

## INTRODUCTION

The philosophy behind Masters in Public Administration (MPA) program is to prepare the future managers to take up the challenges of practical world and to help students understand the managerial tasks that come up in real life situations. MPAs have double advantage over other graduates as they are not only aware of the administrative issues of public sector but they also know the ways and means to tackle the administrative dilemmas that confront the private sector. And this is the speciality of this program. Gone are the days when an MPA was supposed to be an individual busy dealing with governmental affairs. Now, an MPA is a real professional of the modern public & private enterprises.

MPAs today are playing a pivotal role in the progress of different organisations and looking at the future demands of professional, it can be predicted that Public Administration graduates will continue to play their major role in the development of economy and the country.

Today, Department of Public Administration has a professional body of highly experienced and devoted faculty members. Its premises have all necessary arrangements that turn an ordinary building into a place where knowledge seekers can quench their thirst. Its library has a large collection of an educational treasure that guides future administrators. Its computer lab has a big set-up of latest equipment that helps students get ready for the challenges of 21st century.

This Self Assessment Report has been compiled for the Morning programme of Masters in Public Administration (MPA) of the Department of Public Administration. In preparation of this report, we are indebted to Prof. Dr. Akhter Baloch, Chairman Department of Public Administration, Prof. M. Sajidin, Director Quality Enhancement Cell and his staff members. Our thanks are due to Mr. Shahid Zaheer, Lecturer Department of Public Administration for compiling data on “Employer’s Opinion Survey” and to all the faculty members for cooperation and help.

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*Team Leader &*  
*Assistant Professor,*  
*Department of Public Administration*

**CRITERION-1**

**PROGRAM MISSION, OBJECTIVES AND OUTCOMES**

## **Criterion-1 Program Mission, Objectives and Outcomes**

### **Institutional Mission**

Department of Public Administration aims to be more than an institution to its treasured students by molding them into competitive managers and inculcating in them the values of integrity and diligence.

### **Program Mission (MPA)**

The mission of the programme is to equip the students with administrative and managerial skills required to increase the efficiency and productivity in the public and private sectors of the country along with meeting social responsibility in the face of national and global challenges.

**Standard 1-1: The Program must have documented measurable objectives that support college and Institution mission statements.**

### **Program Objectives:**

1. To prepare students for administrative and managerial careers in public sector and private organizations with qualities of leadership.
2. To impart theoretical and practical knowledge required to link theory with practice.
3. To prepare the students for judgment and decision making.
4. To provide essential knowledge and skills necessary for leadership in government and commercial organization.
5. To train the students in application of Information Technology in relative disciplines.
6. To make the students comprehend development strategies and environmental issues.
7. To equip the students with the analytical ability to understand the current financial & administrative issues.

**Table: Program Objectives Assessment (MPA Program)**

| S. No. | Objectives   | How Measured              | When Measured | Improvement Identified  | Improvements to be made  |
|--------|--|---------------------------|---------------|---|--|
|        |  |                           |               | Employer's cumulative response ( Excellent, V.Good and Good ) |  |
| 1.     | To prepare students for administrative and managerial careers in public sector and private organizations with qualities of leadership. | Employer's Opinion Survey | Nov 2006      | 90%   | Concerned teachers have been asked to further enhance knowledge and suggest improvement in curriculum. |
| 2      | To impart theoretical and practical knowledge required to link theory with practice.   | //                        | //            | 86%   | // //  |
| 3      | To prepare the students for judgment and decision making.  | //                        | //            | 82%   | // //  |
| 4      | To provide essential knowledge and skills necessary for leadership in government and commercial organization.                          | //                        | //            | 85%   | // //  |
| 5      | To train the students in application of Information Technology in relative disciplines.  | //                        | //            | 80%   | More intensive curriculum is required  |
| 6      | To make the students comprehend development strategies and related issues.   | //                        | //            | 78%   | // //  |
| 7      | To equip the students with the analytical ability to understand the current financial & administrative issues.                         | //                        | //            | 88%   | // //  |

**Standard 1-2: The program must have documented outcomes for graduating students. It must be demonstrated that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.**

**PROGRAM OUTCOMES (MPA)**

1. Response received from the survey reveals that the MPA students are capable to undertake administration and managerial position both in public and private sectors.
2. Majority of Graduates of this programme have an understanding to link theory with practice.
3. The MPA programme well prepares the students for judgment and decision making.

4. The programme provides necessary knowledge and skills required for leadership in government and commercial organization.
5. The programme does train the the graduates in application of Information Technology in relative disciplines but there is need to further strengthen the courses on Management Information System (MIS).
6. The programme has the potential to make the student comprehend development strategies required in public administration.
7. The graduate of the programme appears to have a good understanding of the current financial and administrative issues.

In general the programme seems to meet the desired objectives. However, improvement in Information Technology and Introduction of E-Administration need to be addressed as the world's competitive environment warrants.

**Standard 1-3: The results of program's assessment and the extent to which they are used to improve the program must be documented.**

**a) Actions Taken**

- Teachers have been asked to further enhance the level of knowledge and skills of the students. Seminars and workshops are also held to update the students on current financial and administrative issues.

**b) Strengths and Weaknesses of the Program**

**i) Strengths**

- Most employers have been found satisfied with the performance of the MPA graduates.
- The market readily accepts the graduates.

**ii) Weaknesses**

- The I.T. programme needs to be strengthened
- The E-Administration needs to be included in the curriculum.
- More research output is required.

**c) Future Development Plans-2009**

- The MAS programme shall be included in Self Assessment Programme.
- Employer Opinion Survey shall be repeated in 2009.

- Course Evaluation Survey shall be conducted in 2009.
- Number of regular faculty members shall be increased.

**Standard 1-4: The department must assess its overall performance periodically.**

a) Student Enrolment

| S. No | Year | Degree |                                     |      |
|-------|------|--------|-------------------------------------|------|
|       |      | M.P.A  | B.S.                                | Ph.D |
| 1     | 2007 | 51     | 62                                  |      |
| 2     | 2008 | 50     | 72                                  | 29   |
| 3     | 2009 | 59     | Admission shall be held in Dec 2009 |      |

- b) Student/Faculty Ratio (average) (For MPA programme) 30:1
- c) i) Time for B.S in Department 4 Years  
 ii) Time for M.P.A. Minimum 2 Years  
 iii) Time for Ph.D Minimum 3 Years
- d) The average student grade point (CGPA) 3.0

e) **Employer's Satisfaction**

Employer's Survey displayed that employers are satisfied with overall theoretical and research background of students of MPA programme run by Department. According to employer's view the graduate can design experiments and analyze the data appropriately. Further, they have the ability to link theory with practice. Students of this Department are having good oral communication and report writing skills. They are capable to work individually and also in team. They are well disciplined and skillful.

**CRITERION-2**

**CURRICULUM DESIGN AND ORGANIZATION**

## **Criterion-2 Curriculum Design and Organization**

### **Program of Studies offered**

The Department of Public Administration is running its academic program through Masters in semester system of examination. The department offers B.S, M.P.A\*, M.A.S (Evening program) and M.S/ M.Phil leading to Ph.D Degree Programs. A Post Graduate Diploma in Public Administration is also offered.

B. S (Hons) is a four years degree program. During the first two years of the Degree Program, students are exposed to different areas of Public Administration. In the third year, students study more intensive courses in Public Administration. In M.P.A and Ph.D degree programs, students undertake both course work and research work. A Ph.D. thesis based on original research work is submitted and requires defence in the presence of external examiner. The duration of these degrees depends on the performance of the student and on the nature of the research problem. However, minimum time period for M.P.A is two years and Ph.D. three years. Ph.D. Dissertation requires evaluation by two external examiners from technologically advanced countries.

| <b>Program</b> | <b>Duration</b>         |
|----------------|-------------------------|
| BS             | 4 years                 |
| MPA            | 2 years                 |
| MAS            | 2 years                 |
| HRM            | 2 years (New Programme) |
| MS             | 1 year                  |
| MS/M.Phil/Ph.D | 3 years                 |

\* Course description for MPA is at Annexure-A.



**SEMESTERWISE SECHHEME OF COURSES  
B. S. IN PUBLIC ADMINISTRATION FOUR YEARS PROGRAMME**

**FIRST YEAR**

**I SEMESTER**

| C. No. | Course Title                          | C. No. | Course Title                 |
|--------|---------------------------------------|--------|------------------------------|
| 311    | Introduction to Public Administration | 312    | Principles of Management     |
| 301    | Micro Economics                       | 302    | Macro Economics              |
| 301    | Components of Political System        | 302    | Principles of Sociology      |
| 300.1  | Islamic Studies                       | 300.2  | Pakistan Studies             |
| 300.1  | English                               | 300.2  | Urdu/ Sindi/ Natural Science |

**II SEMESTER**

**SECOND YEAR**

**III SEMESTER**

|       |                                  |       |                                 |
|-------|----------------------------------|-------|---------------------------------|
| 411   | Organizational Concepts & Theory | 412   | Public Administration & Society |
| 402   | Principles of Psychology         | 402   | Financial Accounting            |
| 402   | Principles of Marketing          | 402   | Pakistan Economy                |
| 400.1 | Basic Mathematics                | 400.2 | Everyday Science                |
| 400.1 | English                          | 400.2 | Introduction to Computer        |

**IV SEMESTER**

**THIRD YEAR**

**V SEMESTER**

| C. No. | Course Title                          | C. No. | Course Title                     |
|--------|---------------------------------------|--------|----------------------------------|
| 501    | Environmental Science                 | 502    | Communication Skills             |
| 511    | Fundamentals of Public Administration | 512    | Introduction to Business Finance |
| 521    | Office Management                     | 522    | Industrial Relations             |
| 531    | Public Administration in Pakistan     | 532    | Constitutional Law               |
| 541    | Managerial Accounting                 | 542    | Political Dynamics of Bureucracy |
| 551    | Business Studies                      | 552    | Personal Management              |

**VI SEMESTER**

**FORTH YEAR**

**VII SEMESTER**

**VIII SEMESTER**

| <b>C. No.</b> | <b>Course Title</b>               | <b>C. No.</b> | <b>Course Title</b>   |
|---------------|-----------------------------------|---------------|---|
| <b>601</b>    | <b>Introduction to Statistics</b> | <b>612</b>    | <b>Community Development</b>  |
| <b>611</b>    | <b>Labour Laws</b>                | <b>622</b>    | <b>Public Finance</b>   |
| <b>621</b>    | <b>Organizational Behavior</b>    | <b>632</b>    | <b>Public Policy Analysis</b>   |
| <b>641</b>    | <b>Human Resource Management</b>  | <b>642</b>    | <b>Computer Application in Management</b>   |
| <b>651</b>    | <b>Good Governance</b>            | <b>652</b>    | <b>Money and Banking</b>  |
|               |                                   | <b>662</b>    | <b>Public Relations<br/>Internship/ Research Project<br/>Research Report<br/>Viva Voce.</b> |

## M.P.A. TWO YEARS PROGRAMME

### FIRST YEAR

#### I SEMESTER

#### II SEMESTER

| <b>C. No.</b> | <b>Course Title</b>                               | <b>C. No.</b> | <b>Course Title</b>                       |
|---------------|---|---------------|---|
| <b>PA 501</b> | <b>Fundamentals of Public Administration</b>      | <b>PA 506</b> | <b>Organizational Behavior</b>            |
| <b>PA 502</b> | <b>Economic Analyses (Macro &amp; Micro)</b>      | <b>PA 507</b> | <b>Financial Accounting</b>               |
| <b>PA 503</b> | <b>Muslim Administration/ Behavioral Sciences</b> | <b>PA 508</b> | <b>Computer Application to Management</b> |
| <b>PA 504</b> | <b>Statistics for Management</b>                  | <b>PA 509</b> | <b>Human Resource Management</b>          |
| <b>PA 505</b> | <b>Office Management and Communication</b>        | <b>PA 510</b> | <b>Public Policy</b>                      |

### SECOND YEAR

#### III Semester

#### IV Semester

| <b>C. No.</b> | <b>Course Title</b>   | <b>C. No.</b> | <b>Course Title</b>  |
|---------------|---|---------------|--|
| <b>PA 601</b> | <b>Research Methodology</b>   | <b>PA 604</b> | <b>Contemporary Issues of Public Administration</b>  |
| <b>PA 602</b> | <b>Development Economics</b>  | <b>PA 605</b> | <b>Local Government Administration</b>   |
| <b>PA 603</b> | <b>Comparative Administrative Systems</b><br>+ with two course of specialization (one field) (for single major)<br>+ with four course of specialization (Two Fields) (for bi-Major) | <b>PA 606</b> | <b>Public Finance</b><br>+ with two course of specialization (for single major)<br>+ with four course of specialization (for bi-Major)<br>Research Report<br>Research Project/ Internship<br>Viva Voce |

| <b>FIELDS OF SPECIALIZATION</b>  |   |
|--|---|
| <p><b>1. Marketing Management</b><br/>           PA 607 Principles of Marketing<br/>           PA 608 Marketing Management<br/>           PA 609 Marketing Research<br/>           PA 611 Advertising</p>  | <p>The Public Administration program degree in marketing helps prepare students for managerial positions, developing proficiencies in international business, marketing, advertising and marketing research.</p>  |
| <p><b>2. Human Resource Development &amp; Management (HRD)</b><br/>           PA 628 Ideas and Issues of HRD<br/>           PA 629 Training and Development<br/>           PA 630 Personal Management<br/>           PA 631 Public Relations</p> | <p>This area of specialization, HRD prepares students for understanding and solving the issues of people at work. Focus is on latest ideas and development, personnel affairs and developing the skills and abilities of the employees.</p>   |
| <p><b>3. Financial Management</b><br/>           PA616 Introduction to Business Finance<br/>           PA617 Financial Management<br/>           PA618 Analysis of Financial Statements<br/>           PA619 Security Analysis</p>               | <p>The degree with major in Financial Management aims to provide students with general academic background necessary to work at senior and middle level management positions in banks and other financial institutions. It focuses on the analysis of financial statements and security analysis.</p> |
| <p><b>4. Development Strategies</b><br/>           PA620 Community and Rural Development<br/>           PA621 Law or Case<br/>           PA622 Project Planning and Appraisal<br/>           PA623 Environmental Management</p>                  | <p>Public Administration degree major in Development Strategies focuses on the problems and issues faced by different governments to fulfill the tasks of progress and adapt the system according to communal environmental changes.</p>  |
| <p><b>5. Legal Dimensions of Public Admin</b><br/>           PA624 Administrative Law<br/>           PA625 Labor Laws<br/>           PA626 Custom &amp; Revenue Las<br/>           PA627 Corporate Law &amp; Taxation Law</p>                    | <p>Legal Dimensions is a specific area of concentration designed to fulfill legal requirements of administration. It analyses the legal aspects of different government and commercial organizations.</p>   |
| <p><b>6. Management Information System</b><br/>           PA612 Introduction to MIS<br/>           PA613 System Analysis and Design<br/>           PA614 New Trends in Computer Prog.<br/>           PA615 Data Base Management</p>              | <p>Public Administration degree major in Management Information System combines study in administration and computer science. This program includes Oracle, Visual Basic, Java, UML and other advanced technologies of Computer Science.</p>  |

## **PhD Degree Program**

Initially the students are admitted in M.S programme and are required to pass course work of 24 credit hour in two academic semesters. A Ph.D dissertation must be based on original research output and is subject to examination and defence by the experts in the field. The expert for Ph.D. examination are approved by the Board of Advance Studies and Research of the University of Karachi out of three, two external examiners must be from technologically advance countries.

## **M.S./M.Phil. PROGRAMME**

Approved by Board of Studies in Public Administration.

### **I SEMESTER**

### **II SEMESTER**

| <b>S. No.</b> | <b>Course Title</b>                | <b>Sr. No.</b> | <b>Course Title</b>                      |
|---------------|------------------------------------|----------------|--|
| 1             | Research Methods                   | 4              | Good Governance & Legal Institution      |
| 2             | Communication Skills               | 5              | Operational Research & Applied Strategic |
| 3             | Organizational Conflict Management | 6              | Applied Public Sector Economics          |

### **Elective Major Subject:**

1. Marketing
2. Finance
3. Human Resource Management & Development Studies

**Standard 2-1: The Curriculum must be consistent and support the program’s documented objectives**

The following table manifests how the program content (Courses) meets the Program Objectives.

| Courses                   | Program’s Objectives |               |               |                         |                    |                  |                              |
|---------------------------|----------------------|---------------|---------------|-------------------------|--------------------|------------------|------------------------------|
|                           | 1                    | 2             | 3             | 4                       | 5                  | 6                | 7                            |
| Major Courses             | 501, 505, 510605     | 506, 507, 601 | 502, 503, 509 | 505, 506, 509, 603, 604 | 505, 508           | 602, 603, 605,   | 501, 504, 603, 604, 606, 605 |
| Elective Courses          | 630, 624             | 613, 622,629, | 608, 62, 613  | 621, 622, 625           | 612, 613, 614, 615 | 620, 623         | 628, 631                     |
| Practical (Field and Lab) | Research Project     | Internship    | –             | –                       | Internship         | Research Project | –                            |
| Thesis/Dissertation       | –                    | –             | –             | –                       | –                  | –                | –                            |

Course numbers indicate fulfillment of programme objectives.

**Standard 2-2: Theoretical background, problem analysis and solution design must be stressed within the program’s core material.**

The following table indicates the elements covered in core courses:

| Elements                  | Courses  |
|---------------------------|--|
| i) Theoretical Background | All courses offered by the Department  |
| ii) Problem Analysis      | All courses of the Department<br>Elective Courses<br>Internships/Thesis/Dissertation |
| iii) Solution Design      | All courses of the Department<br>Elective Courses<br>Internships/Thesis/Dissertation |

**Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body.**

&

**Standard 2-4: The curriculum must satisfy the major requirements for the program, as specified by the respective accreditation body/council.**

The Department follow HEC requirement for each Degree Program in Public Administration as per approved by academic council, competent authority and statutory body.

**Standard 2-5: The curriculum must satisfy the general education, arts and other discipline requirements for the program as specified by the accreditation body.**

| <b>Program</b> | <b>Math and Statistics</b> | <b>Engineering Topics</b> | <b>General Education</b> | <b>Others</b>        |
|----------------|----------------------------|---------------------------|--------------------------|----------------------|
| M.P.A.         | C.No. 504                  | x                         | C.No. 503, 505           | Seminars & workshops |

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

C.No.508- Computer Application to Management is compulsory while C.No. 612- Introduction to MIS, PA613-System Analysis and Design, PA614 New Trends in Computer Programming and PA615 Data Base Management are elective subjects.

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

C.No.601- Research Methods and Report Writing is compulsory and PA-630 Personal Management and PA631- Public Relations are elective in M.P.A program.

**CRITERION-3**

**LABORATORY AND COMPUTING FACILITIES**



### **CITERION-3: Laboratory and Computing Facilities**

#### **Computer Facilities**

Teaching Faculty of the Department is having computers. The department has a well equipped computer laboratory (50 computers) with the internet facility for the students. But these computers are not sufficient enough to cater the needs of the students. Further, the Department also needed one server and UPS to overcome the problem of voltage fluctuation and interruption of power supply.

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

Not Applicable

#### **Standard 3-2: There must be adequate support personnel for instruction and maintaining the computer lab.**

Staff for maintenance of computer lab is available.

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

##### **i) Computing Facilities**

Now the Department of Public Administration has adequate computer facilities/ services and administrative staff to support its faculty, students and staff in their academic and administrative activities. The computer lab can accommodate 50 students at a time.

##### **50 Computers having following configuration are available:-**

(I) Intel Pentium Dual Core Processor E2160 L8 GHz 1 MB Cache 800 MHz, (II) Intel D945 GCCRL Original Desktop Board, (III) 80 GB(7200) RPM Sata II (3 OGB/S), (IV) (v) 1.44 Floppy Disk Drive, (vi) 512 DDR 2 Ram 667 MHz Kingston, (vii) Comob Drive (DVD/ Cd Writer), (viii) Inbox INTEL VALIDATED Chassis 300 watts, (ix) Thermally Advantage Power Supply with Additional Colling fan, (x) Inbox Optical Mouse, (xi) Inbox Key Board, (xii) 15" Inches monitor, (xiv) Intel graphic Media Accelerator 950 Graphics controller, (xv) Built in Sound Card, (xvi) Integrated 10/100 LAN on board, (xvii) [4] 2 Front 2 Rear

##### **iii) Multimedia**

The Department of Public Administration has one multimedia and seven overhead projectors.

**iv) Website**

There is an informative web page about the Department of Public Administration on the Karachi University's website(<http://www.uok.edu.pk>).

**v) Internet**

Internet facility and a connection with main communication network of the University is available at the department's computer lab.

**CRITERION-4**

**STUDENT SUPPORT AND ADVISING**

#### **Criterion-4 Student Support and Advising**

Students of the Department of Public Administration must have adequate support to complete the program in a timely manner and must have ample opportunity to interact with their teachers of respective courses and receive timely advice about program requirements and career development. Dr. Shabib ul Hasan, Assistan Professor at the Department is the Student Advisor and is available for advice to students.

**Standard 4-1: Courses must have been offered with sufficient frequency and number for students to complete the program in a timely manner.**

#### **Departmental Strategy for Course Offering**

The department offers B.S, M..P.A, M.A.S (Evening program) and M.S./ M.Phil leading to Ph.D Degree Programs, Post Graduate Diploma in Public Administration and Masters in HRM The department has its own time table for the graduate programs. The time table is strictly followed to complete the program well in time. In case of unforeseen events, extra classes are held to complete the course.

| <b>Program</b>                  | <b>Classes per Week</b> | <b>Practical Classes per Week</b> | <b>Research Guidance</b> |
|---------------------------------|-------------------------|-----------------------------------|--------------------------|
| B.S                             | 16                      | 6 periods                         | 3 periods per week       |
| M.P.A                           | 16                      | 3 periods                         | 3 periods per week       |
| M.A.S.                          | 16                      | 3 periods                         | 3 periods per week       |
| HRM                             | 16                      | 3 periods                         | 3 periods per week       |
| PGD                             | 16                      | 6 periods                         | 3 periods per week       |
| M.S/ M.Phil<br>Leading to Ph.D. |                         | Course work                       | Course work              |
| Ph.D                            | 16                      | Course work                       | Course work              |

**Standard 4-2: Course in the major must be structured to ensure effective interaction between students, faculty and teaching assistants.**

Course allocation is made in the meeting of the faculty members. The chairperson presides over the meeting.

**Standard 4-3: Guidance on how to complete the program must be available to all students and access to academic advising must be available to make course decisions and career choices**

- The chairperson nominates a faculty member as ‘Students Advisor’ (Dr. Shabib-ul-Hasan is presently the Student’s Advisor). He is available to all students for course decision and career choices. The student advisor and the chairperson help the students in providing information to the students about the career opportunities available for them.
- By providing facilities to the recruiting companies for on-campus recruiting and the chairperson places on the Notice Board the opportunities regarding membership in technical and professional organization. Contacting various organizations where internship programme is possible.

**CRITERION-5**

**PROCESS CONTROL**

## **Criterion-5: Process Control**

**Standard 5-1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.**

Admissions are processed by a Centralized Admission Committee of the University of Karachi. The department allocates the number of seats for each programme and a merit based approach is followed for admission. Entrance/ Aptitude test is mandatory. Candidates seeking admission are required to submit application forms duly filled in along with the following documents.

1. Photocopy of National Identity card (B-Form in case the applicant is under 18 years of age).
2. Photocopies of marks sheet of last pre-requisite examination and Matriculation Certificate.
3. Five recent passport size photographs.

Almost full attendance is desirable in the interest of the students themselves. However, leaving an allowance for emergencies like sickness, a minimum attendance of 75 percent is required. Students having less than 75% of the attendance in a course are not allowed to take semester examination. However in exceptional cases the university can relax the requirement up to 60% and impose penalty.

Students are required to maintain discipline, and follow all the rules and regulations of the University of Karachi. On the whole, students are required to maintain proper decorum and academic atmosphere. They are also required to respect the policy of "NO SMOKING".

### **ADMISSION:**

#### **ELIGIBILITY**

The admission policy of Department is strictly based on merit. Candidates, who have a Bachelors degree with at least second division (45%) from a recognized institution in the years specified in the advertisement, are eligible for application and applicants are required to take an aptitude test and the list of successful candidates is displayed on the Notice Board on the already published date.

## **COURSE STRUCTURE**

In designing the course of the Master program, the guiding principle has been to maintain a proper balance between theoretical, analytical and applied components. Each student will be required to successfully complete the following requirement in duration of **two years**.

1. **a)** Twenty (20) courses comprising sixteen (16) compulsory and (4) courses of specialization 100 marks for each for **single major**

**or**

- b)** Twenty(20) courses comprising sixteen (16) compulsory and (8) courses of specialization (3 credits each) for **bi-Major**.

2. **Internship Report** of least six weeks duration/ or **Research Project** on the host organization
3. **Research Report** in the area of specialization 3
4. **Viva Voce**
5. **Division system is applied.**

**Standard 5-2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.**

The M.P.A. students opt for specialization in the 2<sup>nd</sup> year of their studies.

**Standard 5-3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institutional mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.**

HEC rules with approval by the University Syndicate are applied for appointment.



## **Appointments/ Promotion Procedure**

### **Basic Pay Scale (BPS)**

Appointments are based on HEC rules given below.

#### **a. Lecturer (BPS- 18):**

##### **Minimum Qualification**

Master's Degree (first Class) in the relevant field with no 3<sup>rd</sup> division in the Academic Career from HEC recognized University/Institution. During the next two years (i.e. until June 30<sup>th</sup>, 2008) if no candidate is available without 3<sup>rd</sup> division in the academic record, then the University may forward the case for appointment of a selected candidate to the HEC for consideration and approval.

No experience required

#### **b. Assistant Professor (BPS- 19):**

##### **Minimum Qualification**

Ph.D. in the relevant field from HEC recognized University/Institution, No experience required.

**OR**

Master's Degree (foreign) or M.Sc (Hons). (Pakistan) in the relevant field from HEC recognized University/Institutions, with 4 years teaching/research experience in a recognized university or a post-graduate Institution.

#### **c. Associate Professor (BPS- 20)**

##### **Minimum Qualification**

Ph.D. in relevant field from HEC recognized University / Institution.

##### **Experience**

10-years teaching / research in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**OR**

5-years post Ph.D. teaching/research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

##### **Minimum Number of Publications**

8 research publications (with at least 2 publications in last 5 years) in internationally abstract Journals recognized by the HEC.

**d. Professor (BPS-21)**

**Minimum Qualification**

Ph.D. from HEC recognized Institution in relevant field.

**Experience**

15-years teaching / research experience in HEC recognized University or post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**OR**

10-years post-Ph.D teaching/research experience in a recognized University or a post post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**Minimum Number of Publications**

12 research publications in internationally abstracted Journals recognized by the HEC.

**Bases for Appointments / Promotions**

Four main areas where a candidate is evaluated for Tenure Track Scheme;

- Teaching
- Research
- Service
- Personal Characteristics

**General Criteria for Appointment on TTS**

All faculty members in any discipline are eligible to apply for appointment provided they fulfill the following minimum eligibility conditions;

**a. Assistant Professor**

**Minimum Qualification**

PhD from a recognized University with excellent communication/presentation skills.

**b. Associate Professor**

**Minimum Qualification**

PhD with 6 years post - PhD teaching / research experience in a recognized University.

**Minimum Number of Publications**

10 research articles published in journals having impact factor.

**c. Professor: Minimum Qualification**

PhD with 11 years post-PhD teaching / research experience from a recognized University.

**Minimum Number of Publications:**

15 research articles published in journals having impact factor.

**Faculty Evaluation Process**

University rules are adopted.

**Standard 5-4: The process and procedure used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.**

Process to ensure teaching and delivery of course material:

- a. Time table is strictly followed by all faculty members
- b. Chairman of the department frequently gets feed back from the students during the semester.

**Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.**

- The department ensures that the graduates are punctual and fulfil the attendance requirement i.e. 75%.

**CRITERION-6**

**FACULTY**

## **Criterion-6 Faculty**

Faculty members of the Department of Public Administration active in their discipline and have the necessary technical depth and breathe to support the program. There are enough faculty members providing continuity and stability, to cover the curriculum adequately and effectively.

**Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas / courses with continuity and stability. The interest of all faculty members must be sufficient to teach all courses, plan, modify and update courses. The majority must hold a Ph.D. degree in the discipline.**

For M.P.A. programme the Department of Public Administration is currently having the services of 9 regular faculty members and 7 visiting faculty members. All are qualified to teach Masters Courses.

**Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place.**

- a) Faculty members of Department of Public Administration are considered current in the discipline based on the following criteria:
  - i) All teachers meet the HEC criteria for appointment in the respective cadre.
  - ii) Teachers generally participate in seminars, conferences at National / International levels.
  - iii) Teachers take interest in teaching and involve themselves in research. At present there is only one Ph.D. and all regular staff ie enrolled in M.Phil/ Ph.D.
- b) **Faculty development program at department level**
  - The department invites lectures from eminent scholars on various topics related to Public Administration, Economics, Public Finance and Communication skills.

**Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession**

To help the faculty of Department of Public Administration in their progress to excel in their profession, the department and institution has devised the following strategies:

- i) The department ensure fair, timely selection, appointment/promotion as per HEC criteria
- ii) Good working environment exists for research on commercial issues.

**CRITERION-7**

**INSTITUTIONAL FACILITIES**

## **Criterion-7 Institutional Facilities**

Institutional facilities, including library, class rooms and offices are adequate enough to support the objectives of the program.

**Standard 7-1: The Institution must have the infrastructure to support new trends in learning such as E-learning.**

### **Computer and Internet Facility**

The department of Public Administration has adequate computer facilities/ services and administrative staff to support its faculty, students and staff in their academic and administrative activities. The two computer labs are maintained and managed. Internet facility and a connection with main communication network of the University is also available.

**Standard 7-2: The library must possess on up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.**

#### **a) Main Library**

Faculty members and students of the department are allowed to use the main library even after normal working hours. The main library provides the following services;

- i. Course books
- ii. Digital library of LEG institute having access to journals and E-books

#### **b) Seminar Library**

The Seminar Library has a good number of books and collection of old and new journals covering a wide range of disciplines in Public Administration, Management, Local Government Administration, Economics and Public Finance. Current editions of latest books are required.

**Standard 7-3: Class rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibility.**

### **Classrooms**

Due to shortage of class rooms, the Department also uses its computer labs for teaching purpose. The department has white boards, black boards, overhead projectors and multimedia. It however needs atleast three additional rooms to cater the needs of its M.S./ M.Phil , HRM, under-graduate and graduate students.



## **Faculty Offices**

The department of Public Administration is short of space to adequately accommodate its faculty and administrative staff. A Separate office for individual faculty and for Ph.D students is required.

**CRITERION-8**

**INSTITUTIONAL SUPPORT**

### **Criterion-8 Institutional Support**

The institution's support and the financial resources for the program is sufficient enough to provide an environment in which the program can achieve its objectives and retain its strength.

**Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teacher and scholars.**

The Department of Public Administration has a computer labs and a good seminar library for research. The financial resources for regular purchase of books are however limited which needs to be enhanced. The major financial source of the Department is the University of Karachi which allocates budget for the Department, whereas the University relies on HEC funding.

**Standard 8-2: There must be an adequate number of high quality graduate students, research assistants and Ph.D. Students**

The following Table shows the number of students enrolled in each program of the Department of Public Administration.

| Degree Program                      | Years |      |      |      |
|-------------------------------------|-------|------|------|------|
|                                     | 2006  | 2007 | 2008 | 2009 |
| B.S                                 | N.A.  | 62   | 72   |      |
| M.P.A                               | 71    | 51   | 50   | 59   |
| M.A.S.                              | 44    | 66   | 90   |      |
| HRM (New course introduced in 2009) | N.A.  | N.A. | N.A. | N.A. |
| PGD                                 | 76    | 148  | 146  |      |
| M.S./ M.Phil leading to Ph.D        |       |      | 29   |      |

**Standard 8-3: Financial resources must be provided to acquire and maintain library holding, laboratories and computing facilities.**

The University of Karachi provides financial resources to maintain library and computing facilities. The department, however, is not having the separate fund of its own to maintain and upgrade its library and computing facilities. HEC is also requested to provide additional financial resources for further strengthening of this department.

**COURSES & SYLLABUS**

**COURSES & SYLLABUS \***  
**MPA (PREVIOUS)**

**PA 501          Fundamentals of Public Administration**

The objective of this course is to equip the students with ability to understand the basic question pertaining to the study of Public Administration.

**PA502          Economic Analysis (Micro & Macro)**

The purpose of this course is to impart a critical understanding of the basic concepts and analytical tools of economics.

**PA503          Muslim Administration: Past and Present/ Behavioral Sciences**

This course is prepared to explore the Institutions of Islamic Administration. Basically this course will examine the different phases of Islamic history. The course on Behavior Sciences is a prerequisite for the foundation of Organizational Behavior, which focuses on basic topics in sociology and psychology.

**PA504          Statistics for Management**

Statistical reasoning and methods are prerequisites for improving the quality of decision-making in administration. Modern approaches to management depend heavily on statistical theories and data processing techniques.

**PA505          Office Management and Communication**

This course provides an opportunity to the students to get acquainted with the art of modern office management and the ways or means of communication to achieve desired results.

**PA506          Organizational Behavior**

The purpose is to provide understanding and skills for working with people as an individual, in groups and as members of larger system.

**PA507          Financial Accounting**

It examines financial statements, the indicator of organizational activities and current financial positions. The course covers special features fo accounting for public, private and other non-profit organization.

**PA508          Computer Application to Management**

This course is designed to introduce the students with the basic concepts of computer application in public and private sectors.

**PA509          Human Resource Management**

The purpose of this course is to prepare the students for the management of people at work. In this course the students are acquainted with the ideas and issues in Human Resource Management.

\* Courses are under revesion

**PA510 Public Policy**

Special attention is devoted to the use of rational approach to public policy, including the use of policy sciences and modern management technologies.

**MPA (FINAL) \***

**PA601 Research Methodology**

The course is designed to familiarize the student with a variety of research methods so that they can choose method(s) most appropriate for a given area of exploration. This is a skill-building course.

**PA602 Development Economics**

The emphasis is placed on an understanding of the nature and causes of under-development and the strategies of development in the light of the planning experience of selected developing countries.

**PA603 Comparative Administrative Systems**

This course is designed to enable the students to analyze comparatively the administrative system of developing and developed countries.

**PA604 Public Administration in Pakistan**

The main purpose of this course is to familiarize the students with the administrative structure of Pakistan and the contemporary issues and problems being faced today.

**PA605 Local Government and Administration**

The main objective of this course is to acquaint the students with philosophy of local government and to understand the role of local bodies in the community development at the grass-root level.

**PA606 Public Finance**

This course is designed to explore in detail the nature of public financial policies and its role in developing economics.

\* Courses are under revision

**FACULTY**

**CURRICULUM VITAE**

**ABUZAR WAJIDI, Ph. D.**

**Dean, Faculty of Management & Administrative Sciences,  
Meritorious Professor & Former Chairman, Department of Public Administration.  
Director Evening Programme & Former Dean Faculty of Arts, University of Karachi**

- Author of “Local Government in Pakistan with special reference to KMC”
- Numerous research articles published in National & International Journals.
- Taught in University of Balochistan & Islamic University, Bahawalpur
- Associated with University of Karachi since 1982 and with Department of Public Administration since 1995
- Participated as US Government’s Guest in IVP, USA 1995
- Awarded fellowship of FICM by the institute of Secretaries & Chartered Managers
- Aailed Scholarship in Italy under Italian Cultural Program, 2002
- Member Board of Governors of COMIT, CAMS, DHA Business School of Education, ISCA, IMCS, WHRF, Member MAO, Curriculum Committee, KUBS & Allama Iqbal Open University, & 21<sup>st</sup> Century, USA
- Participated in the 16<sup>th</sup> International conference of Association on Employment Practices and Principles (AEPP) from October 2-4, 2008 and read his paper “Significance of Ethical and Social Values at Workplace in the Scenario of Pakistan”
- Appointed President of AEPP (Pakistan Chapter)

**Core Courses:** Human Resource Management., Local Government, Personnel Management & comparative Public Administration



**AKHTAR BALOCH, Ph.D.**  
**Chairperson & Professor, Department of Public Administration**

- Certificate in “Peace Research”, University of Oslo, Oslo, Norway, June-August 2002.
- Certificate in “Leadership Development”, University of Oslo, Norway, June-August, 2002.
- Certificate in “Development, Law and Social Justice”, Institute of Social Studies, The Hague, Netherlands, April-May 1998
- Participated in USIA International Visitor’s Programme on “Managing Regional Tensions in South Asia”, U.S.A., January-February 1996
- Diploma in “Human Rights and Humanitarian Law”, Lund University, Lund, Sweden, April-May 1995
- Diploma in “Conflict Resolution: Ethnicity and Democracy”, Department of Peace and Conflict Research, Uppsala University, Uppsala, Sweden, April 1993 to June 1993.
- Certificate in “Peace Studies and Development”, European Peace University, Schlaining, Austria, September-November 1993.
- Author of “Political Development & Administrative Change: A Case Study of Civil Bureaucracy in Pakistan, 1947-1977”, Karachi: Hasan Publications, 2003
- Numerous research papers published in National and International Journals.
- Associated with the Department of Public Administration since 1995

**Core Courses:** Research Methodology and Report Writing & Organization  
Behavior

**SYED HUMAYUN, Ph.D.**

**Professor & former Chairperson, Department of Public Administration**

- Author of “Sheikh Mujeeb’s Six Point Formula: An Analytical study of break up of Pakistan”
- Numerous Research Articles published in national & International Journals.
- Participated as US Government’s Guest at the Bicentennial Anniversary of Bill of Rights 1991: Philadelphia, USA.
- Attended Conflict Resolution conference 1995: at Uppsala University, Sweden
- Associated with University of Karachi since 1976 and with Department of Public Administration since 1995

**Core Courses:** Local Government, Public Administration & Human Resource Management

**KHALID MEHMOOD IRAQI, Ph.D.**  
**Assistant Professor, Department of Public Administration**

- Advisor to Vice Chancellor on campus and security affairs
- Member Centralized Admission Committee
- Member Karachi University Master Plan-2050
- Ph.D. in Public Administration
- M.A. Political Science, University of Karachi
- Diploma in “conflict and Peace Resolution”, European University, Austria, 1994
- Advance Course in Public Policy, NIPA, 1996
- Participated in International Visitor’s Programme organized by USIS (U.S.)
- Numerous research papers published in National and International Journals.
- Presented papers in Interanatioanl & National Conferences
- Associated with University of Karachi since 1989 and with Department of Public Administration since 1995

**Core Courses:** Public Policy, Public Relations and Development Studies.

**SYED SHABIB-UL-HASAN, Ph.D.**  
**Lecturer & Student Advisor, Department of Public Administration**  
**Member of Central Student Advisory Committee**

- MS in Financial Management, University of East London, London
- MPA (Finance) Department of Public Administration, University of Karachi
- Post Graduate Diploma in Economics & Finance, Department of Economics, University of Karachi
- I.C.M.A.P. Second Stage
- Licensed International Financial Analyst (Final Stage)
- Research Project: Prospects and Challenges for Derivative Market in Pakistan (London)
- Fellowship International Research Association U.S.A.
- Worked as Commercial Financial Analyst at Finance Equation Ltd. (London)
- Teaching at KUBS, Department of Agriculture
- Associated with Department of Public Administration since 1999

**Core Courses:** Financial Administration, Economic Analysis (Micro, Macro), Security Analysis & Financial Management, Corporate Finance

## **MS. AFSHEEN NIZAM**

Lecturer

- Research Fellowship (PhD) in HRM, University of Karachi
- MPA (HRM) Department of Public Administration, University of Karachi
- Taught in University of Karachi Business School till 2003
- Many research articles published in National Journals
- Associated with the Department of Public Administration since 1999

**Core Courses:** Training & Development, Communication, management & Personal Management.

## **MS. SAIMA AKHTER**

Lecturer

- Research Fellowship (PhD) in HRM, University of Karachi
- MPA (Marketing) Department of Public Administration
- Visiting Faculty: PIA Training Center, PIQC, NILAT
- Associated with Department of Public Administration since 2002
- Attended various National and International conferences

**Core Courses:** Marketing, Communication, Management & Public Administration

## **SYED SHAHID ZAHEER**

Lecturer

Member of Central Student Advisory Committee

- Research Fellowship (PhD) in Local Government, University of Karachi
- MPA(HRM) Department of Public Administration, University of Karachi
- M.Sc.(Statistics) Department of Statistics, University of Karachi
- B.Sc.(Hons.) Department of Statistics, University of Karachi

**Core Course:** Statistics, Introduction to Computers, Mathematics, Analysis of Pakistan Economy, Economics and Accounting

## **MS. GHAZAL KHAWAJA HUMAYUN**

Lecturer

Member, Student's Central Advisory Committee

- Research Fellowship (PhD)
- MPA (HRM) Department of Public Administration, University of Karachi
- Taught and supervised administrative matters in University College in 2004
- Associated with the Department of Public Administration since 2004
- Research article published in Journal by Dean, Faculty of Arts, University of Karachi
- Attended various National and International conferences & presented paper on "The Role of Local Government in Pakistan: Challenges & Opportunities", 2007

**Core Courses:** Contemporary Issues of Public Administration, Economic Analysis of Pakistan, Comparative Administrative System & Public Policy.