



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

SELF-ASSESSMENT REPORT

MS in Project Management (MSPM)

Spring 2016



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MS in Project Management (MSPM)

Executive Summary



**Quality Enhancement Cell
Institutional Research Department**

**Self-Assessment Report
Executive Summary**

MSPM Program-SZABIST Islamabad Campus

Introductions

SZABIST- Quality Enhancement Cell (QEC) since its inception has been active in promoting its core function of bringing standardization to **SZABIST**'s academic programs in line with the guidelines enunciated by the Higher Education Commission. In this regard, till Spring 2016, majority (58 of 62) programs offered at **SZABIST** were selected for Self-Assessment process.

QEC conducted a number of workshops to create awareness of the Self-Assessment process and its significance in further improving the quality of education at **SZABIST**. In Islamabad Campus, Self-Assessment process of all the programs was simultaneously initiated. In this regard, twelve programs from Management Sciences, three programs from Computer Sciences, three programs from Social Sciences and one program was from Media Sciences department. The highlights of MSPM Self-Assessment process were as follows:

1. Nomination of Program Team (PT)

The PT was nominated by the Head of Management Sciences Department, Mr. Amer Riaz Qureshi on March 22, 2016. Following were the members of the PT:

- (i) Ms. Khansa Zaman
- (ii) Ms. Sana Mumtaz

2. Submission of PT Report

The PT submitted the report on April 18, 2016. The QEC examined the report, identified shortcomings and communicated the same to the PT. After incorporating QEC suggestions, the report was finalized on June 10, 2016.

3. Nomination of Assessment Team (AT)

The AT was nominated by the Head of IR/QEC, Dr. Muhammad Altaf Mukati and Ms. Faryal Shahabuddin on June 23, 2016. Following were the members of the AT:

- (i) Mr. Wajid Zulqarnain
- (ii) Ms. Samina Islam



4. Date of Submission of AT Report

The AT Report was submitted on July 13, 2016.

5. AT Findings and Recommendations

Following are the some of the recommendations made by the AT to overcome the major shortcomings in the program:

- (i) Number of Faculty publications is less. It is suggested that faculty must be encourage to increase the number of publications.
- (ii) Less Permanent Faculty specialized in Project Management. It is recommended that department should increase the number of Permanent faculty specialized in Project Management.
- (iii) Less funded conferences and projects participation by faculty. It is advised that more funded projects and conference participation must be encouraged in faculty.

6. Preparation of Assessment Results Implementation Plan Summary

The AT prepared the Assessment Results Implementation Plan Summary by highlighting the weaknesses of the program and suggesting remedial measures. The Management Sciences Department plans to implement the suggested corrective measures in the near future to improve the quality of education delivered at **SZABIST**.



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Program Team Report

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CRITERION 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

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CRITERION 1: PROGRAM MISSION, OBJECTIVES, AND OUTCOMES

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

a. Mission Statements

Mission Statement of SZABIST

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST) has been established with the objectives of producing highly qualified, scientific and technical personnel to meet the country's requirements; of conducting state-of-the-art scientific and technological research and development in support of the private and public sector; of providing hi-tech scientific and technological assistance to the Pakistan industry to enable it to compete with the world industries in global trading; of providing highly trained scientific and technological personnel to be able to attract the growth of high-tech industries and foreign and Pakistani investment; and of providing a sound socio-economic and scientific base and infrastructure to Pakistan to be able to meet the economic and technological challenges of the 21st century.

Mission Statement of Department of Management Sciences

We are committed to nurturing business professionals by facilitating inquisitive minds in the field of business operations and development through qualified and dedicated faculty and staff without discrimination in the learning process on the basis of financial or physical constraints. Our business management program aims to be the flagship of SZABIST by staying ahead in terms of course development and application leading to excellence in the practical world. We also believe in building a strong alumni network that serves as a beacon to our graduating students.

Program Mission Statement

The mission of faculty of management sciences is to exhibit excellence in teaching and research by bringing innovation for our undergraduate and graduate students with emphasis on state of the art scientific and technological research and development, and of providing highly technical and competent personnel who can meet the business and economic challenges of 21st century.

b. Program Objectives

The Management Sciences program aspires to achieve following objectives:

1. To bring a continuous innovation in teaching methodologies by promoting research environment that are aligned with the latest trend of industry
2. To enrich students with in depth knowledge of research design and methodologies



3. To provide high-tech scientific and technological assistance to students of project management which prepare them to attract the growth of high-tech industries and foreign and Pakistani investment
4. Enable students to formulate techniques and strategies of project management with their specialized skills
5. Develop a range of professional and technical skills which are significant for practicing in the field of project management.
6. To enable the students to pursue career in related field and to pursue higher education in reputable universities with an extensive background of research

c. State Program Outcomes

The MSPM program aims to produce the following outcomes:

1. Graduates will be able to apply tools and techniques of project management to solve real business problems
2. They will get a better understating of PM concepts which will help them to conduct research in their area of specialization
3. PM software will equip them with skills of assessment, evaluation and improvements in corporation's project management practices
4. Through learned communication skills, they will communicate effectively to win new projects in a competitive environment
5. Analytical and oral skills will help them to predict change in organizations which are necessary for project success
6. Students will get admission to pursue their PhDs

d. Alignment of Program Objectives with Program & University Mission Statements

The program objectives of MS in Project Management are clearly aligned with the mission statements of program and university that includes industrial skills and research environment. This is achieved through defined set of courses that are determined by board of studies (BOS) by imparting technical and research skills to output.

e. Main Elements of Strategic Plan

Strategic plan of MS-PM is comprised of an overall layout of the elements which include program contents; program delivery methodology, curriculum design and program output



evaluation. These elements prepare students through research, practical concepts, and lab works regarding industry. It ensures that program prepares the students for the post graduate level.

Program Contents

MS PM Program is comprised of 30 credit hours. Among these 30, 12 credit hours are dedicated to four compulsory courses and 2 elective courses to ensure specialization in project management. Whereas to achieve research objectives, 12 credit hours are assigned to independent studies, each carry 3 credit hours and separated as IS-1 and IS-II.

Curriculum Design

Board of Studies (BOS) regularly ensures in their meetings that all the offered courses are enriched in terms of the course content and appropriate teaching methodology is used. The feedback of each course content, its methodology, recommendations and observations is the agenda of Board of Studies (BOS).

For the addition and deletion of any course, a proposal is discussed by the respective faculty member in the meeting, which is then forwarded to academics who with approval of Head of Campus perform the mentioned activity. For the continuous improvement, the feedback is garnered through alumni, industry, faculty and students etc.

Program Delivery Methodology

Academic Support Office conducts teachers and courses evaluations comprised of course design and delivery methods. These feedbacks are discussed with respective program managers which are discussed in person with permanent and visiting faculty members. Moreover, any senior faculty, HoD, or Program Managers may sit in class for close observation and to bring continuous improvement in program delivery methodologies. Additionally, permanent and visiting faculty members also provide weekly and semester course planner to meet course objectives and outcomes.

Lectures

Lectures are delivered for better comprehension of the concepts and to explain the content which is often supported by PowerPoint slides, PDFs, videos, and short documentaries.

Case studies

Assignments and presentations are given to students to get a critical understanding of the real business problems which are ended up in form of recommendations for industry and different alternatives. Most of the time group discussions are carried out which not only helps to increase



the oral skills but also written skills (by assigning the task to write small cases of industry or real time business problems).

Program Output Evaluation

To ensure transferability of technical, oral, written skills, students are given assignments, presentations and projects in each course. This is later on measured through evaluations (assignments, project and presentations of cases or any assigned topic) on the basis of improvement in confidence level, critical analysis and decision making.

- Independent studies (6 credit hours from industry or knowledge creation)
- Real time projects and assignment.
- Case Studies analysis and formation of case studies to improve writing skills
- Conceptual term papers to ensure transferability of critical courses (Quantitative tools for Research, Research Methodology and Operations Research)
- Introduction of basic Professional software such as SPSS, EVIEWS, Primavera, Project Management, Microsoft Project Excel etc.

f. Program Objectives Assessment

Objective	How Measured	When Measured	Improvement Identified	Improvement Made
Research techniques and skills	Through the courses of research methodology and quantitative tools of research	Mid-semester, end of semester, through IS and thesis	Grades and class performance	Extra consultation time given to students by faculty members
Analytical skills, techniques and strategies of project management	Through courses of managing projects and operations research	Mid-semester, end of semester through assignments, quiz, projects	Grades and class performance	Changes in instruction methods and teaching methodologies

Table 1.1: Program Objectives Assessment¹

¹ Table 1.1 of PT Report is the Table 4.1 (Program Objectives Assessment) of AT Report



Standard 1-2: Program Outcomes

a. Program Objectives and Outcomes Matching

Program Objectives	Program Outcomes					
	1	2	3	4	5	6
1	X	X	X	S	X	X
2	S	S	X	X	X	X
3	X	X	M	X	M	X
4	X	X	X	X	X	X
5	X	X	S	S	X	X
6	X	X	X	X	X	S

Table 1.2: Outcomes versus Objectives²

Legend:

S = Substantial contribution to the objectives

M = Moderate contribution to the objective

X = No contribution to the objective

² Table 1.2 of PT Report is the Table 4.2 (Outcomes versus Objectives) of AT Report



a. Employer Survey³

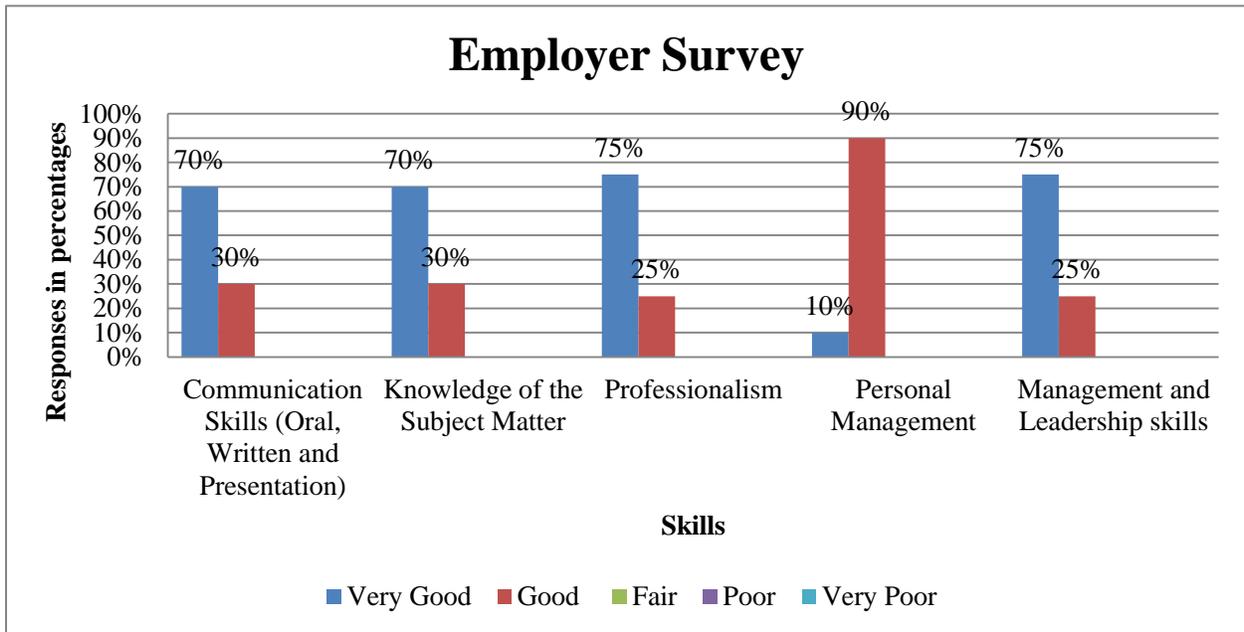


Figure 1.1

b. Alumni Survey⁴

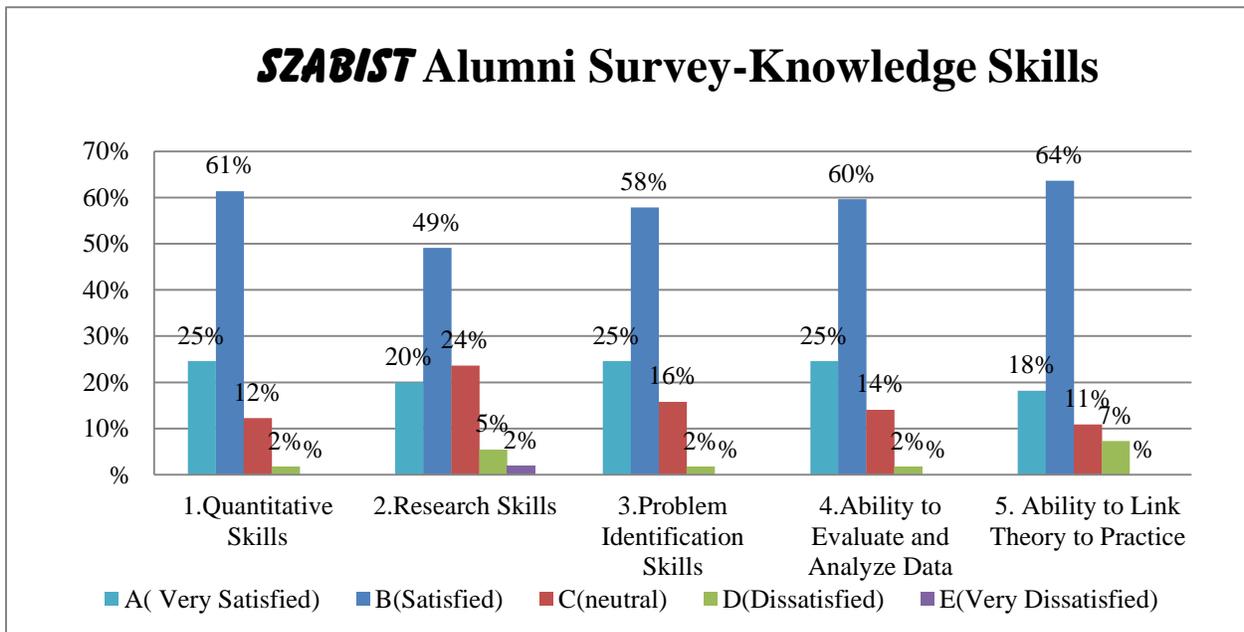


Figure 1.2

³ The source of information is Employer Survey.

⁴ The source of information is Alumni Survey.



SZABIST Alumni Survey-Communication Skills

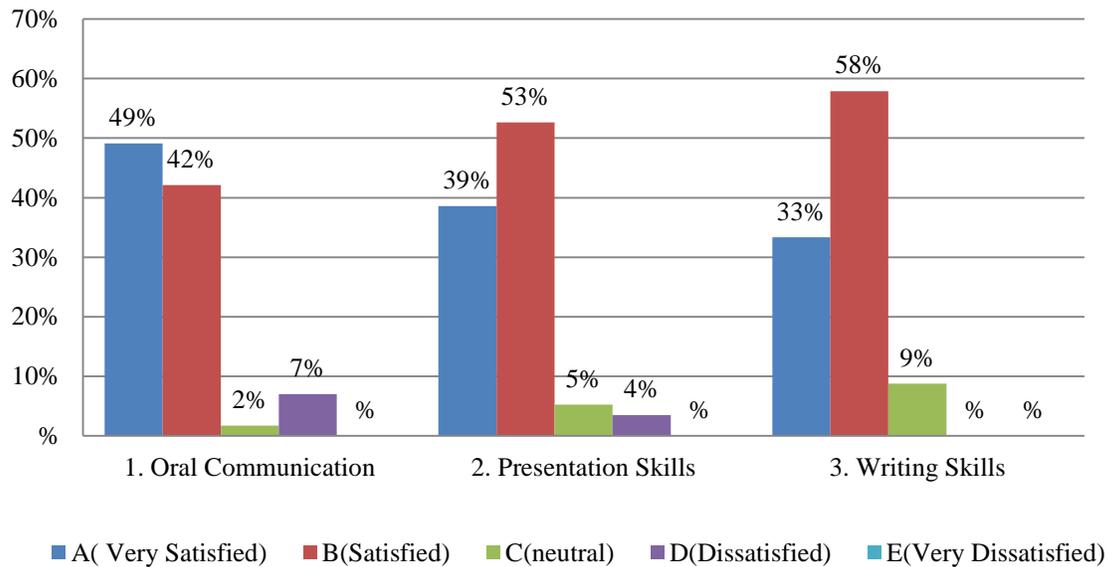


Figure 1.3

SZABIST Alumni Survey-Interpersonal Skills

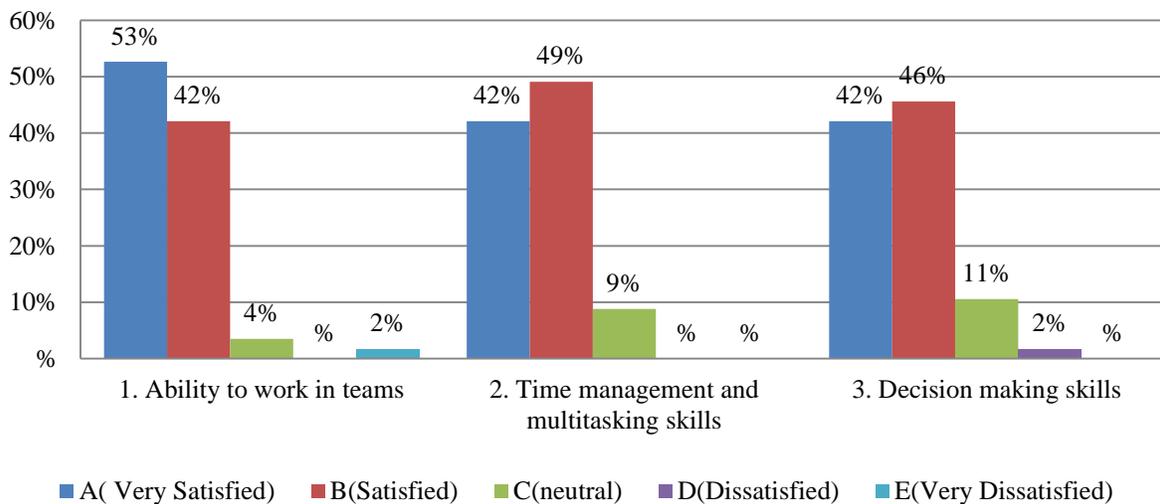


Figure 1.4



c. Graduating student’s survey⁵

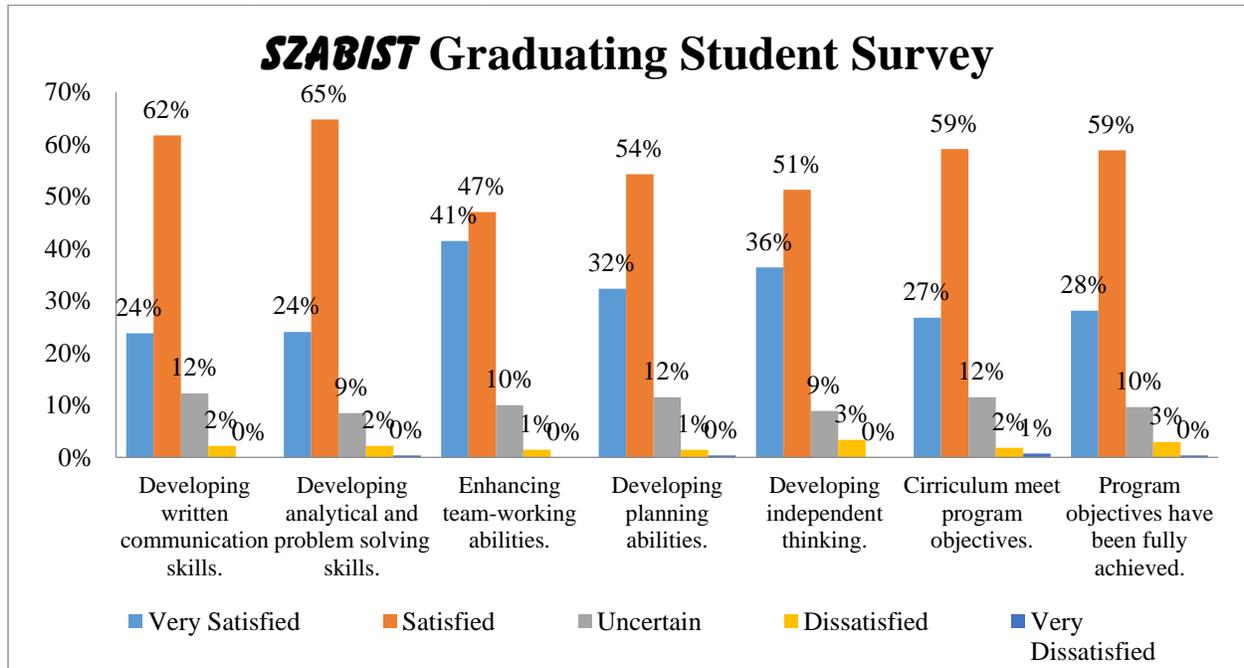


Figure 1.5

Standard 1-3: Assessment Results and Improvement Plans

a. Describe the action taken on based on the periodic assessments

Assessments occur periodically in the following manner:

Student evaluation of course instructors and the course in the 5th week in order to determine “gaps” in the overall learning processes. Instructors with weak evaluations are asked to improve course delivery. If this fails, retention of such course instructors is not carried for the program.

b. Describe major future program improvement plans based on recent assessments

The MS PM program aims to rectify the weaknesses and utilize strengths to attract more students in future. The library committee is formulated to cater the lack of library resources and more budgets will be dedicated in future for more library resources and improvement in class room facilities.

⁵ Source of information: SZABIST Graduating Student Survey



c. List strengths and weaknesses of the programs

MS-PM program is designed to educate students to meet the challenges of the modern world and present market needs. During the execution of the program several observations were made that can be categorized as strong and weak points of the program. These points are listed below:

MS-PM Program Strong Points:

- a. Program is very rigor and competitive in which Independent Study (IS-I&II) is a major component of degree
- b. Highly qualified and experienced faculty
- c. The curriculum has rich and logically arranged courses to prepare the students to be competent in research and professionally.
- d. Research oriented environment
- e. Weekend classes

MS-PM program Weak Points:

- a. Lack of library resources available for project management
- b. Average class rooms facilities

d. List significant future plans for the program

The MS-PM program aims to rectify the weaknesses and utilize strengths to attract more students in future. The library committee is formulated to cater the lack of library resources and more budgets will be dedicated in future for more library resources and improvement in class room facilities.

Standard 1-4: Overall Performance Using Quantifiable Measures

- a. **Indicate the CGPA of successful students per semester, time required to complete the program, drop out ratio of students per semester (of the last 3 yrs)**
 - Average GPA for students in the MS-PM program is

Semester GPA	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Total Average
Average GPA	3.17	3.2	3.2	3.1	3.23	3.23	3.18

Table 1.3: Average GPA



➤ Drop-out ratio of student every semester

	Fall - 2012	Spring - 2013	Fall - 2013	Spring - 2014	Fall- 2014	Spring - 2015	Total Average
Dropout	3	4	1	1	2	1	0
Enrollment	80	44	55	64	34	35	52
Drop out Ratio	0.037	0.091	0.018	0.016	0.059	0.028	0

Table 1.4: Drop-out Ratio

b. Indicate the percentage of employers that are strongly satisfied with the performance of the department’s graduates.

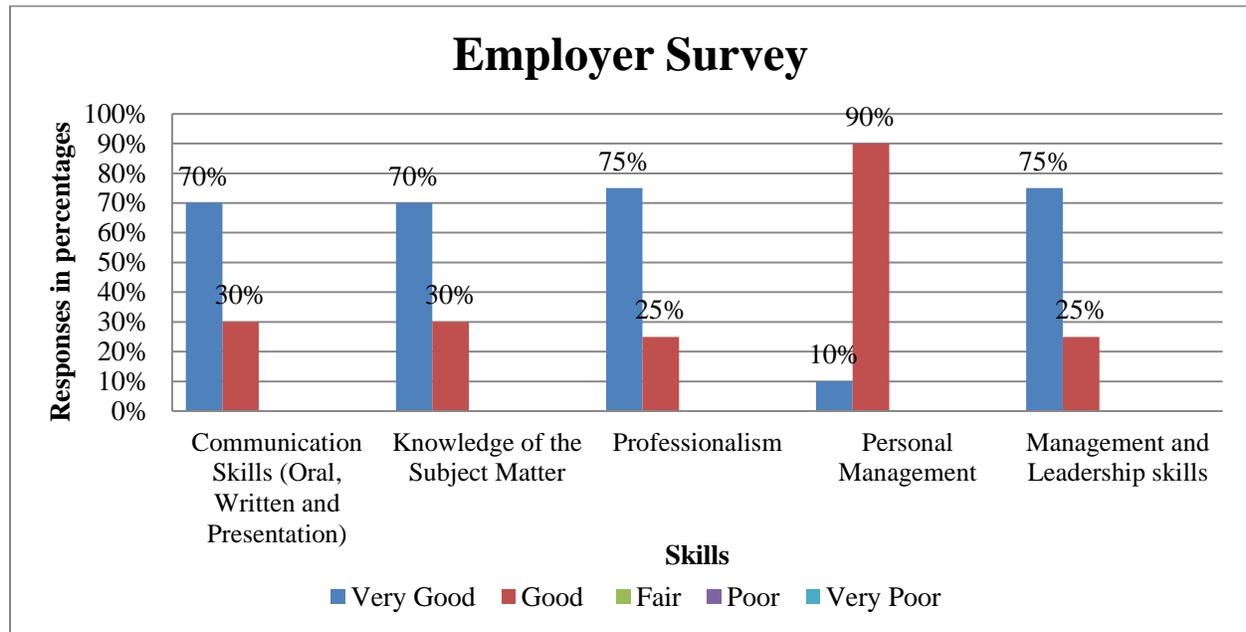


Figure 1.6

c. Percentage of Student Evaluation/Assessment results for all the courses and faculty.

Semester	Faculty & Courses Rating
----------	--------------------------



	Excellent	Very Good	Good	Satisfactory	Not Satisfactory	Poor
Spring 2012	85	12.3	2.7	0	0	0
Fall 2012	85.7	10.3	4	0	0	0
Spring 2013	95.4	4.6	0	0	0	0
Fall 2013	92.7	6.3	0	1	0	0
Spring 2014	89.1	6.4	4.5	0	0	0
Fall 2014	91.4	8.6	0	0	0	0
Spring 2015	88	11	1	0	0	0

Table 1.5: Faculty & Courses Rating

- d. **Percentage/List/Number of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research**

Journal publications	14
Funded projects	0
Research activities - conferences	2

Table 1.6: Number of research activities

Research Publications

1. G.J. Cheng, M. Cai, D. Pirzada, M. F. Guinel, G. M. Norton, “Plastic Deformation in Silicon Crystal induced by Heat Assisted Laser Shock Peening”, ASME Transaction Journal of Manufacturing Science and Engineering, pp. 11008.
2. D. Pirzada, G. J. Cheng, D. Field, “Effect of Film Thickness and Laser Energy Density on The Structural Characteristics of Laser-Annealed Polycrystalline Gallium Arsenide Films”, Journal of Applied Physics, (USA), 102, 013519. (2007).
3. G.J. Cheng, D. Pirzada, “Structural Characterizations on Microscale Laser Dynamic Forming Of Metal Foil”, Journal of Applied Physics, (USA), Vol.101 (6), 063108. (2007).
4. G. J. Cheng, M. Cai, D. Pirzada, M. F. Guinel, G. M. Norton, “Plastic Deformation in Silicon Crystal induced by Heat Assisted Laser Shock Peening”, ASME Transaction, Journal of Manufacturing Science and Engineering (USA).



5. Jiang, B & Qureshi, A dynamic research on outsourcing results: Current literature and future opportunities, *Management decision*, v.44(1): 44-55, January 2006
6. Gary Cheng, D. Pirzada, “Numerical Simulation on Short Pulsed Laser Heating of Semiconductor Thin Films: The Case of GaAs”, IMECE2006-16214, ASME Proceedings, (USA), (2006).
7. Gary Cheng, D. Pirzada, “Numerical Simulation on Short Pulsed Laser Heating of Semiconductor Thin Films: The Case of GaAs”, IMECE2006-16214, ASME Proceedings, (USA), (2006).
8. Gary Cheng, D. Pirzada, “Effect of Film Thickness and Laser Energy Density on the Structural Characteristics of Laser-Annealed Polycrystalline Gallium Arsenide Films”, IMECE2006-16247, ASME Proceedings, USA, (2006).
9. J. Cheng, D. Pirzada, and P. Dutta, “Design and Fabrication of Hybrid Nanofluidic Channel”, *Journal of Microlithography, Microfabrication and Microsystems (USA)*, Vol. 4(1), 013009, (2005).
10. J. Cheng, D. Pirzada, P. S. Mohanty and A. Bandyopadhyay, “Bioceramic Coating of Hydroxyapatite on Metallic substrate with Nd-YAG laser”, *Materials Science and Engineering, C (USA)*, Vol. 25 (4), 541-547, (2005).
11. J. Zhang, D. Pirzada, C.C. Chu and J. Cheng, “Fatigue Life Prediction of Sheet Metal after Laser Forming”, *ASME Trans., J. Manufacturing Science and Engineering (USA)*, Vol. 127, 1-8, (2005).
12. J. Cheng, D. Pirzada, D. Bahr, “Mechanical Property Enhancement of Silicon Component with Laser Shock Peening”, *Journal of Minerals, Metals and Materials (JOM) (USA)*, Vol. 56(11), p. 140, (2005).
13. M.D.S. Pirzada, S.N. Patankar, and F.H. (Sam) Froes, “Mechanochemical Processing of Nanocrystalline Ti-6Al-4V Alloy”, *Metallurgical & Materials Transactions (USA)*, p. 1899-1903, (June 2004).

Conference Proceedings:

1. You, L. & Qureshi, A comparison of the effects of the sample size and Attributes on the performance of Neutral Networks and Logistic Regression, *Proceedings of the SEINFORMS conference*, Myrtle Beach NC, 2005.
2. Qureshi, A. & Jiang, B. A tale of two chain gangs, *Proceedings of the AMS*, Washington D.C., 2003

e. Number of short courses workshops, seminars organized on community service level

Seminars		
Sr. No.	Activity	Year
1	Seminar on “Importance of International Humanitarian Law &	2015



	Working of ICRC”	
2	Seminar on Iqbal, as a Re-structor of Religious Thought in Islam	2015
3	"Harassment" Awareness Seminar	2015
4	Seminar on Electoral Reforms	2015
5	Seminar on Entrepreneurship and Corporate Culture	2015
6	Seminar by AISEC	2015
7	Seminar on Kashmir	2015
8	Seminar on "Role of Drama in Our Society"	2015
9	Awareness Seminar: United States Exchange Programs	2015
10	Seminar on Pak-China Corridor	2015
11	Seminar on Self Awareness by Mr. Rizwan	2015
12	Thalassemia Seminar and Blood Donation Camp by Pakistan Bait- ul-maal	2015
13	Seminar on Nazaria-e-Iqbal	2015
14	Seminar on National Action Plan	2016
15	Seminar on Entrepreneurship and Corporate Culture	2015
16	Seminar by AISEC	2015
17	Awareness Seminar: United States Exchange Programs	2015
18	Seminar on Pak-China Corridor	2015
19	Seminar on Self Awareness by Mr. Rizwan	2015
20	Seminar on National Action Plan	2016
Workshops		
Sr. No.	Activity	Year
1	Workshop on NVIVO	2015
2	Workshop on NVivo 11	2015
3	Workshop on Qualitative Research	2015
4	Workshop on Data Analysis using SPSS	2015
5	A workshop on ‘Research Writing, Formatting and Style Guidelines’	2015
6	Workshop on E-Views	2015
7	Workshop on NVIVO	2015
8	Workshop on NVivo 11	2015
Others		
Sr. No.	Activity	Year
1	Plantation Day	2015
2	Book Fair	2015
3	Rise for Pakistan Campaign	2015
4	Pakistan Day/Cultural Day/Fun Fair	2015
5	Blood Donation	2015
6	SZABIST Islamabad in Express Education & Career Expo	2015
7	Guest Lecture on ‘Cyber Terrorism’	2015
8	IDP's: A Challenge	2015
9	SZABIST Islamabad Participates in “The News Education	2015



	Expo”	
10	Visit of Information Resource Center	2015
11	ZabFM 106.6 Catching up with “Manto” Maestro	2015
12	In Conversation with Manto Team	2015
13	Double Wicket Cricket Tournament October 2015	2015
14	Blood Donation Camp October 2015	2015
15	Career Counselling Session for BSSS Student	2015
16	Movie Night	2015
17	Scavenger Hunt, 2015	2015
18	ZAB-FM 106.6 Auditions	2015
19	Welcome Party 2k15	2015
20	Role of Film-making and Theatre in Society	2015
21	Field Trip of MPM Students to the PMI 4th Annual Conference	2015
22	Retro- with a twist of 90s	2015
23	Sports Week Fall 2015	2015
24	Minute to Win it (Media Sciences Department)	2015
25	Entrepreneur Incubator: Motivation (Information Resource Center)	2015
26	EasyPaisa; Developing Marketing Plan for Corporate Services	2015
27	Entrepreneurship & Freelancing	2015
28	CIMA Knowledge Sharing Session	2015
29	ACCA Information Session	2015
30	PTCL Awareness Program	2015
31	Cultural Event: Gilgit Baltistan Day	2015
32	A Trip to PunjPeer	2015
33	Ajrak and Topi Day	2015
34	Peace in Asia (A Geopolitical Perspective)	2015
35	People Do Not Have Time to Think So They Judge	2015
36	The Jaliawala Affect	2015
37	Speed Programming Competition	2015
38	Career Talk Session	2015
39	Due-e-Fatiha in the Memory of APS Peshawar Attack	2015
40	All Pakistan Business Plan Competition Winner (FAST Islamabad)	2015
41	Quest 2015: A Business Plan Competition	2015
42	Zab Extravaganza	2015
43	IBP's Superior Qualification (ISQ) Briefing Session	2015
44	Guest Lecture on Social Entrepreneurship	2015
45	Emerging Trends in Strategy	2015
46	An awareness Session on CDC	2015
47	Organizational Development and Change	2015
48	Visit of Information Resource Center	2015
49	Double Wicket Cricket Tournament October 2015	2015
50	Blood Donation Camp October 2015	2015



51	Movie Night	2015
52	Scavenger Hunt, 2015	2015
53	Welcome Party 2k15 Field Trip of MPM Students to the PMI	2015
54	4 th Annual Conference	2015
55	Sports Week Fall 2015	2015
56	Entrepreneur Incubator: Motivation (Information Resource Center)	2015
57	EasyPaisa; Developing Marketing Plan for Corporate Services	2015
58	Entrepreneurship & Freelancing	2015
59	CIMA Knowledge Sharing Session	2015
60	ACCA Information Session	2015
61	PTCL Awareness Program	2015
62	A Trip to PunjPeer	2015
63	Ajrak and Topi Day	2015
64	Peace in Asia (A Geopolitical Perspective)	2015
65	People Do Not Have Time to Think So They Judge	2015
66	The Jaliawala Affect	2015
67	Career Talk Session	2015
68	Due-e-Fatiha in the Memory of APS Peshawar Attack	2015
69	Presentation on OD Practices	2016
70	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016
71	Presentation on OD Practices	2016
72	Reinvigorating The Vision of Shaheed Zulfikar Ali Bhutto	2016
73	SZABIST Islamabad 6th Convocation	2016
74	Orientation Spring 2016	2016
75	First Aid Training by Pakistan Red Crescent	2016
76	Blood Donation Camp by Pakistan Bait-ul-Mal	2016
77	Plantation Week	2016
78	Screening of Pakistan Vs India Match (Asia Cup 2016)	2016
79	Guest Lecture on Islamic Banking	2016
80	Speaker Program on Effective Business Communication	2016
81	Theme based Painting Competition	2016
82	ZABCOM Knowledge Builder Session; the Cloud Phenomena	2016
83	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016
84	Screening of Pakistan Vs India Match (T20 World Cup 2016)	2016
85	SZABIST Islamabad 6th Convocation	2016
86	Orientation Spring 2016	2016
87	First Aid Training by Pakistan Red Crescent	2016
88	Blood Donation Camp by Pakistan Bait-ul-Mal	2016
89	Plantation Week	2016
90	Screening of Pakistan Vs India Match (Asia Cup 2016)	2016
91	Guest Lecture on Islamic Banking	2016
92	Speaker Program on Effective Business Communication	2016
93	Theme based Painting Competition	2016



f. Faculty surveys results to measure the administrative services provided.

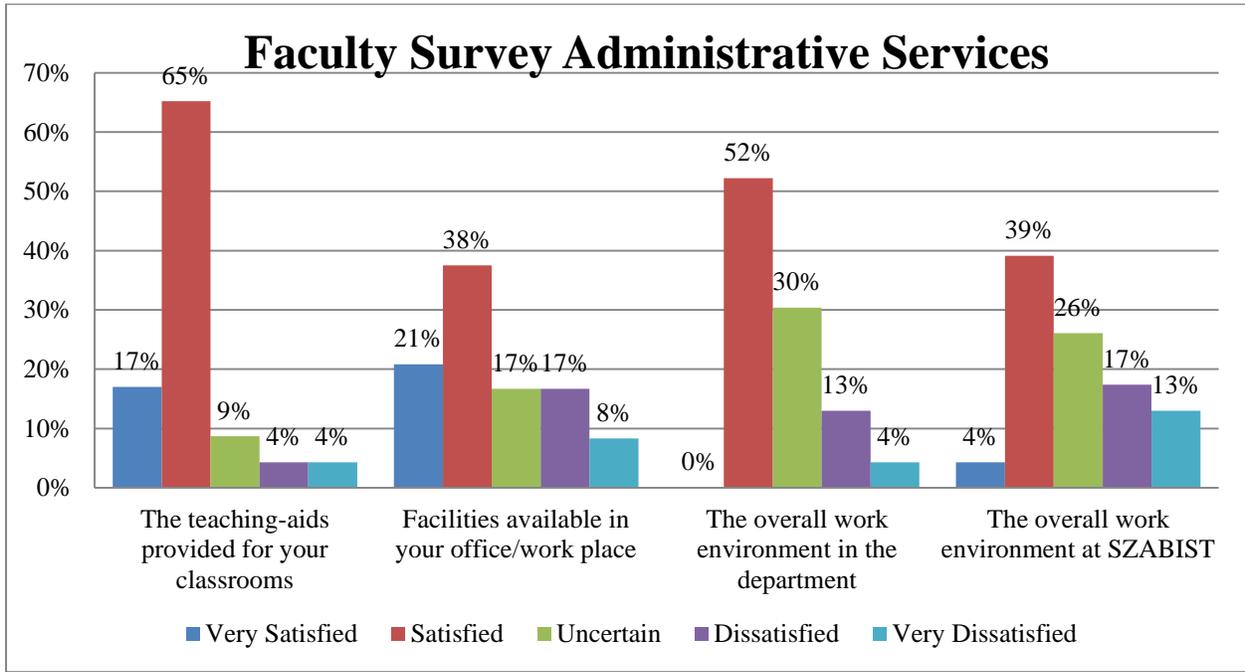


Figure 1.7



CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Standard 2-1	Courses vs. Objectives
Standard 2-2	Theory, Problem Analysis / Solution and Design in Program
Standard 2-3	Mathematics & Basic Sciences Requirements
Standard 2-4	Major Requirements as Specified by Accreditation Body
Standard 2-5	Humanities, Social Sciences, Arts, Ethical, Professional & Other Requirements
Standard 2-6	Information Technology Content Integration throughout the Program
Standard 2-7	Communication Skills (Oral & Written)



Criterion 2: Curriculum Design and Organization

Standard 2-1: Courses vs. Objectives

a. Title of Degree Program

MS Project Management (MSPM)

b. Definition of Credit Hour

3 credit hours are 3 hour of theory lecture or 1.5 hours of laboratory (research) work in a week.

c. Degree Plan

Following is the list of core courses taught in the selected program. Section 4.5 shows the details about these courses.

SEMESTER-I	SEMESTER-II	SUMMER	SEMESTER-III
Quantitative Tools for Research	Operations research	Independent Research Study-II	Thesis or 2 additional courses
Managing Projects	Elective-I		
Research Methodology	Elective-II		
	Independent Research Study-I		

Table 2.1: Degree Plan

Curriculum Breakdown

Semester	Course Number	Category (Credit Hours)			
		Math and Basic Science	Core Courses	Humanities and Social Sciences	Technical Electives/others
		Math	Basic Science		
1	3(12)			3(9)	IS-1(3)
2	3(12)			1(3)	2(6) – IS-II (3)
3	Thesis (6)				

Table 2.2: Curriculum Breakdown



d. Curriculum Course Requirement

Sr. #	Course Name	Electives
Semester 1	Quantitative Tools for Research (3)	
	Managing Projects (3)	
	Research Methodology (3)	
Semester 2	Operations research (3)	
		Elective-I(3)
		Elective-II(3)
	Independent Research Study-I	
Summer	Independent Research Study-II	
Semester 3	Thesis or 2 additional courses	

Table 2.2: Curriculum Course Requirements⁶

e. Describe how the program content (courses) meets the program Objectives

Courses	Objectives					
	1	2	3	4	5	6
Quantitative Tools for Research	√	√				√
Managing Projects			√	√	√	
Research Methodology	√					√
Operations Research			√	√	√	√

Table 2.3: Courses versus Objectives

f. Table 4.4 Courses versus Outcomes. List the courses and tick against relevant outcomes.

Courses	Outcomes					
	1	2	3	4	5	6
Quantitative Tools for Research				√		√
Managing Projects	√		√	√	√	
Research Methodology				√		√
Operations research		√	√	√	√	√

Table 2.4: Courses versus Outcomes⁷

⁶ Table 2.2 of PT Report is the Table 4.3 (Curriculum Course Requirements) of AT Report

⁷ Table 2.4 of PT Report is the Table 4.4 (Courses versus Outcomes) of AT Report



Standard 2-2: Theory, Problem Analysis/ Solution and Design in Program

a. Standard 2-2 requirements

Elements	Courses
Theoretical Background	Supply chain management, theories of management, quality management tools, project simulation, managing project, research methodology
Problem Analysis	Risk management dynamics, Project management constraints, financial decision analysis
Solution Design	Thesis and IS

Table 2.5: Standard 2-2 Requirements⁸

The program of MSPM is designed in line with PMBOK 9 Core areas which provide all the expertise and skills required by any project manager in alignment with Project Management Body of Knowledge.

Courses Information/ outline

1. Managing Projects

Objectives

The objectives (of this course) for prospective project managers are to understand the role of a project in their organizations and to master the project management tools, techniques, and interpersonal skills necessary to orchestrate projects from start to finish.

Outcomes

Introduction to PM, program and project portfolio management, role of PM, systems view of PM, understanding organizations, stakeholder management, project phases and project life cycle, project management process groups, mapping the process groups to the knowledge areas, estimating project times and costs, project integrations management, strategic planning and project selection, developing project plans, project closure, project management plans, project execution, project scope management, project time management, project cost management, project quality management, project human resource management, project communication management, project risk management, project procurement management.

Books

Project Management: The Managerial Process, , Erik W. Larson, Clifford F. Gray, 5th Edition, McGraw Hill,.

⁸ Table 2.5 of PT Report is the Table 4.5 (Courses versus Outcomes) of AT Report



2. Research Methodology

Objectives

Understanding of basic research designs in order to conduct scientific research, Demonstrate skills in designing research studies in relation to contemporary management issues, including ethical considerations in design; Devising or locating techniques to generate or collect primary data, and identifying and locating sources of secondary data; Develop academic writing skills appropriate to the management discipline. Compare the various philosophical foundation to scientific research, Understand the issues relating to identifying and reformulating problems for research, Choose a research design for a topic and generate appropriate research questions, Identify the main ethical criteria used in research studies and propose strategies to ensure ethical issues in research are addressed.

Outcomes

After studying this course a student will be able to Prepare Research Proposal and a complete thesis based on this proposal. They will also able to exhibit understanding of qualitative and quantitative research, research question, objectives, utility of research, research design, sampling, data collection, data analysis using statistical tests and qualitative techniques, tabulation, formulating results, conclusion, and recommendation and thus will be able to manage resources for a research project and demonstrate professional skill of successful completion and winding up of research projects.

Books

Econometrics, D Gujrati, 6th Edition.

3. Quantitative Tools for Research

Objectives

This course is designed so that the students can better understand social science frameworks for scientific social inquiry and Learn various methods for conducting empirical research and Use selected software to generate computer solutions of the models and examine trends and patterns in the use of various Data sets.

Outcomes

The focus is on conceptual understanding and hands on applications using the data drawn from real-world examples, rather than on formal theoretical proofs. By the end of the paper, students should be able to 1. Understand the necessary concepts, tools and techniques for analyzing and modeling data and drawing conclusions from such data. 2. Can interpret the statistical analysis reported in many studies in their relevant field and be able to carry out and interpret their own econometric analysis. 3. Can easily use these techniques in their thesis.

Books

Multivariate Data Analysis, Joseph F. Hair, 7th Edition, Prentice Hall, 2009.



4. Operations Research

Objectives

To have the knowledge of the key terms and concepts in the Operations Research
 i,§ To enable the students to analyze business situations and apply specific qualitative skills to solve business problems and developing effective strategies
 i,§ To enable the students understand steps of Operations Research and its application to real life business research situation
 i,§ To understand the scientific research process and awareness of various Operations Research dimensions
 i,§ To identify problem areas in the organization and to conduct Operations Research to help solve these problems
 i,§ To establish a strong understanding of both qualitative and quantitative research approaches.

Outcomes

i,§ Understand the Operations Research process and its importance as a management tool
 i,§ Show appreciation of the nature, functions and difficulties inherent in selected quantitative techniques
 i,§ Examine critically and evaluate the methodology employed in particular situation types
 i,§ Demonstrate an acceptable level of skill in data analysis, processing and interpretations together with respect for the complexities of the Operations Research situation and the limitations of the methods available

Book

An Introduction to Management Science, Anderson, Sweeney, Williams, Camm, & Martin, 13th Edition, South-western Cengage Learning,2012.

Standard 2-3: Mathematics & Basic Sciences Requirements

The Curriculum must satisfy the core requirements for the program as specified by the respective accreditation body. Minimum Requirements for each program (Program Semester Credit Hours)

Program	Core course	Electives	IS
MSPM	3	3	2

Table 2.6: Standard 2-3 Requirements

Standard 2-4: Major Requirements as Specified by Accreditation Body

The curriculum must satisfy the major requirements for the program as specified by the respective accreditation body is same as Standard 2-3.

Standard 2-5: Humanities. Social Sciences, Arts, Ethical. Professional & Other Requirements

Same as standard 2-3 and Standard 2-1 (table 4.4) as defined above.



Standard 2-6: Information technology component of the curriculum must be integrated throughout the program

MS-PM Program contain 9 courses, these courses equip the students with the tools and techniques of project management and the concept of the research with its application in project management. The software majorly taught to the students are following:

1. Software Project Management
2. Primavera
3. SPSS
4. E-views

Standard 2-7: Oral and written communication skills of the student must be developed and applied in the program.

Teachers ensure throughout the semester that students complete their report writing, research writing and presentations during the course work which develops their oral and written communication skills.



CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Standard 3- 1	Lab Manuals / Documentation / Instructions
Standard 3- 2	Adequate Support Personnel for Labs
Standard 3- 3	Adequate Computing Infrastructure and Facilities



Criterion 3: Laboratories and Computing Facilities

Laboratories and computing facilities must be adequately available and accessible to faculty members and students to support teaching and research activities. To meet this criterion the standards in this section must be satisfied. In addition departments may benchmark with similar departments in reputable institutions to identify their shortcomings if any. Provide the following information about the laboratories and computing facilities: Describe the laboratory/ computer facilities that are available for use in the program under assessment. Indicate for each lab the following:

- Laboratory Title
- Location and area
- Objectives
- Adequacy for instruction
- Courses taught
- Software available if applicable
- Major Apparatus
- Major Equipment
- Safety regulations

Standard 3-1: Laboratory manuals/documentation/instructions for experiments must be available and readily accessible to faculty and students.

a) Explain how students and faculty have adequate and timely access to the manuals/documentation and instructions.

SZABIST Islamabad is equipped with state-of-the-art computer facilities with around-the-clock high bandwidth connectivity to the Internet. Moreover, the campuses are equipped with Wi-Fi enabled devices providing students with unlimited access to the Internet.

Computer Labs are open to all students for computing and printing facilities from 8:00 am to 09:30 pm from Monday to Saturday and from 09:00 am to 05:30 pm on Sunday.

To avoid disruptions, students are not allowed to enter the labs while classes are in progress. Color and laser printing is available at nominal cost.

To ensure the integrity of the network, students are not allowed to install their own software programs on SZABIST computers. Should additional software be required to undertake a course-related assignment, students first seek the written approval of the concerned faculty and contact the Computer Lab Administrator well in advance to make arrangements for loading the software only on specific workstations.



To handle sudden and abrupt power interruptions, a five minutes power backup is available for all computers. All users are advised to regularly save their work. Students are also strongly encouraged to maintain a backup of their data, as the Lab staff will not be responsible for any loss of data.

Instructions are clearly written on the Notice Boards pertaining to:

- Lab student IDs
- Uniquely generated E-mail IDs for Student and SZASBIST Islamabad official Correspondence
- Plagiarism Testing (*plagiarism@szabist-isb.edu.pk*)
- Help Desk for students e.g. Software Installation (*systems@szabist-isb.edu.pk*)
- Installed Software with version.
- Internet Usage Proxy Settings
- Instructions and settings to use Printer
- Rules and Regulations for Lab usage
- Lab classes schedule
- ZABDESK queries (*support@szabist-isb.edu.pk*)

However, No written easy to use manuals are available in the computer Labs for learning to use ZABDESK, Microsoft Office and other related Programs and software.

b) Resources Sufficient

Yes, the resources are sufficient for the program.

Standard 3-2: Adequate Support Personnel for Labs

Indicate for each laboratory, support personnel, level of support, nature and extent of instructional support

Computer Laboratories are furnished with a reasonable number of professional personnel's to provide continuous support to the labs, students and faculty.

At SZABIST Islamabad, we have five functional Computer labs. Total of 11 dedicated staff members working at different time slots to ensure unhindered delivery of knowledge.

Shifts	Time Slots	Personnel(s)
Morning	8:00 am -04:00 pm	5



Evening	2:00 pm -10:00 pm	3
General	10:00 am -06:00 pm	3

Table 3.1: Computer Lab Shifts per Lab

Standard 3-3: *The University computing infrastructure and facilities must be adequate to support program’s objectives.*

a. Describe how the computing facilities support the computing component of your program.⁹

The MSPM Program is heavily dependent on the facilities provided by SZABIST, Islamabad, in the form of technology as listed below.

All labs are equipped with latest software to help in parting education in a professional manner. Before the start of each term, all computers are checked, repaired, and replaced if needed. Once the term begins, things usually proceed without a hitch.

No.	Particulars	Quantity
1	Servers	10
	IBM Blade Centre HS 21 Chassis S	1
	IBM Blade Centre HS-21	2
	IBM Blade Centre HS-22	1
	Dell PowerEdge R730	2
	Dell PowerEdge T430	1
	Dell PowerEdge 2900	2
	HP Proliant ML370	1
	Dell PowerEdge 1500	1
2	Desktop Computers	206
	Dell OptiPlex 330	52
	HP Compaq dx2310	60
	Dell OptiPlex 7010 Core i7	10
	HP Compaq 8200 Core i7	14
	HP ProDesk 400 Core i7	40
	Apple I Mac systems	8
	Dell OptiPlex 760 core 2 duo	22
3	Multimedia	26
4	Printers	3
	LaserJet Black	2
	Color	1
	Scanner	1

⁹ Source of information is: Manager IT



5	UPS	16
	20 KVA	2
	10 KVA	3
	5 KVA	1
	1 KVA	6
	2KVA	4

Table 3.2: Support Facilities

b. Are there any shortcomings in the Computer Science Infrastructure and facilities?

Based on the information given above, it can be concluded that the computer lab facilities are adequate and up to par for the MS-PM Program at SZABIST, Islamabad.

Although the above facilities are shared among SZABIST programs, however the schedules are managed so that each program gets sufficient lab time.



CRITERION 4: STUDENT SUPPORT AND ADVISING

Standard 4-1	Sufficient Frequency of Course Offering
Standard 4-2	Effective Faculty / Student Interaction
Standard 4-3	Professional Advising and Counseling



Criterion 4: Student Support and Advising

Standard 4-1: Sufficient Frequency of Course Offering

a. Provide Department's strategy for course offering

We offer core courses from the beginning and electives are for the final year of program. If 10 or more students who are repeating the course register, then we offer the same course again. We continually review course and curriculum as to make these markets competitive. On average, the class strength of MSPM is 25 to 30 students.

b. Explain how often required courses are offered

All courses are offered as per course plan provided in the Curriculum Plan in Criterion No. 2. Courses are offered in each semester. If students require a specific elective course then that course is offered as and when required provided it satisfies the minimum number of student's criteria.

c. Explain how elective courses are offered

Four elective courses are offered for specialization in the final year. Electives are offered for Finance and Marketing and Management. Students select from the given set of electives courses depending upon which discipline of Management Sciences they intend to adopt in future.

d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency

MS-PM course taking policy in other programs is as follows:

- MS-PM Students are allowed to take courses in other programs on the basis of defined equivalency in the course catalogue.
- Specific elective courses are co-offered with MS-PM and in that case MS-PM and MPM students take the course simultaneously.
- MS-PM students are also allowed to take courses along with other programs on the basis of equivalency defined in the course catalogue. Approval of Program Managers of both programs is required in this case.

Standard 4-2: Effective Faculty and Student Interaction

Describe how you achieve effective student/faculty interaction in courses taught by more than one person such as two faculty members, a faculty member, and a teaching assistant

We achieve student / faculty interaction through class room discussions and faculty spare exclusive counseling time for individual students.



Standard 4-3: Professional Advising and Counseling

a. Describe how students are informed about program requirements

Students are informed about program requirements through advertisements, prospectus, brochures, student hand book, admissions department, program heads, and orientation, website and ZABDESK guideline.

b. Describe advising system and indicate how its effectiveness measured

Each faculty posts counseling hours on the ZABDESK, so whenever student has a problem in studies, he/she can visit faculty in counseling hours or by appointment. Students can also discuss their problems with program coordinator when needed.

c. Describe the students counseling system and how students get professional Counseling when needed

The advising services are provided through professional seminars, orientations, workshops, teachers and Program Managers. The campus has establishing an Executive Development Center (EDC) for providing more facilitation to students.

d. Indicate if students have access to professional counseling; when necessary

Professional counseling is provided mainly through seminars and workshops.

e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies.

Students interact with practitioners in seminars and workshops. We facilitate students to adapt to new and developing circumstances that challenge their growth as they progress through each grade. Such support may include academic guidance, career counseling, professional grooming, and student support. Students can access program managers and faculty whenever they need any guidance. Campus administration and faculty arranges professional seminars for students in order to interact with market professionals.



CRITERION 5: PROCESS CONTROL

Standard 5-1	Admission Process
Standard 5-2	Registration and Students
Standard 5-3	Faculty Recruitment and Retention Process
Standard 5-4	Effective Teaching and Learning Process
Standard 5-5	Program Requirements Completion Process



Criterion 5: Process Control

Standard 5-1: Admission Criteria

- a) **Describe the program admission criteria at the institutional level, faculty or Department if applicable**

Admission Process after Announcement of Admission Dates

- Candidate registers online and receives ID and Password
- Candidate fills the form online and submits. (Can also use SZABIST Lab Facilities)
- Application goes to pending area. Admission staff checks the application form in pending area.
- Admission staff sends an email to candidate about his/her status i.e. either accepted or rejected or returned to applicant if not filled properly (whatever the decision is)
- Application goes back to applicant for correction and re-submission.
- Students comes along with documents and application processing fee of Rs.1500/-
- Admission staff check documents & issues admit card, (Information regarding test date, time and place)
- Candidate appears for the test
- Test results along with date, time an venue of interview are made available on notice boards, website and online admission site.
- Arrangements for admission test & Interview process, i.e. arrangement of Rooms, Faculty, Food & Refreshments, sitting area for candidates and their parents, Duties of staff and preparation of attendance sheet & score sheet with consultation & help of the office of V.P academics .
- List of accepted & waiting candidates as per merit are made available on Notice Boards, Website and Online Admission Site, Admission letters are sent to the accepted and waiting candidates through courier.
- Accepted & Writing candidates pay fee before deadline. Preparation of final list by (Records Office) is displayed on Notice Boards, Website and Online Admission System.
- Arrange Orientation

Admission Criteria

The Masters in Project Management degree requirements are designed in accordance with the credit hours prescribed by Higher Education Commission.



MS-PM Program	Criteria
MS-PM 33 Credit hours	<ul style="list-style-type: none">• Minimum of sixteen (16) years of education/4-years professional degree from any HEC recognized educational institute• Minimum 55% marks / CGPA of 2.5

All candidates are required to go through the multi-step admission process that has been illustrated in the flowchart on the following page.

Continuing of Education for Higher Degree

Students completing their MS-PM from SZABIST and desiring to continue their studies in the PhD Program should fill out a Program Continuation Form and submit to the Admission Office during their graduating semester. All requisites have to be completed before advancing to a higher degree program. Updated documentation will be required and new registration number will be allocated at the time registration.



b) The admission process flowchart

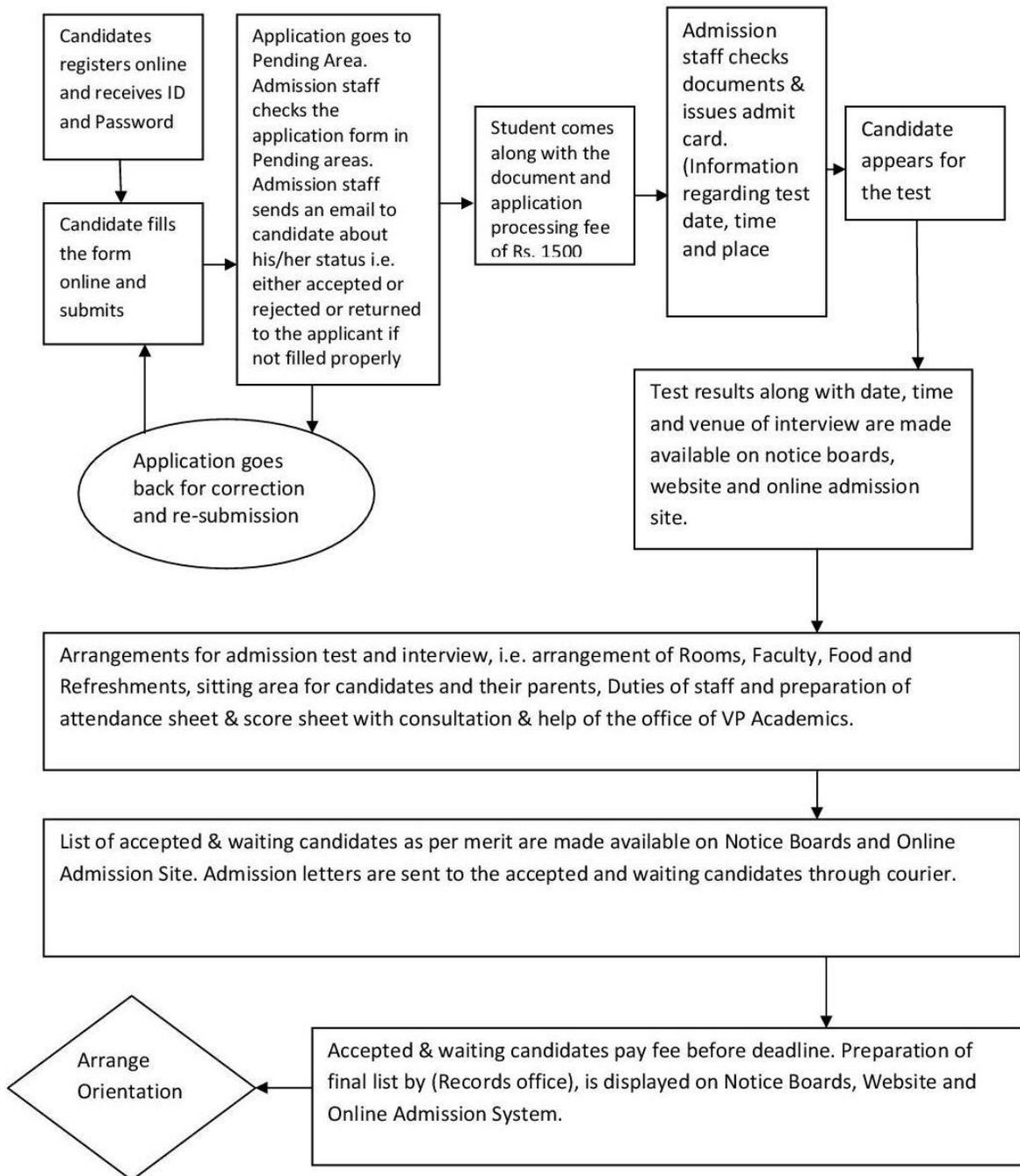


Figure 5.1



c) Describe policy regarding program/credit transfer

Transfer

Following are two types of transfer:

- 1) Transfer in (Student from other SZABIST campuses come to Islamabad Campus).
- 2) Transfer out (Student from Islamabad Campus gets transferred to other SZABIST campuses).

Transfer In

- Relevant campus contact us
- Correspondence with the relevant campus
- Receiving of file
- Checking of documents received in student files.
- Conduct student interview with the relevant Program Manager, if recommended.
- Final approval by HOC Academics
- Provide transfer acceptance letter to student
- Submission of fee
- Get clearance of Finance Office.
- Send documents to Records Office for registration number.
- Update Profile with the registration number in ZABDESK.
- Inform Students

Transfer Out

- Receive application of the students
- Check transfer criteria of the students (completion of 25% courses at original campus)
- Contact and correspond with the relevant campus
- Get approval for the relevant campus
- Prepare campus transfer file
- Get clearance by Finance Office, Labs and Library
- Transfer from approval by relevant Program Manager
- Send from to Records Office for closing of account and letter grade issuance
- Get final approval from the VP Academics
- Dispatch form and file to the relevant campus
- Keep a photocopy of file with Karachi Campus.
- A maximum of up to 50 credits may be considered for transfer into Bachelor program.

SZABIST Inter-Campus Transfer

For transfer candidate from other SZABIST campuses, the candidate must fulfill the admission requirements of the local campus he / she wishes to transfer into.



All courses / grades are transferable. A transfer fee will be applicable for students transferring from any other SZABIST campus.

Certificate Course Transfer

For transfer candidates from the SZABIST Certificate Programs, all courses having a letter grade C- or above for the MSPM are transferable within one year.

d) Indicate how frequently the admission criteria are evaluated and if the evaluation results are used to improve the process.

Admission Criteria and processes are reviewed in the Academic Council meeting, which is held twice a year and as frequently as twice a month.

Some of the positive changes in the Admission process during the last year are:

- i. Extended office hours from 9:00 a.m. to 9:00 p.m. to facilitate applicants during May and June.
- ii. Storage facility for Admission department has been provided with plans to extend it further in the future.
- iii. Multiple interview teams to review the applicants in timely manner.

Standard 5-2: Registration and Students

a. Registration Process and Policy

The following registration procedure is strictly followed at the beginning of each semester:

- Academic Department sends a formal request to ZABSOLUTION which opens all interface of registration for course registration.
- Program Managers offers courses on ZABDESK and then notices for the registration of courses is announced to the students through Emails and website.
- Students must register through ZABDESK, the automated SZABIST Online Registration System and after that they can do manually which is allowed for 2 days only. For further assistance, they can contact Academic Office.
- Registered students who have paid their fee, but have remained absent for the first four classes, will be forced to de-register from the course.
- Students not registered will not be allowed to attend classes. No registration will be allowed two weeks after classes begin.



b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements

Absence Rules

Students are required to maintain a minimum of 80 percent attendance throughout the semester in order to qualify for the Final Examination. Maximum 3 absences (for courses of 3 hour duration classes) and maximum 6 absences (for courses with 1.5 hour duration classes) allowed per semester per course; these absences are to be used for any emergency purposes like health problem, family death etc. Please note that two late arrivals are equal to 1 absence. Registered students who have remained absent for more than three classes during the semester, will be awarded an 'F' grade in the course.

Leave Rules

There are no leaves at SZABIST. Students are required to manage their attendance as per above guidelines. However, one additional absence is allowed if the student is travelling for Hajj, subject to submission of documentation and requisite approval by Program Manager.

General Marks Distribution

General marks distribution (not applicable to all courses/programs) is as follows:

Tests (for 1.5 hour session courses) optional 20 %

Midterm Examination 30 %

Assignments 5-10 %

Quizzes 5-10 %

Term Paper, Project and Presentation 10-15 %

Final Examination 35-40 %

Depending on the course content, a deviation of 10 percent is permissible at faculty's discretion. Thesis policies vary between departments. For further details consult the relevant Program Manager or Head of Department.

Grading Plan

The following Letter Grade Plan is followed at SZABIST:

Letter Range Grade Point (Form Table)

A+ 95 – 100 4.00

A 91 – 94 3.75

A- 87 – 90 3.50



B+ 83 – 86 3.25

B 79 – 82 3.00

B- 75 – 78 2.75

C+ 72 – 74 2.50

C 69 – 71 2.25

C- 66 – 68 2.00

D+ 64 – 65 1.75

D 62 – 63 1.50

D- 60 – 61 1.25

F < 60 0

In certain cases, the following Letter Grades are assigned.

Letter Remarks:

S Satisfactory

U Unsatisfactory

I Incomplete

W Withdrawn

J Result withheld

- All grade points earned will be averaged towards the final grade point for graduation; in case a course is retaken, better grade will be used for calculation.
- There is no provision for giving or requesting grace marks.
- Minimum CGPA required for graduation is given in section on Rules Governing Degree Completion.
- If incomplete grade 'I' is not completed before the specified deadline, the default grade is 'F'.

Minimum Passing Grade

Minimum passing grade is B- for MS-PM program courses

Compulsory Repeat Grade

- A course in which low grades are earned, are to be repeated compulsorily. These are as follows:
- For Undergraduate programs, a course in which 'D-' or below is earned must be repeated with full registration (no attendance or assessment waivers).



- For Masters' programs, courses with earned grades of 'D+' and below must be repeated.
- For MS/PhD programs, courses with earned grade of 'C+' or below must be repeated.
- 'F' grade in a course does not count as having met the pre-requisite for taking an advanced course, and there will be no attendance or assessment waivers the next time students take the course.
- Students with repeat grades must take the course next time when it is offered.
- Non-undergraduate program students may get attendance waiver in Compulsory Repeat Grade courses, except courses in which they received an 'F' grade.
- However, if a student wants to improve a 'Pass Grade,' he/she is required to take all assessments as assigned for the course, and no attendance waiver is given.
- A student repeating course(s) that is/are no longer offered will be allowed an appropriate replacement course, which will be approved by the Program Manager.

Required Maintenance CGPA

Minimum required CGPA for MSPM program is 2.75

Dismissal

A student shall be considered for dismissal under the following conditions:

1. Dismissal on Academics through Probation

SZABIST follows the probation and dismissal policy as recommended by HEC, "Whenever CGPA of a student falls below the required CGPA, he/she will be placed on "First Probation" for the next semester. If in the First Probation semester the student does not increase his/her CGPA to the required CGPA, he/she will be placed on "Second Probation" for the next semester. If in the Second Probation semester the student does not increase his/her CGPA to the required CGPA, he/she shall be dismissed from SZABIST.

The required maintenance CGPA for different program levels, below which a student shall be on First or Second Probations or Dismissed, are as under:

All Undergraduate Programs: CGPA of 2.00

All Master's Programs: CGPA of 2.50

All MS Programs: CGPA of 2.75

All PhD Programs: CGPA of 3.00

Summer semesters are not counted for probations/dismissals, as they are remedial semesters.



2. Degree Time-Barring Dismissal

The registration will stand terminated if a student has not completed the degree requirements within seven years for Bachelors Program and five years for Masters, and MS and, five years for PhD programs.

3. Dismissal Due to Academic Dishonesty

The registration will stand terminated if the student is involved in a case of academic dishonesty e.g. submission of fake documents etc.

4. Dismissal on Disciplinary Grounds

The registration will stand terminated if a student is dismissed on disciplinary grounds by the Disciplinary Committee.

On dismissal, a notification shall be issued by the Campus, and forwarded to the Office of Vice President (Academics) for dissemination to other SZABIST Campuses for information.

A student, once dismissed shall not be allowed to register for any certificate courses, at any campus.

A dismissed student may apply for “Letter Grade” as documentation for credits taken at SZABIST, after dismissal.

c. Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process

Evaluation of Registration and Student Monitoring Process

The Student Registration and Student Progress Monitoring processes are regularly reviewed through ZABDESK by the relevant Program Managers. A Program Managers meeting is held once in a month chaired by head of the Campus to discuss all the relevant issues in the Program. If needed, meeting could be held before the completion of one month. Any necessary amendment in policy and resolving certain individual cases is carried out in these meetings.

Standard 5-3: Faculty Recruitment and Retention Process

- a. Describe the process used to ensure that highly qualified faculty is recruited to the program.**

Recruitment Process:

Human Resource department of SZABIST Islamabad advertises the faculty positions every year in national newspapers and official website for attracting a pool of qualified candidates for recruitment.

HR department receives the applications and files the relevant ones according to discipline & position. HR department sends the CVs to the committee of program managers along with HEC



criteria of faculty appointment. Further, they are shortlisted by the relevant HOD at Head office i.e. SZABIST Karachi.

Then, a selection committee (consisting of Head of Campus, Program Managers, Director Academics, and relevant HOD and Program Managers at SZABIST Karachi) is formed to conduct the interviews of screened candidates. For effective evaluation, there is a standard interview criterion (faculty interview form) for faculty positions. Those who qualify the interviews are invited for a demo session in which selection committee evaluates effectiveness of lecture delivery as per standard demo evaluation form.

b. Faculty Recruitment Process

a. Flow Chart

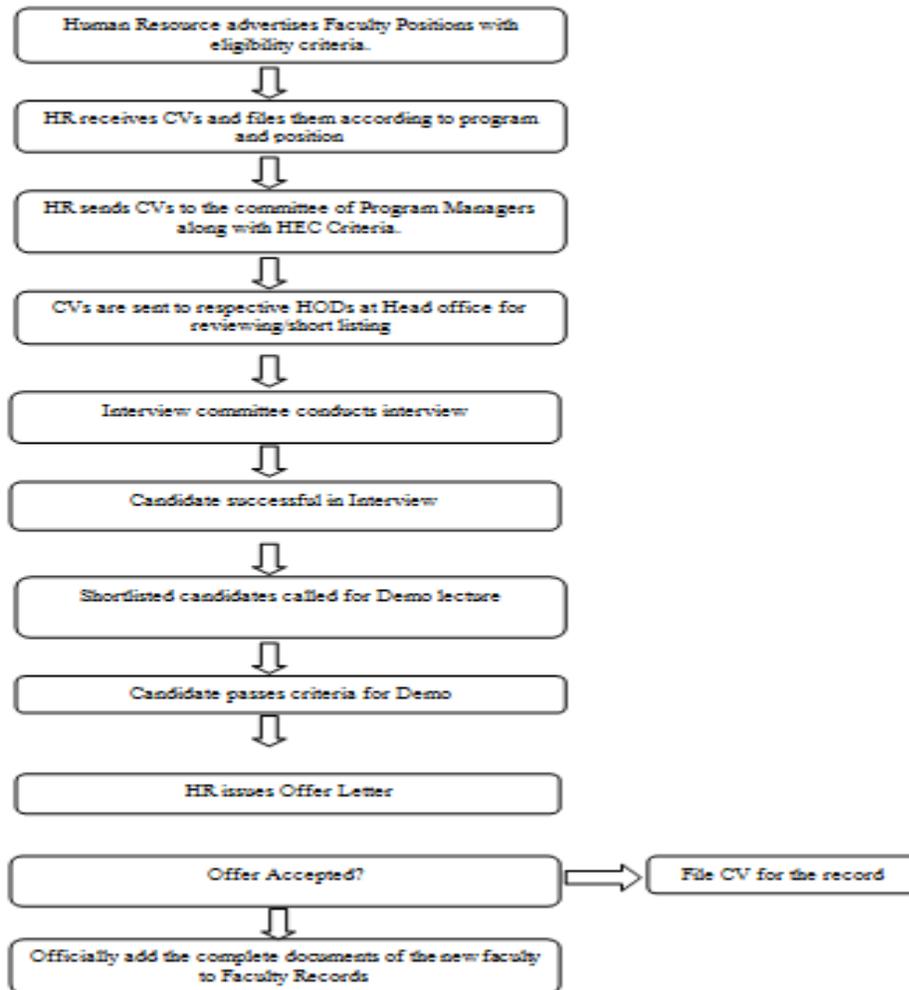


Figure 5.2



c. Indicate methods to retain excellent faculty member.

Retention Process

For permanent faculty members, SZABIST Islamabad Campus has incorporated such aspects of employee motivation into the incentives being offered that help in retaining faculty members. Besides, encouraging research and development activities through publication honorarium, continuing education program and financial support for participation in national international conferences, some other benefits offered are car loan, provident fund, life insurance etc.

The SZABIST Islamabad Campus aims to produce highly qualified, scientific and technical personnel to meet the economic and technological challenges of the 21st century. In order to support the mission statement of the institute, SZABIST Islamabad makes sure that HEC criteria be incorporated into recruitment, appraisal and faculty promotion processes. For promotion, faculty members are evaluated as per HEC guidelines i.e. qualification, experience and publication etc. Promotion cases of faculty members are reviewed every year by the promotion committee at Head Office i.e. SZABIST Karachi. Faculty members meeting the promotion criteria of HEC submit the required documents to HR office for case preparation and submission to Head office. Cases are reviewed by the committee considering the HEC criteria and availability of positions in respective department/area.

d. Indicate how evaluation and promotion processes are in line with institution mission statement.

The SZABIST Islamabad Campus aims to produce highly qualified, scientific and technical personnel to meet the economic and technological challenges of the 21st century. In order to support the mission statement of the institute, SZABIST Islamabad makes sure that HEC criteria be incorporated into recruitment, appraisal and faculty promotion processes. For promotion, faculty members are evaluated as per HEC guidelines i.e. qualification, experience and publication etc. Promotion cases of faculty members are reviewed every year by the promotion committee at Head Office i.e. SZABIST Karachi. Faculty members meeting the promotion criteria of HEC submit the required documents to HR office for case preparation and submission to Head office. Cases are reviewed by the committee considering the HEC criteria and availability of positions in respective department/area.

HEC Criteria for the Promotion of Higher Grade Position

(Source: HR Manual, Faculty Promotion Policy)

The Higher Education Commission of Pakistan enumerates the following criteria for each faculty promotion in various ranks.

- i. Qualification
- ii. Research: The publications in Journals with high impact factor will be preferred.
- iii. Length of service



1. Faculty of Management Sciences

a. Lecturer to Assistant Professor

Option I

Degree requirement

The candidate is eligible for promotion if s/he has got a MS/M.Phil or equivalent degree awarded in the field of Management Sciences or allied field of studies.

Experience

At least four years of teaching/research experience in an HEC recognized University/DAI or equivalent professional experience in the relevant field in a national or International organization.

Publications

No publications are required.

Option II

Degree requirement

The candidate is eligible if s/he has earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience

No teaching experience is required for a candidate with PhD degree.

Publications

No publications are required.

b. Assistant Professor to Associate Professor

Degree requirement

The candidate must have earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience

At least ten years of teaching/research experience in an HEC recognized University / DAI or equivalent professional experience in the relevant field in a National or International organization.

Publications

The candidates applying for promotion must have eight scholarly publications in Journals recognized by the Higher Education Commission of Pakistan.



c. Associate Professor to Professor

Degree requirement

The candidate must have earned a PhD degree awarded in Management Sciences or allied field of studies from HEC recognized University.

Experience

At least fifteen years of teaching/research experience in an HEC recognized University/ DAI or equivalent professional experience in the relevant field in a National or International organization.

Publications

The candidates applying for promotion must have twelve scholarly publications in Journals recognized by the Higher Education Commission of Pakistan.

Table 1: Faculty of Management Sciences

	Designation	Options	Qualification	Experience	Publications
A	Lecturer to Assistant Professor	Option I	MS/M. Phil	4-years teaching/research experience in a recognized university or a post graduation Institution or professional experience in the relevant field in a National or International organization	Nil
		Option II	PhD in relevant field from HEC recognized University / Institution.	No experience required	Nil



B	Assistant Professor to Associate Professor		PhD in the relevant field from an HEC recognized University / Institution.	10-years teaching/ research in an HEC recognized University or a postgraduate Institution or professional experience in the relevant field in a National or International Organization.	The applicant must have 8 publications in the HEC recognized Journals.
C	Associate Professor to Professor		PhD in the relevant field from an HEC recognized University / Institution.	15-years teaching/ research in an HEC recognized University or postgraduate Institution or professional experience in the relevant field in a National or International organization.	The applicant must have 12 research publications in HEC recognized Journals.

Table 5.1: Publications required for Associate Professor to Professor

e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process.

Presently, faculty development programs are evaluated through following processes which are a part of HR manual for this purpose:

- i. Promotion policy (as per HEC criteria)
- ii. Performance appraisal (based on teaching, research & development, participation in academic and non-academic activities etc.)

The process is evaluated annually on the following parameters for improvement:

- i. Promotion cases are reviewed by the promotion committee annually as per HEC guidelines to promote and retain the qualified faculty members.
- ii. Performance of faculty members is appraised annually to reward and recognize their achievements in the areas of teaching, research and academic and non-academic activities etc.



Standard 5-4: Effective Teaching and Learning Process

- a. Describe the process and procedures used to ensure that teaching and delivery of course material is effective and focus on students learning Process and Procedures used to ensure Active Learning and that Courses' Learning Outcomes are met.**

The MSPM Class size is limited to 25 to 30 students. This strength allows a more interactive session imparting high quality of education. The faculty members pay individual attention and encourage participation and constructive discussion. All class rooms are air-conditioned and equipped with overhead projectors, white boards, PCs, and Internet connectivity. Course related interactive lectures are regularly augmented by co-curricular activities such as:

- 1) Class Projects
- 2) Guest speaker sessions
- 3) Workshops
- 4) Group assignments
- 5) Term reports based on industrial visits, interviews with company executives and corporate analysis.

The above mentioned are planned in line with the Learning Outcomes that are clearly stated in the Course Outline at the beginning of each semester.

- b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process**

Every semester in the 5th week all the faculty members are evaluated by the students for their methods of teaching and delivery of course material. The Head of the Campus gives his comments on all the evaluations and then forwards them to relevant the Program Managers.

If a faculty member scores less the 60% in the evaluation, the Program Mangers counsel him/her about the scores and allots time for improvement. After two weeks evaluation is done again to see if there is some improvement in the teaching methodology or not. If there is no improvement in case of permanent faculty, the final verdict lies with the Head of the Campus. If no improvement is made in case of visiting faculty, the faculty member is removed from the course with the consent of Head of the Campus.

Standard 5-5: Program Requirements Completion Process

- a. Describe the procedure used to ensure that graduates meet the program requirements**

Program Requirements

Records office will make sure that the student has completed all core courses and all elective courses with minimum credits for the degree requirement.

When student apply for their final transcript his/her credential will be checked and verified through the Zabdesk by records office.



Following points to be noted when students apply for his/her final transcript.

- Passed all required courses for completion of degree.
- Passed comprehensive Exam.
- Complete minimum 06 weeks internship (internship appraisal form to be filled, attached with final transcript form).
- In case of job, job letter/experience certificate to be attached with request and form internship waiver form to be filled (attached with final transcript request form).
- Student has to filled Survey of Graduating Students (form attached with final transcript form)
- Student has to fill the Alumni Database Form.
- Submission of final transcript request form in records office.
- Submission all necessary documents (previous documents) with final transcript request form.
- After submission of final transcript request form, records office is scrutinize all the documents and information given by the student on final transcript form. In case of any deficiency records office is informed to the student to complete all the necessary requirements.
- After getting final transcript form records office will update Survey of Graduating Students in soft copy.

Completion Progress

Final transcript will be duly signed by Controller Records, Controller Examination, Head of Campus and then President. Degree will be conferred in Convocation which will be duly signed by President and Chancellor. SZABIST Islamabad is arranging graduation ceremony every year to award the degree to their graduates, gold medals, special certificates and awards to position holders.

- b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process**

Periodic Evaluation of above Procedure and its Improvement

Periodic Evaluation of above Procedure and its Improvement (For guidance)

The valuation of this process is done on multiple forums i.e. the monthly Academic Heads meeting, the bi-annual Academic Council meeting and the bi-annual meeting of the newly formed Board of Studies. The processes are regularly discussed and evaluation of the procedures



is done to ensure the efficiency and completeness of the MS-PM Degree program requirements. These discussions lead to improvements and amendments in the processes and procedures.



CRITERION 6: FACULTY

Standard 6-1	Program Faculty Qualifications and Number
Standard 6-2	Current Faculty, Scholarly Activities & Development
Standard 6-3	Faculty Motivation and Job Satisfaction



Criterion 6: Faculty

a. Faculty resumes in accordance with the format

Launched

b. Table 4.6: Faculty Distribution by Program's Areas

Program Area of Specialization	Courses in the area and average number of sections per year	Number of faculty members in each area	Number of faculty with Ph.D. degree
Project Management	<p>Total Courses: 8</p> <ul style="list-style-type: none"> ▪ Quality Management ▪ Project Management Constraints ▪ Human Resource Management in Projects ▪ Project Review, Assurance and Governance ▪ Software Project Management ▪ Financial Decision Analysis ▪ Accounting for Projects ▪ Global Supply Chain Management <p>Sections:</p> <ul style="list-style-type: none"> ▪ Two section in day ▪ Two sections in Evening 	4	3
Total		4	3

Table 6.1: Faculty Distribution by Program's Areas¹⁰

List of MSPM Faculty Members

Permanent Faculty

1. Mr. Amer Riaz Qureshi
2. Dr. Daniel Pirzada
3. Dr. Muhammad Asif Khan
4. Ahmed Ali Qureshi

¹⁰ Table 6.1 of PT Report is Table 4.6 (Faculty Distribution by Program's Areas) of AT Report



5. Dr. Rashida

Visiting Faculty

6. Mr. Farooq Rasheed

7. Dr. Bashir Ansari

8. Dr. Yasir Ahmed

9. Dr. Aamer Ahmed

10. Dr. Sajjid Bashir

11. Dr. Shafqat Hameed

12. Dr. Rauf

13. Dr. Umer

14. Mr. Rizwan Yousaf Khan

15. Mr. Faisal Qamar

16. Mr. Sohail

17. Dr. Atta Ullah Shah

18. Dr. Ateeq

19. Mr. Kamran Azhar

20. Mr. Badar Munir

21. Dr. Mueen Hunzai

22. Mr. Ali Zafar

23. Mr. Nadeem Malik

24. Mr. Farid Zafar

25. Mr. Ehsan Satti

26. Mr. Humayun Akhtar

27. Mr. Ehsan Ul Haq

28. Mr. Mumtaz Anwar

29. Mr. Salman Bilal

30. Mr. Ali Raza

31. Mr. Waseem Khan

32. Mr. Nadeem Fakhhar

33. Dr. Moin uddin



34. Dr. Khurram Shehzad

Standard 6.2 Current Faculty, Scholarly Activities & Development

- a. Describe the criteria for faculty to be deemed current (updated in the field) in the discipline and based on these criteria and information in the faculty member's resumes, what percentage of them is current. The criteria should be developed by the department**

The criteria for the faculty to be current include the following:

- a. Participating in academic events like seminars / sessions
- b. Participating in academic and industry conferences / workshops
- c. Presenting and publishing papers in conferences / colloquium monographs
- d. Publishing research papers in local and international journals
- e. Publishing articles in newspapers and magazines
- f. Conducting trainings and workshops
- g. Conducting academic and practitioner research
- h. Pursuing further education in their specialized field
- i. Incorporating their research and otherwise learning into their teaching through content and methodology

- b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development.**

For professional development purposes, full time faculty members are eligible to enroll in internal Postgraduate programs free of charge. Additionally, faculty members are encouraged to actively participate in research activities through incentive of reduced teaching load.

- c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development**

For professional development purposes, full time faculty members are eligible to enroll in Internal Postgraduate programs free of charge. Additionally, faculty members are encouraged to actively participate in research activities through incentive of reduced teaching load.

- d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement.**

All the faculty programs are regularly evaluated for their performance. University evaluates faculty twice a year. In evaluation process, different criteria are measured through student's responses including richness of course content, Way of teaching, class participation by students, practical projects and application of the knowledge in real life. Furthermore, Regular meetings are scheduled between faculty, PM and Head of Department to address any academic and administrative issues, thereby ensuring smooth running of the program. Evaluations of MSPM faculty for last 3 years have been attached in appendix.



Standard 6.3 Faculty Motivation and Job Satisfaction

a. Describe programs and processes in place for faculty motivation

- i. Performance merit increment.
- ii. Performance bonus.
- iii. Conference sponsorship one per year for main author in a reputed conference nationally that is completely sponsored by SZABIST and one per two years internationally sponsored 50%.
- iv. Honoraria for publishing research papers in reputed journals.
- v. Continuing education facility.
- vi. Flexible working hours.
- vii. Study leave

b. Indicate how effective these programs are:

Performance based increments and bonuses encourage the employees to perform more efficiently and effectively. Personal and professional development through education programs, honoraria and institutional sponsorship for participation in conferences. Flexible work hours help the employees to manage their time on campus without compromising their academic commitment. Flexible work hours also help employees to have work-life balance.



c. Obtain faculty input using faculty survey (Appendix C) on programs for faculty motivation and job satisfaction

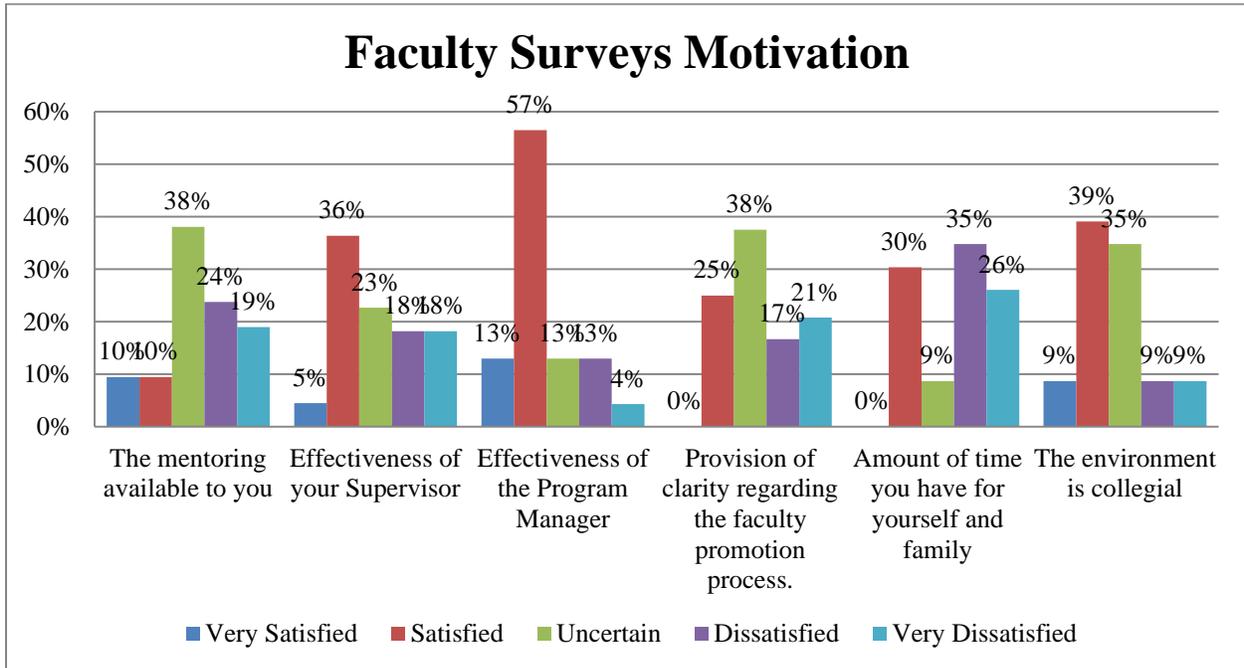


Figure 6.1

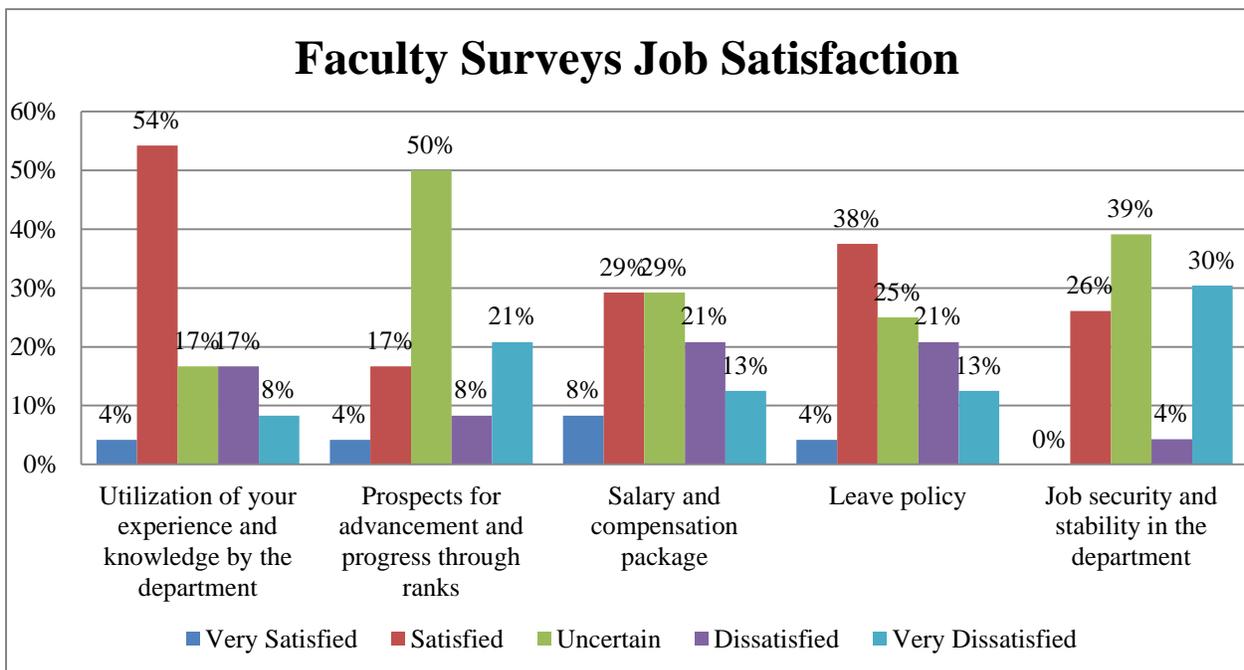


Figure 6.2



CRITERION 7: INSTITUTIONAL FACILITIES

Standard 7-1	New Trends in Learning (e.g. E-Learning)
Standard 7-2	Library Collections & Staff
Standard 7-3	Class-rooms & Offices Adequacy



Criterion 7: Institutional Facilities

Standard 7-1: New Trends in Learning (e.g. E-Learning)

a. Describe infrastructure and facilities that support new trends in learning

At SZABIST Islamabad, new learning trends are welcomed with great enthusiasm and significant efforts are made to make sure that students are given every chance to excel in their studies by all means possible. This includes the introduction of interactive CBT sessions in class, innovative practical puzzle oriented solutions and most important of all is the HEC digital library which allows some of the best research resources to be accessed by students.

- There are ample class rooms with all the multimedia and computer access.
- Ample library infrastructure and access to scholarly journals and articles for supporting learning and education
- Fully equipped computer labs with required software and internet access are adequate to support new trends in learning

b. Adequacy of Facilities

In the light of institutional infrastructure and Library and computer/IT support the facilities for library and computer labs are adequate for new trends in learning.

Standard 7-2: Library Collections & Staff

a. Describe the adequacy of library's technical collection

In addition to these there are a lot of digital resources offered through digital library to support e-learning. For Instance,

1. SZABIST Digital library having more than 25000 eBooks on all discipline developed by the SZABIST librarian.
2. EBSCOHOST Business Source Premier is the industry's most used business research database, providing full text for more than 2,300 journals, including full text for more than 1,100 peer-reviewed titles. This database provides full text back to 1886, and searchable cited references back to 1998. Business Source Premier is superior to the competition in full text coverage in all disciplines of business, including marketing, management, MIS, POM, accounting, finance and economics. This database is updated daily on EBSCOhost.
3. E-library offers a wide variety of content across many subject areas, especially in business and social science and computer science. It acquires integrated collections of eBooks and other content. E-library continues to add quality of eBooks and other



authoritative titles to their selection from the world's leading academic and professional publishers.

4. Emerald is a long established publisher with over 200 titles in the field of management, information science and engineering. All of Emerald research journals are peer-reviewed to ensure the highest quality. HEC has provided access to 150 of the total journal titles. You can view by clicking @Journals Listing.
5. Content in JSTOR spans many disciplines, with over 500 high-quality publications available in the archives.
6. JSTOR provides the ability to retrieve high-resolution, scanned images of journal issues and pages as they were originally designed, printed and illustrated.
7. Project Muse provides online access to 430 full-text journals from 108 publishers in humanities, and social science. MUSE pricing meets library needs around the world. Access URL <http://muse.jhu.edu/>.
8. Springer is the world's second largest STM publisher, delivering high quality peer-reviewed journals through its acclaimed online service - Springer Link. Through Springer Link, Springer publishes more than 1,250 journals online of which 1,030 are now available to Institutes within a range of PERI countries. Springer also offers optional pricing for the remaining (new and takeover journals in its programme).
9. Taylor & Francis has grown rapidly over the last two decades to become a leading international academic publisher. More than 1,300 titles in humanities, social sciences and applied sciences.

b. Describe the support rendered by the library

The details of computer lab facilities are elaborated in Section 3 under criteria 3-1. The details of the backup support i.e. server support to utilize lab equipment in efficient and appropriate manner are described below.

Active Directory Server

HP Proliant ML-370 G4 Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 8GB RAM, 1-TB HDD, RAID controller 5. Installed Windows Server 2008 R2 as a Server operating system with Active Directory and DNS Server roles are deployed for Users Accounts.

File and Print Servers

IBM Blade Centre Servers HS-21 and HS-22 servers with 8GB RAM and large amount of storage capabilities are available for the students for file sharing and printing services.

Internet Gateway (Proxy) server

HP core i7, 8GB RAM 1TB HDD with Linux based operating system Installed running Squid Proxy server for Caching & fast internet access.



ZABDESK server:

Dell-R730 rack mount based Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 32GB RAM, 3-TB HDD, RAID controller 5. Installed Windows Server 2012 R2 Hyper-V and IIS roles for ERP based application access for faculty and students ZABDESK.

Web server

Dell-R730 rack mount based Server Intel Xeon dual processor E5-2620 v3 2.40 GHz, 32GB RAM, 3-TB HDD, RAID controller 5. Installed Windows Server 2012 R2 Hyper-V and IIS roles, Symantec Mail Gateway Services.

VPN Server

Dell PowerEdge 2900 Series, Technical Specifications are Intel Xeon processor E5410 2.33 GHz, 6GB RAM, 3*72GB SCSI HDD, RAID controller 5. Installed with MSWindows Server 2008 R2 using VPN over Intranet with other Campuses.

In the light of institutional infrastructure and Library and computer/IT support the facilities for library and computer labs are adequate for new trends in learning.

Standard 7.3: Class-rooms & Offices Adequacy

a. Adequacy of the class rooms

We have following teaching facilities available at SZABIST Islamabad campus

- Classrooms / Lecture rooms: 16
- Seminar / Exam Halls: 03
- Computer Labs 02
- Telecom Lab 01
- Digital Lab 01
- Radio Station 01
- Media Lab 01
- TV Studio 01

We have following state of the art facilities in all classrooms;

- Automatic Multimedia
- Computer Systems with UPS backup
- ACs
- Fans
- 24/7 Power Generators



- Heaters
- Whiteboards
- Comfortable Chairs
- Rostrum / Dyce
- Marble floors
- Ceiling roofs

Other than these facilities, we have following facilities for seminars;

- Portable sound system
- Electronic Dyce
- Wireless MICs
- Video Conferencing facilities
- Portable/fixed LCDs

We are planning to have all classrooms equipped with central and fixed sound systems. However, portable speakers are available which can be used with laptops and systems for video lectures.

b. Adequacy of Faculty Offices

Every Faculty member is assigned a working space in the form of cubicle/office with computer systems, telephone land line connected through internal exchange and adequate furniture and adequate heating/cooling/ printers/ stationary and other required support are provided to carry out official duties and work independently



CRITERION 8: INSTITUTIONAL SUPPORT

Standard 8-1	Support and Financial Resources
Standard 8-2	Number and Quality of GSs, Students
Standard 8-3	Financial Support for Library and Computing Facilities



Criterion 8: Institutional Support

Standard 8-1 Sufficient Support and Financial Resources for Faculties

- a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation.**

Competitive compensation package is being offered to the permanent faculty members being appointed at SZABIST Islamabad Campus.

1. Annual and performance increments are awarded on gross salary. Annual (inflationary) increment is 10% whereas performance increment is 5%. A performance bonus is also awarded to every employee annually.
2. After completion of three years of successful teaching, SZABIST Islamabad Campus will provide them vehicle (car) loan.
3. For permanent faculty members, SZABIST Islamabad Campus offers continuing education program to pursue higher studies as per their requirement.

- b. Describe the level of adequacy of secretarial support, technical staff and office equipment.**

Academics support office at SZABIST Islamabad Campus provides secretarial and technical support to the department which includes the following:

- Class management
- Attendance sheet circulation
- Time table maintenance
- Schedule circulation

Standard 8-2:

- a. There must be an adequate number of high quality graduate students, research assistants and Ph.D. students.**

Number of Graduate Students

Year	No. of Graduates
2012-13	76
2013-14	112
2014-15	85

Table 8.1: Number of Graduate Students



b. Graduate to faculty ratio.

Graduates: Faculty Ratio*

Year	Graduates	No. of Faculty Members	Ratio
2013	76	12	1:6
2014	112	14	1:8
2015	85	20	1:5

Table 8.2a: Graduate Faculty Ratio

Number of Faculty (MS-PM)

Particulars	Faculty		
	2012-13	2013-14	2014-15
Total Number of Faculty	7.5	8.5	12
Full Time faculty	7.5	8.5	12
Adjunct Faculty ^{**,***}	24.5	26	27.5

Table 8.2b: Number of Faculty

* Graduates / Faculty of MS-PM program only

** 3 Adjunct faculty is equal to 1 permanent faculty

*** Adjunct faculty has been counted as per person not according to number of courses taught by them

Standard 8-3: Financial support for Library and computer Facilities¹¹

a. Describe the resources available for the library

Particulars	Budgetary Allocation (Rupees)		
	2012-2013	2013-2014	2014-2015
Library	1,000,000	1,000,000	1,000,000

Table 8.3: Resources available for the library

b. Describe the resources available for laboratories.

Not applicable on MS-PM program.

¹¹ Source of Information is Finance Department and the information is of Islamabad Campus



c. Describe the resources available for computing facilities.

Particulars	Budgetary Allocation (Rupees)		
	2012-2013	2013-2014	2014-2015
Computing Facilities	5,735,000	5,770,000	5,675,000

Table 8.4: Resources available for computing facilities



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

SELF-ASSESSMENT REPORT

MS in Project Management (MSPM)

Program Self-Assessment Checklist



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

**Guidelines for Program Team Report and
QEC Review**

Program: MS in Project Management (MSPM)

Reviewed by QEC Staff:

Mr. Syed Muhammad Ali

Ms. Faria Tausif

Dr. Daniel Peerzada

Ms. Riffat Mughal (Karachi Campus)



PROGRAM SELF ASSESSMENT CHECKLIST

The following is a summary checklist of the main criteria and the associated standards that need to be addressed in the program self-assessment report.

CRITERIA AND ASSOCIATED STANDARDS		Yes/ No	Issue/Observation	Possible Evidences
Criterion 1- Program Mission, Objectives, and Outcomes				
Standard 1-1	Program Measurable Objectives			
	a. Document institution, department, and program mission statements	Yes		
	b. State program objectives	Yes		
	c. State program outcomes	Yes		
	d. Describe how each objective is aligned with program, college, and institution mission statements	Yes		
	e. Outline the main elements of the strategic plan to achieve the program mission and objectives	Yes		
	f. Table 4.1 program objectives assessment	Yes		
	Please find sample of Table 4.1 attached in Annexure I (i-ii)			
Standard 1-2	Program Outcomes			
	a. Table 4.2 outcomes versus objectives Please find example of Table 4.2 attached in Annexure II (iii)	Yes		
	b. Employer survey	Yes		
	c. Alumni survey	Yes		
	d. Graduating student's survey	Yes		
Standard 1-3	Assessment Results And Improvement Plans			
	a. Describe the action taken on based on the periodic assessments	Yes		
	b. Describe major future program improvement plans based on recent assessments	Yes		
	c. List strengths and weaknesses of the programs	Yes		



	d. List significant future plans for the program	Yes		
Standard 1- 4	Overall Performance Using Quantifiable Measures			
	a. Indicate the CGPA of successful students per semester, time required to complete the program, drop out ratio of students per semester (of the last 3 yrs) Please find example attached in Annexure III (pg iv)	Yes		
	b. Indicate the percentage of employers that are strongly satisfied with the performance of the department's graduates. Use Employer's survey.	Yes		
	c. Percentage of Student Evaluation/Assessment results for all the courses and faculty. Use Teacher Evaluation Results.	Yes		
	d. Percentage/List/Number of research activities i.e. journal publications, funded projects, conference publications per faculty and per year, and the faculty awarded excellence in research Please find example attached in Annexure III (pg iv)	Yes		
	e. Number of short courses workshops, seminars organized on community service level Please find example attached in Annexure III (pg iv)	Yes		
	f. Faculty and student surveys results to measure the administrative services provided	Yes		
Criterion 2 – Curriculum Design And Organization				
Standard 2-1	Courses Vs. Objectives			
	a. Title of Degree Program	Yes		
	b. Definition of Credit Hour	Yes		
	c. Degree Plan: Attach a flow chart showing pre-requisites, core, and elective courses. Please find example attached in Annexure IV (pg v-ix)	Yes		
	d. Table 4.3 curriculum course requirement	Yes		



	Please find example attached in Annexure IV (pg v-ix)			
	e. Describe how the program content (courses) meets the program Objectives.	Yes		
	f. Table 4.4 Courses versus Outcomes. List the courses and tick against relevant outcomes. Please find example attached in Annexure IV(pg v-ix)	Yes		
Standard 2-2	Theory, Problem Analysis/ Solution and Design in Program			
	a. Table 4.5 Standard 2-2 requirements	Yes		
Standard 2-3	Mathematics & Basic Sciences Requirements			
	a. Address standards 2-3, 2-4, and 2-5 using information required in Table 4.4			
Standard 2-4	Major Requirements as Specified by Accreditation Body			
Standard 2-5	Humanities. Social Sciences, Arts, Ethical. Professional & Other Requirements			
	a. List the courses required by the Accreditation Body.			
Standard 2-6	Information Technology Content Integration Throughout the Program			
	a. List the courses required by the Accreditation Body.			
	b. Describe how they are applied and integrated throughout the program	Yes		
Standard 2-7	Communication Skills (Oral & Written)			
	a. List the courses required by the Accreditation Body.	Yes	Merged with 2.2 (a)	
	b. Describe how they are applied in the program.	Yes		
Criterion 3 – Laboratories and Computing Facilities				
Standard 3- 1	Lab Manuals / Documentation / Instructions			
	a. Explain how students and faculty have adequate and timely access to the manuals/documentation and instructions	Yes		
	b. Are the resources available sufficient for the program?	Yes		
Standard 3- 2	Adequate Support Personnel for Labs			



	Indicate for each laboratory, support personnel, level of support, nature and extent of instructional support. Please find example attached in Annexure V(pg x)	Yes		
Standard 3-3	Adequate Computing Infrastructure and Facilities			
	a. Describe how the computing facilities support the computing component of your program	Yes		
	b. Are there any shortcomings in the computing infrastructure and facilities?	Yes		
Criterion 4 – Student Support and Advising				
Standard 4-1	Sufficient Frequency of Course Offering			
	a. Provide the department’s strategy for course offerings	Yes		
	b. Explain how often core courses are offered.	Yes		
	c. Explain how often elective courses are offered.	Yes		
	d. Explain how required courses outside the department are managed to be offered in sufficient number and frequency	Yes		
Standard 4-2	Effective Faculty / Student Interaction			
	Describe how you achieve effective student/faculty interaction in courses taught by one or more than one person; such as two faculty members, a faculty member, and a teaching assistant or a lecturer	Yes		
Standard 4-3	Professional Advising and Counseling			
	a. Describe how students are informed about program requirements	Yes		
	b. Describe the advising system and indicate how its effectiveness is measured	Yes		
	c. Describe the student counseling system and how students get professional counseling when needed	Yes		
	d. Indicate if students have access to professional counseling; when necessary	Yes		
	e. Describe opportunities available for students to interact with practitioners, and to have membership in technical and professional societies	Yes		



Criterion 5 – Process Control				
Standard 5-1	Admission Process			
	a. Describe the program admission criteria at the institutional level, faculty or department if applicable. b. Make a Flowchart Please find example attached in Annexure VI (pg xi-xii)	Yes		
	c. Describe policy regarding program/credit transfer	Yes		
	d. Indicate how frequently the admission criteria are evaluated and if the evaluated results are used to improve the process	Yes		
Standard 5-2	Registration and Students			
	a. Describe how students are registered in the program	Yes		
	b. Describe how students' academic progress is monitored and how their program of study is verified to adhere to the degree requirements	Yes		
	c. Indicate how frequently the process of registration and monitoring are evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-3	Faculty Recruitment and Retention Process			
	a. Describe the process used to ensure that highly qualified faculty is recruited to the program. b. Make a Flowchart Please find example attached in Annexure VI (pg xi-xii)	Yes		
	c. Indicate methods used to retain excellent faculty members	Yes		
	d. Indicate how evaluation and promotion processes are in line with institution mission statement	Yes		
	e. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-4	Effective Teaching and Learning Process			
	a. Describe the process and procedures used	Yes		



	to ensure that teaching and delivery of course material is effective and focus on students learning			
	b. Indicate how frequently this process is evaluated and if the evaluation results are used to improve the process	Yes		
Standard 5-5	Program Requirements Completion Process			
	a. Describe the procedure used to ensure that graduates meet the program requirements	Yes		
	b. Describe when this procedure is evaluated and whether the results of this evaluation are used to improve the process	Yes		
Criterion 6 – Faculty				
Standard 6-1	Program Faculty Qualifications and Number			
	a. Faculty resumes in accordance with the format	Yes	Launched	
	b. Table 4.6 faculty distribution by program's areas Please find example attached in Annexure VII (pg xiii)	Yes		
Standard 6-2	Current Faculty, Scholarly Activities & Development			
	a. Describe the criteria for faculty to be deemed current (updated in the field) in the discipline and based on these criteria and information in the faculty member's resumes, what percentage of them is current. The criteria should be developed by the department	Yes		
	b. Describe the means for ensuring that full time faculty members have sufficient time for scholarly and professional development	Yes		
	c. Describe existing faculty development programs at the departmental and university level. Demonstrate their effectiveness in achieving faculty development	Yes		
	d. Indicate how frequently faculty programs are evaluated and if the evaluation results are used for improvement	Yes		
Standard 6-3	Faculty Motivation and Job Satisfaction			
	a. Describe programs and processes in place	Yes		



	for faculty motivation			
	b. Indicate how effective these programs are	Yes		
	c. Obtain faculty input using faculty survey (Appendix C) on programs for faculty motivation and job satisfaction	Yes		
Criterion 7 – Institutional Facilities				
Standard 7-1	New Trends in Learning (e.g. E-Learning)			
	a. Describe infrastructure and facilities that support new trends in learning	Yes		
	b. Indicate how adequate the facilities are	Yes		
Standard 7-2	Library Collections & Staff			
	a. Describe the adequacy of library's technical collection	Yes		
	b. Describe the support rendered by the library	Yes		
Standard 7-3	Class-rooms & Offices Adequacy			
	a. Describe the adequacy of the classrooms	Yes		
	b. Describe the adequacy of faculty offices	Yes		
Please find examples of Criterion 7 attached in Annexure VIII (pg xiv-xvi)				
Criterion 8 – Institutional Support				
Standard 8-1	Support and Financial Resources			
	a. Describe how your program meets this standard. If it does not explain the main causes and plans to rectify the situation	Yes		
	b. Describe the level of adequacy of secretarial support, technical staff and office equipment	Yes		
Standard 8-2	Number and Quality of GSs, RAs and Ph.D. Students			
	a. Provide the number of graduate students, research assistants and Ph.D. students for the last three years	Yes		
	b. Provide the faculty: graduate student ratio for the last three years	Yes		
Standard 8-3	Financial Support for Library and Computing Facilities			
	a. Describe the resources available for the library	Yes		
	b. Describe the resources available for laboratories	Yes		



	c. Describe the resources available for computing facilities	Yes		
Please find examples of Criterion 8 attached in Annexure IX (pg xvii-xix)				

***Key**

Y- Yes N- No N/A- Not Applicable



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

SELF-ASSESSMENT REPORT
MS in Project Management
(MSPM)

Assessment Team Report



Assessment Team Report

The AT report is comprised of the following:

- A. Review Report
- B. Assessment Results Implementation Plan Summary
- C. Criteria Referenced (Rubric) Evaluation of SAR

A. The Review Report

1. Names of Assessment Team Members

i. Mr. Wajid Zulqarnain

ii. Ms. Samina Islam

2. Date of Nomination

June 23, 2016

3. Assessment duration (e.g. 7 days or 10 days)

15 days

4. Name of Department and Program being assessed.

Management Sciences-MSPM

5. Shortcomings of the PT report

Standard 1-1 (a) Program Mission Statement is missing

Standard 5-3 (a) Figure 5.2 is missing

Standard 5-3 (b) multileveled list is not in a proper sequence

Standard 5-3 (b) & (c) same paragraph is there in both subheadings



Standard 6-1 (a) faculty resumes attached not mentioned

6. Comments on:

i. Relevance and the comprehensiveness of the responses to criteria / standards given in the SA Manual

All the criteria's and standard in the report is according to the guidelines given in SA manual, but could be more descriptive for the details of courses and faculty.

ii. Authenticity of the information / data provided in the report

Information/data provided in the report is authenticated. Information obtained from respective departments.

iii. Adequacy of the summaries / conclusions drawn by PT on the basis of various feedbacks / surveys

Summaries/conclusions drawn by PT on the basis of various feedbacks/surveys are explaining surveys statistics and provide adequate information.

iv. Observations made during the assessment

The detail of Electives and Core courses must be descriptive and structured

v. Strengths and weaknesses of the Program

Strength of MS (PM) program is that it provides rich and arranged courses to the students which help them to be competent in research areas and also



in professional field. Weakness of MS(PM) is lack of library resources and average class room facilities

vi. Date of the presentation of AT report in the exit meeting

July 13, 2016 _____



B. Criteria Referenced (Rubric) Evaluation of SAR

CRITERIA REFERENCED SELF ASSESSMENT– METHODOLOGY AND EVALUATION TOOL

Scoring of Criterion Items:-

1. Key areas of each criterion are to be scored normally by considering the approach taken by the university and the results achieved. Maximum score for each item is 5 and the minimum is 1. The visiting team is required to award the score by encircling one of the entries against each item. The total of the encircled values (TV) for each criterion will be determined and normalized in percentages. Each criterion has a weight allocated to it. Scores pertaining to a particular criterion will be the product of TV and its weightage. Following are the guidelines to be used to awarding score to each key area.

Self-Assessment Report	
Criterion 1 - Program Mission, Objectives and Outcomes	
Weight = 0.05	
Factors	Score
1. Does the Program have documented measurable objectives that support faculty / college and institution mission statements?	4
2. Does the Program have documented outcomes for the graduating students?	5
3. Do these outcomes support the program objective?	5
4. Are the graduating students capable of performing these outcomes?	4
5. Does the department assess its overall performance periodically using quantifiable measures?	5
6. Is the result of the Program Assessment Documented?	5
Total Encircled Value (TV)	28
SCORE 1 (S1) = [TV / (No. of questions * 5)] * 100 * Weight	4.666666667



Criterion 2 - Curriculum Design and Organization	
Weight = 0.20	
Factors	Score
1. Is the curriculum consistent?	4
2. Does the department assess its overall performance periodically using quantifiable measures?	5
3. Are theoretical background, problem analysis and solution design stressed within the program's core material?	4
4. Does the curriculum satisfy the core requirements laid down by Accreditation Body?	4
5. Does the curriculum satisfy the major requirements laid down by HEC and Accreditation Body?	4
6. Does the curriculum satisfy the professional requirements as laid down by Accreditation Body?	4
7. Is the information technology component integrated throughout the program?	5
8. Are oral and written skills of the students developed and applied in the program?	4
Total Encircled Value (TV)	34
SCORE 2 (S2) = [TV / (No. of questions * 5)] * 100 * Weight	17



Criterion 3 – Laboratories and Computing Facilities Weight = 0.10	
Factors	Score
1. Are laboratory manuals / documentation / instructions etc for experiments available and readily accessible to faculty and students?	4
2. Are there adequate number of support personnel for instruction and maintaining the laboratories?	4
3. Are the university's infrastructure and facilities adequate to support the program's objectives?	4
Total Encircled Value (TV)	12
SCORE 3 (S3) = [TV / (No. of questions * 5)] * 100 * Weight	8

Criterion 4 – Students Support and Advising Weight = 0.10	
Factors	Score
1. Are the Courses being offered in sufficient frequency and number for the students to complete the program in a timely manner?	4
2. Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?	3
3. Does the university provide academic advising on course decision and career choices to all students?	4
Total Encircled Value (TV)	11



SCORE 4 (S4) = [TV / (No. of questions * 5)] * 100 * Weight	7.333333333				

Criterion 5 - Process Control	
Weight = 0.15	
Factors	Score

1. Is the process to enroll students to a program based on qualitative and qualitative criteria?	4
2. Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?	4
3. Is the process to register students in the program and monitoring their progress documented?	5
4. Is the process above periodically evaluated to ensure that it is meeting its objectives?	4
5. Is the process to recruit and retain faculty in place and documented?	4
6. Are the processes for faculty evaluation and promotion consistent with the institution mission?	4
7. Are the processes in 5 and 6 mentioned above are periodically evaluated to ensure that they are meeting their objective?	4
8. Do the processes and procedures ensure that teaching and delivery of course material emphasize active learning and that course learning outcomes are met?	4
9. Is the process in 8 mentioned above periodically evaluated to ensure that it is meeting its objectives?	4
10. Is the process to ensure that graduates have completed the requirements of the program based on standards and documented procedures?	5
11. Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?	5



Total Encircled Value (TV)	47			
SCORE 5 (S5) = [TV / (No. of questions * 5)] * 100 * Weight	12.81818182			

Criterion 6 - Faculty		Weight = 0.15
Factors	Score	

1. Are there enough full time faculty members to provide adequate coverage of the program areas / courses with continuity and stability?	3
2. Are the qualification and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula?	4
3. Do the faculty members possess a level of competence that would be obtained through graduate work in the discipline?	4
4. Do the majority of faculty members hold a PhD degree in their discipline?	3
5. Do faculty members dedicate sufficient time to research to remain current in their disciplines?	4
6. Are the mechanisms in place for faculty development?	3
7. Are faculty member motivated and satisfied so as to excel in their profession?	4
Total Encircled Value (TV)	25
SCORE 6 (S6) = [TV / (No. of questions * 5)] * 100 * Weight	10.71428571



Criterion 7 – Instructional Facilities
Weight = 0.15

Factors	Score
1. Does the institution have the infrastructure to support new trends such as e-learning?	4
2. Does the library contain technical collection relevant to the program and it is adequately staffed?	4
3. Are the class rooms and offices adequately equipped and capable of helping faculty carry out their responsibilities?	4
Total Encircled Value (TV)	12
SCORE 7 (S7) = [TV / (No. of questions * 5)] * 100 * Weight	12

Criterion 8 – Instructional Support
Weight = 0.15

Factors	Score
1. Is there sufficient support and finances to attract and retain high quality faculty?	4
2. Are there an adequate number of high quality graduate students, teaching assistants and PhD students?	1
Total Encircled Value (TV)	5
SCORE 8 (S8) = [TV / (No. of questions * 5)] * 100 * Weight	7.5

Overall Assessment Score = S1 + S2 + S3 + S4 + S5 + S6 + S7 + S8 =
80.03246753



C. Assessment Results Implementation Plan Summary-MSPM SZABIST Islamabad Campus

AT Findings	Corrective Action	Implementation Date	Responsible Body	Resources Needed
1. Number of Faculty publications are less	Faculty must be encourage to increase the number of publications	January 2017	Faculty Members and HR (for facilitation)	Budget Time
2. Less Permanent Faculty specialized in Project Management	Department should increase the number of Permanent faculty specialized in Project Management	August 2016	PM and HOD	Budget Time Panels
3. Less funded conferences and projects participation by faculty	More funded projects and conference participation must be encouraged in faculty	November 2016	HR (for facilitation) and Faculty Members	Time Budget Policy revision to fund conferences



President's Comments:

The results of the Self-Assessment Report process will help SZABIST in meeting its commitment towards excellence in education. It is essential that the identified corrective actions are steadily implemented to further improve the quality of this program. I would like to thank the Program Team, Assessment Team and the IR/QEC staff for their efforts in completing this exercise.

Name and Signature:

Madame Shahnaz Wazir Ali

Dean's or HoD's Comments:

The assessment of MS Project Management program of SZABIST Management Sciences Department has helped the team to be able to capitalize on the strengths and workout the weaknesses in order to achieve excellence in providing quality education. This process will provide SZABIST with the confidence that we are serving the students with higher levels of quality in education, which in return, will create a positive image of SZABIST graduates in the market.

Name and Signature:

Mr. Amer Riaz Qureshi

QEC Comments:

The evaluation of the MSPM program has highlighted areas for development. The implementation of the Assessment Team's recommendation will improve the quality of the program and enhance the overall educational experience of the students.

Name and Signature:

Ms. Faryal Shahabuddin

Ms. Faria Tausif



President's Comments :

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Name and Signature:

Madame Shahnaz Wazir Ali

Dean's or HoD's Comments :

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Name and Signature:

Mr. Amer Riaz Qureshi

QEC Comments :

The evaluation of the MSPM program has highlighted areas for development. The implementation of the Assessment Team's recommendation will improve the quality of the program and enhance the overall educational experience of the students.

Name and Signature:

Ms. Faryal Shahabuddin

Ms. Faria Tausif



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INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

SELF-ASSESSMENT REPORT

MS in Project Management (MSPM)

Program Team Registration Forms



Registration Form

Program Team

Program Team of (Name of Department / Faculty): MSPM

Team Leader: Khansa Zaman

Name: Khansa Zaman

Position: Assistant Professor

Institution: SZABEST ISLAMABAD

Contact No: (Office) SZABEST Ext: 504

Mobile No: 0300-5406945

Email Address: Khansa.zaman@szabest-istb.edu.pk

Role in Program Team:

Beside his / her own responsibilities, he/ she will also be responsible for the following:

- To attend the SAR meetings as and when required.
- To ensure that Self Assessment Mechanism is being implemented as per the given guidelines.
- To prepare drafts of the SAR on the given dead line and send them to QEC for timely feedback.
- To keep the record of all the supporting documents addressing various standards of the SAR.
- To circulate all the applicable feedback forms to the target stakeholders and include the analysis of the same in the SAR.
- To communicate with the management on the effectiveness and suitability of the Self Assessment Mechanism.

Declaration of the Program Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Program Team.

Khansa Zaman
(Signature of PT Member)

5/04/16
Date

Approved By: [Signature]
(Head of the Department)

Note: Completed form should be sent to the QEC



Registration Form

Program Team

Program Team of (Name of Department / Faculty): MSPM

Team Leader: Khansa Zaman

Name: Sana Mumtaz

Position: Lecturer

Institution: SZABIST ISLAMABAD

Contact No: (Office) SZABIST Ext: 500

Mobile No: 034-4044474

Email Address: sana.mumtaz@szabist-islb.edu.pk

Role in Program Team:

Beside his / her own responsibilities, he/ she will also be responsible for the following:

- To attend the SAR meetings as and when required.
- To ensure that Self Assessment Mechanism is being implemented as per the given guidelines.
- To prepare drafts of the SAR on the given dead line and send them to QEC for timely feedback.
- To keep the record of all the supporting documents addressing various standards of the SAR.
- To circulate all the applicable feedback forms to the target stakeholders and include the analysis of the same in the SAR.
- To communicate with the management on the effectiveness and suitability of the Self Assessment Mechanism.

Declaration of the Program Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Program Team.

Sana Mumtaz

(Signature of PT Member)

4th April, 2016

Date

Approved By: [Signature]

(Head of the Department)

Note: Completed form should be sent to the QEC



SHAHEED ZULFIKAR ALI BHUTTO
INSTITUTE OF SCIENCE AND TECHNOLOGY

SZABIST

Islamabad Campus

SELF-ASSESSMENT REPORT

MS in Project Management (MSPM)

Assessment Team Registration Forms



Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): MSPM

Team Leader: Ms. Samina Islam

Name: SAMINA ISLAM

Position: LECTURER

Institution: SZABIST

Contact No: (Office) # 501

Mobile No: 03043483710

Email Address: samina.islam@szabist-isb.edu.pk

Role in Assessment Team:

- Beside his / her own responsibilities, He/ She will also be responsible for the following:
- The review of SAR
- Physical Verification of the academic facilities
- Verification of the contents of SAR
- Evidence gathering to support their findings
- Evaluation of SAR in light of the above points
- Reporting on the findings of the evaluation and visits
- Converting the report in the HEC-specified rubric format

Declaration of the Assessment Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Assessment Team.

[Signature]
(Signature of AT Member)

23rd Jun. 2016
Date

Approved By: [Signature]
(Head of the QEC)



Registration Form

Assessment Team

Assessment Team of (Name of Department / Faculty): MSPM

Team Leader: Ms. Samina Islam

Name: Wajid Zulfikar

Position: AP

Institution: SZABIST

Contact No: (Office) 051-4863372

Mobile No: 0333-4302615

Email Address: wajid@szabist.edu.pk

Role in Assessment Team:

- Beside his / her own responsibilities, He/ She will also be responsible for the following:
- The review of SAR
- Physical Verification of the academic facilities
- Verification of the contents of SAR
- Evidence gathering to support their findings
- Evaluation of SAR in light of the above points
- Reporting on the findings of the evaluation and visits
- Converting the report in the HEC-specified rubric format

Declaration of the Assessment Team Member:

I am quite willing to be part of this team and assure that I would do my best to play my role in the working of Assessment Team.

Wajid
23/06/16
(Signature of AT Member)

23/06/2016
Date

Approved By: Taryal
(Head of the QEC)