orientation session on the rationale and process of generating SAR Besides SAR activity PTS were given consultation regularly to strengthen their potential to initiate activities to achieve quality within the department.

Discussion Sessions:

Submission of 1<sup>st</sup> Draft: (13-05-2025)

Submission of Final Draft: (16-05-2025)

**Constitution of Assessment Team:** The Assessment Team was constituted with the kind approval of competent authority through the Registrar's office vide Notification No. SBBU/Reg/Admn/523 dated 05-05-2025. The Assessment Team consisted of the following two persons.

1. Dr. Mohsin Ali Kazmi  
Associate Professor, Sukkar IBA University
2. Dr. Abdul Sammad Dahri  
Assistant Professor, SBBU, SBA.

**AT's Findings:** The Assessment Team prepared and submitted an audit report to the QEC on 22-05-2025. The report has shown the following observations.

**1. Incomplete Program Learning Outcomes Assessment**

PLOs are defined, but the report lacks detailed evidence of actual assessment, mapping, and closing the loop. Use direct and indirect methods (exit exams, rubric-based thesis defense, alumni surveys) to assess each PLO and link it explicitly to improvements made

**2. Superficial Action Plan**

Improvements are vaguely defined without timelines, responsible persons, or measurable outcomes. Develop a SMART action plan per Annex 1 of PREE, linking each issue with action, deadline, responsible party, and evidence of improvement.

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**3. Insufficient Use of Benchmarking**

No evidence of benchmarking with other national or international MS programs. Compare curriculum, student outcomes, and research productivity with peer institutions to inform enhancement strategies

**4. Limited Data Presentation**

Performance measures (graduation rate, time-to-degree, attrition, etc.) are listed but not filled with actual data. Include comprehensive trend data with analysis and target benchmarks.

**5. Stakeholder Feedback Lacks Depth**

Surveys are mentioned, but no summary analysis is included. Provide summary statistics and qualitative feedback from stakeholders with evidence of how it impacted decisions

**6. Weak Alignment with Graduate Education Policy (GEP 2023)**

The SAR does not explicitly address compliance with minimum HEC standards like faculty-student ratio, minimum credit hours, research supervision requirements, and admission tests. Create a compliance checklist on how and where is it aligned with GEP 2023 to demonstrate adherence. Just writing it's consistent may not be enough.

**7. No Grievance Redressal and Appeals**

HEC requires formal systems for grievances of graduate students. It is not clearly articulated in the manual or revised regulations. Develop and document a clear grievance redressal mechanism at program and institutional levels, referencing GEP Part-II, Section 6

**Scoring of Report:** After the AT's verification of data and facts submitted the report in black and white, through a physical audit. The overall score of the department as per the Rubric Report is 75% attached as (Copy attached).

**Implementation Plan:** Assessment Team findings are acknowledged by the head of the department and shown interest to implement without any further delay. The Dean has also agreed with the concerned chairman. QEC expects that all efforts will be deployed to achieve the target. (Copy attached).

  
Director QEC  
SBBU, SBA.

  
Vice Chancellor  
SBBU, SBA.



**Assessment Results and Implementation Plan Summary**

**Department of Business Administration (MS-Main Campus)**

**Shaheed Benazir Bhutto University, Shaheed Benazirabad.**

S.No.	AT Findings	Corrective Action	Implementation Date	Responsible Body	Resource Needed
1	<b>Incomplete Program Learning Outcomes Assessment</b> PLOs are defined, but the report lacks detailed evidence of actual assessment, mapping, and closing the loop. Use direct and indirect methods (exit exams, rubric-based thesis defense, alumni surveys) to assess each PLO and link it explicitly to improvements made	Implementation of assessment methods i-e exit exam, alumni survey to close the loop.	Fall 2025	Program Team	
2	<b>Superficial Action Plan</b> Improvements are vaguely defined without timelines, responsible persons, or measurable outcomes. Develop a SMART action plan per Annex 1 of PREE, linking each issue with action, deadline, responsible party, and evidence of improvement.	Development of action plan	Fall 2025	Program Team	
3	<b>Insufficient Use of Benchmarking</b> No evidence of benchmarking with other national or international MS programs. Compare curriculum, student outcomes, and research productivity with peer institutions to inform enhancement strategies	Benchmarks will be identified, and comparison points will be developed.	Fall 2025	Program Team	
4	<b>Limited Data Presentation</b> Performance measures (graduation rate, time-to-degree, attrition, etc.) are listed but not filled with actual data. Include comprehensive trend data with analysis and target benchmarks.	Performance measures will be implemented	Spring 2026	Program Team	
5	<b>Stakeholder Feedback Lacks Depth</b>	Feedback results will be properly	Spring 2026	Program Team	





	Surveys are mentioned, but no summary analysis is included. Provide summary statistics and qualitative feedback from stakeholders with evidence of how it impacted decisions.	recorded and shared.			
6	<b>Weak Alignment with Graduate Education Policy (GEP 2023)</b> The SAR does not explicitly address compliance with minimum HEC standards like faculty-student ratio, minimum credit hours, research supervision requirements, and admission tests. Create a compliance checklist on how and where it is aligned with GEP 2023 to demonstrate adherence. Just writing it's consistent may not be enough.	Most of the program indicators are aligned with Graduate Education Policy (2023). Further, the reporting of compliance will be enhanced through compliance checklist.	Fall 2025	Program Team and HoD	
7	<b>No Grievance Redressal and Appeals</b> HEC requires formal systems for grievances of graduate students. It is not clearly articulated in the manual or revised regulations. Develop and document a clear grievance redressal mechanism at program and institutional levels, referencing GEP Part-II, Section 6	Grievance Redressal and Appeal committee is present at Institution level. Same committee structure will be developed at the department level.	Fall 2025	Program Team and HoD	



Shaheed Benazir Bhutto University, Shaheed Benazirabad.  
Knowledge - Commitment - Leadership

Concerned Member's (Assessment Team) Comments:

*MA Shah*

Dr. Syed Mahvish Aamir (Chairperson)  
Director/Chairperson's Comments:

*ASB*

Dr. Abdul Samad (Internal)

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HEAD OF DEPARTMENT  
Business Administration  
Shaheed Benazir Bhutto University,  
Main Campus

Dean's Comments:

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Faculty of Management &  
Business Administration

QEC Comments:

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**EXECUTIVE SUMMARY OF BBA OF BUSINESS ADMINISTRATION PROGRAM.**

**PREE Self-Assessment Report Process:** Initiated on 27-03-2025, the overall process is according to the given instructions in the self-Assessment Manual provided by the QAA, HEC.

**Constitution of Program Team:** The Departmental Program Team was constituted again and again with the kind approval of the competent authority through the Registrar's office vide Notification No. SBBU/Reg/Admn/480 dated 23-04-2025. The Program Team consists of the following three persons.

- |  |            |
|--|------------|
| 1. Dr. Nawaz Ahmed   | (Convener) |
| Associate Professor, Department of Business Administration |            |
| 2. Dr. Muhammad Hafeez                                     | (Member)   |
| Assistant Professor, Department of Business Administration |            |
| 3. Dr. Ahmed Shafique                                      | (Member)   |
| Assistant Professor, Department of Business Administration |            |

**Orientation to PTs:** PTS involved in PREE-SAR activity were given a complete orientation session on the rationale and process of generating SAR Besides SAR activity PTS were given consultation regularly to strengthen their potential to initiate activities to achieve quality within the department.

Discussion Sessions:

Submission of 1<sup>st</sup> Draft: (12-05-2025)

Submission of Final Draft: (15-05-2025)

**Constitution of Assessment Team:** The Assessment Team was constituted with the kind approval of competent authority through the Registrar's office vides Notification No. SBBU/Reg/Admn/523 dated 05-05-2025. The Assessment Team consisted of the following two persons.

1. Dr. Mohsin Ali Kazmi  
Associate Professor, Sukkar IBA University
2. Dr. Abdul Sammad Dahri  
Assistant Professor, SBBU, SBA.

**AT's Findings:** The Assessment Team prepared and submitted an audit report to the QEC on 22-05-2025. The report has shown the following observations.

1. **Develop a Strategic Plan to Operationalize Programme Goals**  
While objectives are presented, a multi-year strategic plan with specific actions, timelines, and KPIs is missing. This should include ownership at the departmental level.
2. **Introduce a Curriculum Flowchart and PLO-CLO Mapping Matrix**  
Include a visual curriculum map showing course sequencing, pre-requisites, and how each course aligns with Programme Learning Outcomes.
3. **Strengthen Outcome Assessment and Improvement Loop**  
Currently, assessment data is reported but not fully analyzed for decision-making. Introduce a structured process for closing the loop: collect → analyze → improve → track

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4. **Enhance Documentation of Faculty Credentials and Development**  
Provide a detailed faculty matrix (area, qualification, experience) and evidence of ongoing professional development, research productivity, and teaching evaluations.
5. **Formalize Academic Advising and Career Counselling Structures**  
Move beyond informal advising. Define protocols, assign faculty mentors, track advisory meetings, and gather feedback on the effectiveness of these systems
6. **Benchmark Against National and International Business Schools**  
Introduce benchmarking data to compare programme outcomes, facilities, research output, and employability with peer institutions to identify gaps.
7. **Integrate Interdisciplinary Courses and Capstone Requirements**  
Clearly show compliance with the HEC requirement of 12 CH interdisciplinary courses and define the capstone (thesis/project) as a 3 CH graded requirement.
8. **Improve Institutional Support Systems**  
There is limited documentation on administrative support, research facilities, and faculty retention efforts. Define roles for lab assistants, office staff, and IT support.
9. **Update Library and Digital Learning Resources**  
Provide evidence of access to up-to-date business literature, case studies, online journals (e.g., JSTOR, EBSCO), and e-learning platforms (e.g., LMS/Moodle).
10. **Articulate Ethical Standards, Equality, and Grievance Mechanisms**  
Include student and faculty grievance redressal policies, anti-harassment procedures, and demonstrate how ethical values are embedded in the programme.
11. **Establish Alumni and Employer Engagement Systematically**  
Alumni data and employer feedback should be collected regularly and analysed to improve curriculum relevance and graduate employability
12. **Clarify Non-Applicability or Planning for Postgraduate Research Standards**  
Since Standard 8 is not applicable to an undergraduate programme, this should be clearly stated and then removed it all together from the report.

**Scoring of Report:** After the AT's verification of data and facts submitted the report in black and white, through a physical audit. The overall score of the department as per the Rubric Report is 71% attached as (Copy attached).

**Implementation Plan:** Assessment Team findings are acknowledged by the head of the department and shown interest to implement without any further delay. The Dean has also agreed with the concerned chairman. QEC expects that all efforts will be deployed to achieve the target. (Copy attached).

  
Director, QEC  
SBBU, SBA.

  
Vice Chancellor  
SBBU, SBA.

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### Assessment Results and Implementation Plan Summary

#### Department of Business Administration (BBA-Main Campus) Shaheed Benazir Bhutto University, Shaheed Benazirabad.

S.No.	AT Findings	Corrective Action	Implementation Date	Responsible Body	Resource Needed
1	<b>Develop a Strategic Plan to Operationalize Programme Goals</b> While objectives are presented, a multi-year strategic plan with specific actions, timelines, and KPIs is missing. This should include ownership at the departmental level.	Strategic Plan document has been developed. It will be updated and finalized.	Fall 2025	Program Team, HoD	
2	<b>Introduce a Curriculum Flowchart and PLO-CLO Mapping Matrix</b> Include a visual curriculum map showing course sequencing, pre-requisites, and how each course aligns with Programme Learning Outcomes.	Visual Map of PLO-CLO will be developed.	Fall 2025	Program Team	
3	<b>Strengthen Outcome Assessment and Improvement Loop</b> Currently, assessment data is reported but not fully analyzed for decision-making. Introduce a structured process for closing the loop: collect → analyze → improve → track	Assessment of data analysis structure will be finalized and implemented.	Spring 2026	Program Team	
4	<b>Enhance Documentation of Faculty Credentials and Development</b> Provide a detailed faculty matrix (area, qualification, experience) and evidence of ongoing professional development, research productivity, and teaching evaluations.	Faculty database will be developed	Fall 2025	Program Team	
5	<b>Formalize Academic Advising and Career Counselling Structures</b> Move beyond informal advising. Define protocols, assign faculty mentors, track advisory meetings, and	Batch coordinators will be appointed for student counselling and advising	Fall 2025	Program Team and HoD	

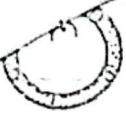




	gather feedback on the effectiveness of these systems	mechanisms will be finalized.			
6	<b>Benchmark Against National and International Business Schools</b> Introduce benchmarking data to compare programme outcomes, facilities, research output, and employability with peer institutions to identify gaps.	A national benchmark will be identified at initial stage	Fall 2025	Program Team and HoD	
7	<b>Integrate Interdisciplinary Courses and Capstone Requirements</b> Clearly show compliance with the HEC requirement of 12 CH interdisciplinary courses and define the capstone (thesis/project) as a 3 CH graded requirement.	HEC provided guidelines are being followed. Further execution will be implemented	Fall 2025	Program Team, HoD and BoS	
8	<b>Improve Institutional Support Systems</b> There is limited documentation on administrative support, research facilities, and faculty retention efforts. Define roles for lab assistants, office staff, and IT support.	There is limited administrative support available at present. Exclusive IT lab and administrative support will be developed.	Spring 2026	HoD, Dean, and admin	
9	<b>Update Library and Digital Learning Resources</b> Provide evidence of access to up-to-date business literature, case studies, online journals (e.g., JSTOR, EBSCO), and e-learning platforms (e.g., LMS/Moodle).	A database of online resources will be developed with the help of library staff.	Spring 2026	Program Team & Library Staff	
10	<b>Articulate Ethical Standards, Equality, and Grievance Mechanisms</b> Include student and faculty grievance redressal policies, anti-harassment procedures, and demonstrate how ethical values are embedded in the programme.	Grievance redressal, anti-harassment policies are present at institutional level, same will be implemented at the department level.	Fall 2025	HoD	



11	<b>Establish Alumni and Employer Engagement Systematically</b> Alumni data and employer feedback should be collected regularly and analysed to improve curriculum relevance and graduate employability.	Alumni database is being developed with the help of ORIC office. Moreover, the employer survey will be designed and conducted in the next phase	Spring 2026	HoD, ORIC team	
12	<b>Clarify Non-Applicability or Planning for Postgraduate Research Standards</b> Since Standard 8 is not applicable to an undergraduate programme, this should be clearly stated and then removed it all together from the report.	Observation about standard 8 will be implemented as proposed.	Fall 2025	Program Team	



Shaheed Benazir Bhutto University, Shaheed Benazirabad.  
Knowledge - Commitment - Leadership

Concerned Member's (Assessment Team) Comments:

*MA Shah*

Dr. Syed Mohsin ~~Amir~~ Mukhtiar (External)

*Dr. Abdul Samad*

Dr. Abdul Samad (Internal)

Director/Chairperson's Comments:

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Dean's Comments:

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QEC Comments:



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