



**Program Review Report**  
**Program Reviews - 2018**  
**Bachelor of Science in Business Administration (Special)**  
**Faculty of Management Studies and Commerce**  
**University of Sri Jayewardenepura**  
**11<sup>th</sup> – 15<sup>th</sup> November 2018**



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**Quality Assurance Council**  
**University Grants Commission**

**University of Sri Jayewardenepura**

**Faculty of Management Studies and Commerce**

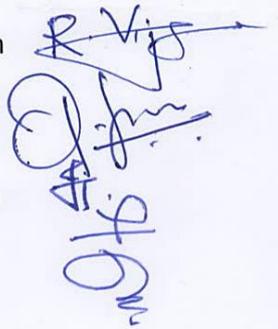
**Bachelor of Science in Business Administration (Special)  
Degree Programme**

Review Panel

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Date: 15<sup>th</sup> November 2018

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## Section 1 - Brief Introduction to the Programme

The Faculty of Management Studies and Commerce (FMSC) of the University of Sri Jayewardenepura was established in 1959 with two study programmes, Business Administration and Public Administration. The Faculty currently comprises twelve departments, namely, Accounting, Business Economics, Commerce, Decision Science, Entrepreneurship, Estate Management and Valuation, Finance, Human Resource Management, Information Technology, Marketing Management, and Public Administration. This programme review by the Quality Assurance Council of the UGC covers the B.Sc. Business Administration (Special) Degree which has been offered from the academic year 1959/1960 and is presently awarded by the Department of Business Administration (DBA). The DBA, since its establishment in 1979, remains the largest academic department of the Faculty of Management Studies and Commerce. At present, the internal student population of the Department is nearly nine hundred undergraduates. The number of students in the Faculty and Department during the past five years is given in Table 1 and Table 2. As can be seen in Table 1, out of 1222 students (on average) allocated by UGC to the FMSC in the last four years (from the academic year 2013/2014), 235 students (on average) are preferring to pursue the B.Sc. in Business Administration (Special) Degree. Forty-four batches of students have graduated through this degree programme from its inception.

Table 1 The Number of students following BSc in Business Administration (Special) Degree in the last four study years

<b>Academic year</b>	<b>Year</b>	<b>Number of Students in the Faculty</b>	<b>Number of Students in the Department of BA</b>
2013-2014	(Final Examination Completed on 19.10.2018)	1245	246
2014-2015	4	1218	243
2015-2016	3	1216	229
2016-2017	2	1211	222
2017-2018	1	1185	Not yet allocated to the Department)

Table 2. The number of students allocated to the Faculty and the Department of Business Administration

Department	Number of Students				
	2016/17	2015/16	2014/15	2013/14	2012/13
Dept. of Accounting	205	200	204	203	216
<b>Dept. of Business Administration</b>	<b>222</b>	<b>229</b>	<b>243</b>	<b>246</b>	<b>239</b>
Dept. of Business Economics	82	67	79	71	66
Dept. of Commerce	123	128	127	128	128
Dept. of Decision Science	51	56	42	53	56
Dept. of Entrepreneurship	20	16	9	16	7
Dept. of Estate Management and Valuation	60	58	58	70	80
Dept. of Finance	157	159	164	155	154
Dept. of Human Resource Management	68	74	70	67	72
Dept. of Information Technology	49	48	49	54	71
Dept. of Marketing Management	90	100	92	94	92
Dept. of Public Administration	74	74	72	83	93
<b>Total no. of students (registered)</b>	<b>1201</b>	<b>1209</b>	<b>1209</b>	<b>1240</b>	<b>1274</b>
<b>Total no. of students (allocated by UGC)</b>	<b>1211</b>	<b>1216</b>	<b>1218</b>	<b>1245</b>	<b>1284</b>

The Department offers a globally competitive four-year special degree in Business Management, B.Sc. Business Administration (Special) Degree, and a three-year general degree, B.Sc. Business Administration (General) External Degree. The special degree of the Department continues to be the top choice for Sri Lankan students seeking rigorous training in theory and practice of business management. It is important to note that the Department wishes to retain the qualifier “Special” rather than “Honours” as prescribed by the SLQF in order to retain its identity as the industry is not yet familiar with the meaning of qualifier “Honours”.

The curriculum of the B.Sc. Business Administration (Special) Degree is designed to prepare students to take leading roles in the corporate world and to make them sensitive to ethical and social issues and be adaptable in the dynamic business environment. The core courses of the degree programme include interdisciplinary courses such as Organisational Behaviour, Entrepreneurship, Knowledge Management, Organisational Culture and Leadership, Managing for Productivity and Quality, Strategic Management, International

Business Management and Organisational Change and Development etc. with a view to produce a generalist in management.

Internalizing the research culture to the Department, it has organized its research activities under three clusters: The Cluster for Organisation and Society (COS), the Cluster for Leadership and Strategy (CLaS), and the Cluster for Knowledge Management and Business Innovation (CKMBI). .

## **Section 2 – Review team's Observations on the Self - Evaluation Report (SER)**

The Self Evaluation Report of the B.Sc. Business Administration (Special) Degree programme has been well prepared and is in accordance with the guidelines stipulated in the Manual for Review of Undergraduate Study Programmes of Sri Lankan Universities and Higher Education Institutions of the UGC. The Department of Business Administration (DBA) has commenced the development process of SER in 2017 as a part of the Institutional Review, and this process has been formalized in 2018 under the guidance of the Director of Internal Quality Assurance Unit (IQAU) and Coordinator of Faculty Internal Quality Assurance Cell (IQAC).

Initial awareness programmes on SER preparation have been conducted by the Department representatives of IQAC, under the guidance of the Head of Department (HOD), for the department members. The SER has been prepared by a team appointed by the DBA. The writing team comprised twenty two members – nineteen from the Department of Business Administration, two from the Faculty, and the IQAC Coordinator. The eight Criteria were assigned to different members of the department who were in charge of identifying, collating and organizing the relevant documents. The editing team of SER comprised eight senior staff members of the Department, with HOD functioning as the chair.

A participatory approach was evident, with the SER team holding discussions both at the department and faculty levels to address issues and concerns that arose during the writing process. Members of the department were familiarized with the review manual through the IQAC. Feedback sessions were held to discuss the teams' initial preparations, and then the teams presented their write-ups at a series of write-up review forums. Once the entire process was completed, the edited 'good draft of SER' was tabled at a Department meeting for approval. The contributions of both the IQAU and IQAC to the entire process were significant.

As a part of SER preparation, a SWOT was conducted and is included in the SER. The strengths of the DBA were presented under three headings: Programme, People, Process and Facilities. Whereas, the weaknesses were categorized under two headings, namely Programme, and Process and Facilities. Some of the identified strengths were verified

during the review of documentary evidence and physical inspection. For instance, observations revealed that the DBA has up-to-date curricular which clearly address the emerging trends and issues in the contemporary business world and the world of work (i.e. BUS 3346: Knowledge management, BUS 4341: Contemporary issues in management, BUS 4359: Business innovation, BUS 4353: Business intelligence and creative thinking), Strategic and entrepreneurial insight (i.e. ENT 2344: Entrepreneurship and Business development, BUS4340: Strategic Management, BUS 4349: Business analysis and decision making), and necessary skills and competencies (i.e. BUS 2345: Managing personal and managerial competencies, BUS 4347: Internship in management, HRM 4349: Work psychology and counselling). There was, however, lack of evidence pertaining to some of the identified strengths. For example, that “articulated programme structure which is informed by the standards of global business education and the learning domains of SLQF and the requirements of Subject Benchmark Statements (SBS) in management” was not fully evident.

The university underwent an Institutional Review (IR) conducted by the Quality Assurance and Accreditation Council (QAAC), and the steps taken in addressing the identified deficiencies of the faculty are set out in the SER. The Review Panel noted that some of the remedial measures taken were initiated recently. The present curriculum of the study programme has gone through tremendous improvements since its last review. Adhering to SLQF requirements and developing research culture among academic and students, these developments have been commenced since 2015.

### **Section 3 - A Brief Description of the Review Process**

The review process was conducted in an independent manner by a three member team appointed by the UGC as follows:

Dr. Ratnam Vijayakumaran: (Panel leader) Faculty of Management Studies & Commerce,  
University of Jaffna

Prof. Ranjith Pallegama: Faculty of Dental Sciences/ University of Peradeniya

Dr. Aminda Methsila Perera: Faculty of Business Studies and Finance, Wayamba  
University of Sri Lanka

The review process was conducted in several steps. The first was an independent desk evaluation of the SER by the members of the Review Panel. It was followed by a pre-site visit meeting organised by the QAC of the UGC. At this meeting the Review Panel discussed the outcomes of the desk evaluation and made a plan for the site-evaluation. Prior to the site-evaluation, an activity schedule for the visit was agreed by the Review Panel and the coordinator of IQAC of the department and the Head of the Department of Business Administration. At the site, the panel had a brief meeting to discuss the review process, before commencing the review.

One of the main tasks of the Review Panel was to observe documentary evidence, for which a substantial time of the review period was allocated. Several meetings / discussions were held with groups or persons. Visits were also made for physical verification of claims. The following sections provide a brief record of the meetings conducted and the facilities observed during the review process. Since the Faculty was in session, the review team was also able to observe some of the relevant processes. During the four-day visit the Review Panel had formal/informal meetings / discussions with several groups and persons that were directly or indirectly involved with the study programme or provided support in one way or another.

The following academics and administrative staff were met with during the review visit.

- Vice Chancellor, University of Sri Jayewardenepura
- Dean, Faculty of Management Studies and Commerce

- Director IQAU
- Chairperson IQAC and members
- Members of SER writing team
- Heads of the Departments of the FMSC (Service departments to BA program)
- Academic staff of the Department of Business Administration (including probationary and temporary staff)
- Program Coordinators
- CGU Director, Career Advisors, members/Collaborators
- Faculty Coordinator for SDC
- Student Counsellors
- Members of the Students' Union
- Students in all four years of the study programme
- Support staff – (Department, Faculty, IT, Library, SDC, Hostel, Health centre, Sports)
- Stakeholders and recent graduates (alumni)

The groups were met with separately to provide an opportunity to freely express their thoughts and concerns. The discussions were interactive. The participation at many of the group discussions was satisfactory. The attendance at all meetings is provided in Annexure 2.

In addition to these meetings, the Review Panel also made visits to several facilities for physical verification. All members of the Review Panel were present at the discussions and participated in the physical verification process. The facilities inspected are listed below.

- Administrative block
- Department of Business Administration
- IQAC unit
- Faculty Research Centre
- Career Guidance Unit (CGU) and lab
- Information Technology Resource Centre (ITRC)
- Lecturers' offices
- Library
- Student Canteen

- Faculty Student Support Centre
- Career Guidance Unit (CGU)
- Auditorium
- Lecture halls
- Study rooms
- Health Centre
- Sports facilities
- Faculty examination unit
- A students' hostel

The commitment of the academics towards the review process was evident through the presentation of the documents for each of the eight criteria, which were systematically coded and provided as soft copies in three laptop computers in a separate room. Labelling and filing of the documents pertaining to each criterion was organised to facilitate the inspection process, and was in accordance with the SER. However, the reviewers felt that both the e-evidence and hardcopies could be arranged and presented better. The authenticity of evidence was cross-checked through inspection/verification and discussion/clarification. Additional evidence (or missing pieces of evidence) was requested during the review process. These documents, when available, were provided without delay. The entire process was coordinated by the HOD and Department IQAC representative who were present in person throughout the visit and coordinated all activities. The Dean, HOD and the academic staff members were also in attendance to facilitate our observation of facilities and clarified matters providing further information.

The library, a women's hostel and a faculty canteen were visited while they were in use by students. Some teaching sessions were also observed during the review. The use of the lecturers' offices and the functioning and facilities of the offices of the Dean, Department Head, IQAC, and Examination Unit were also observed. Observations were also made of the general cleanliness of the premises and the enthusiasm of the support staff. The facilities of the university provided the students with an acceptable learning environment.

At the end of each day of the site-evaluation the Review Panel had several internal meetings to discuss and evaluate the experiences and findings. The desk evaluation scores were re-visited and amended where needed, based on the on-site observations/experience.

Lengthy discussions were held within the panel before deciding on the agreed score on each standard. The team prepared a PowerPoint presentation which included observations on the findings with an appreciation on healthy practices adopted and recommendations for improvement on apparent weaknesses noted in relation to the study programme. The presentation was made at the wrap-up meeting.

The review visit ended with a debriefing meeting conducted on the final day, which was attended by the Dean of FMSC, Director/IQAC, Head and academic staff members of the Department of Business Administration. A cordial discussion ensued after the presentation where those present clarified certain matters. The Dean and Head of the Department of Business Administration commended the effort of the Review Panel and positively commented on the recommendations made by them for the improvement of the reviewed programme.

## **Section 4 - Overview of the Faculty's/Institute's Approach to Quality and Standards**

The University of Sri Jayewardenepura has established an Internal Quality Assurance Unit (IQAU) and Prof. Samanthi Senaratne, a senior academic staff member of the same Faculty, has been appointed as the Director on part-time basis from January 2014 to lead the quality assurance (QA) work of the University. Prof. Laleen Karunanayake has been appointed as the Deputy Director of IQAU from April 2016. In addition, each faculty of the University has established an Internal Quality Assurance Cell (IQAC) to guide and oversee the quality assurance activities relevant to programmes of study, and coordinators for each of the seven faculties have been appointed. The Director has taken many steps to improve the quality of the processes and study programmes of the university under the supervision of the Vice-Chancellor and liaise with the UGC through the QAC. IQAU conducts meetings regularly at least once in a month and minutes of the meetings are available in the web site. Importantly, IQAU has developed policies regarding the academic and administrative matters of the university including policy on Programme / Curricular Designing.

Prof. Janaki Edirisinghe has been appointed as the Coordinator of Internal Quality Assurance Cell (IQAC) of the FMSC which is located in a separate office within the Faculty premises. In addition, an IQAC representative has been appointed from each department. Department IQAC Representative under guidance of HOD has educated members of the Department on the purpose of PR, guidelines and activity schedule for SER writing and methodology of review process. However, the review team is of the view that IQAC should take more active role in the QA work in the Faculty in order to further enhance the quality of all core-functions in managing and delivering the study program.

## Section 5 - Judgment on the Eight Criteria of Programme Review

### Criterion 1: Programme Management

#### Strengths

- Effective organizational structure in the system of management supported by several faculty-level committees and functional units
- Presence of well-articulated corporate and strategic plans
- Faculty website with acceptable level of resources and information
- Faculty offers a good induction program for all new students
- Faculty uses information and communications technology (ICT) applications for some of its key functions
- The faculty has a mechanism in place for curriculum development and revision
- The presence of a well-operationalized CGU

#### Areas for improvement

- A detailed program manual (with a collection of standard operational procedures-SOPs) with information regarding implementation of all core academic and administrative procedures could be produced
- SOPs may be made for day-to-day administrative functions
- All student-related information including a fully-fledged code of conduct for students, a good approach to gender equity and equality (GEE) and sexual and gender based violence (SGBV), plagiarism policy (already available) and faculty policy to deter ragging can be made available as a Student Charter
- Better participatory approach of governance, decision making process and curriculum development may be implemented with a wider stakeholder feedback (specially from industry and alumni)
- Faculty may use ICT applications for all key functions and maintain an MIS and facilitate management of the program
- A performance appraisal system for teaching may be established in addition to appreciation of research output of academics

- The activity of IQAC may be developed further and establish regular mechanisms of internal quality assurance
- The study program can improve on the outcome based education (OBE) and continue to maintain its competitiveness in being the leader of producing top graduates in the field
- The Department may establish stronger MoUs with other institutions and private sector partners that benefit undergraduate training
- The Department can improve on student mentoring system and may even go to an extent that they find an industry mentor for each student (for example, a corporate manager)

## **Criterion 2: Human and Physical Resources**

### **Strengths**

- Presence of a group of more active younger staff members who are ready for development and having a larger group of probationary academic staff on PhD programs in different international institutions
- Presence of a well-managed and resourceful library, computer unit with adequate facilities, software and staff and a Business Communication Unit within the Faculty itself
- Students access to WiFi, ICT and other facilities is acceptable
- Availability of several support systems for students including a CGU with two full-time career advisors

### **Areas for improvement**

- Existing academic staff may be motivated more to engage in more research with industry collaborations and at least a few members may be motivated to be professors which will add glamor, more recognition and prestige to this department with an outstanding legacy
- A human resource development policy and a plan may be established
- Number of technical officers (TO) cadre should be increased for further development with more OBE approaches
- The number of key physical resources (e.g. lecture halls) and their facilities may be improved
- Academic staff may be trained more on OBE and learner-centred teaching
- The Faculty may make a deliberate attempt to utilize and provide more time for improving employment related language competency and provide time for the CGU
- Considering the large numbers of students, the University and the Faculty may improve common facilities such as canteens, sports and facilities for extra-curricular activities and internet facilities to hostels, and physical facilities for the CGU

### **Criterion 3: Programme Design and Development**

#### **Strengths:**

- Attractive faculty prospectus is given to the students during the orientation programme
- The existence of a new programme committee
- The degree programme is developed in a fairly participatory manner
- Clear guidelines on industrial training/internship is provided
- Cultural activities and social and religious harmony projects are conducted

#### **Areas for improvement**

- Faculty policy on programme design and development and a course specification template should be developed and approved by the academic bodies of the university in order to develop courses in an objective manner and also the approving bodies to provide approval after a full-consideration of all required specification of a course/program
- Graduate profile and intended learning outcome for all courses should be provided in the handbook given to the students
- Curriculum map should be prepared mapping course intended learning outcomes (ILOs) to program ILOs when curriculum is revised.
- The Sri Lankan Qualifications Framework (SLQF) is not fully adopted (e.g. only 300 hours of compulsory industrial training is available for students at the moment)
- An Academic Calendar – a composite manual of organograms, description of faculties, departments, by-laws, procedures may be prepared
- Programme design guidelines may be communicated to staff in a formal manner through a curriculum committee
- Constructive alignment in the programme design. The degree of internalisation of constructive alignment concepts by staff and in the curriculum could be improved

## **Criterion 4: Course/ Module Design and Development**

### **Strengths**

- Necessary guidance and examination by-laws are provided in the Student Handbook.
- ICT course units and English courses have been incorporated into the programme.
- Adequate ICT facilities are available
- Course design and development integrates some appropriate learning strategies for self-directed learning and collaborative learning.

### **Areas for improvement**

- Lack of evidence on policies and regulations and on contribution of external subject experts on course design in the department/faculty.
- Lack of evidence of course design showing course ILOs are aligned with programme ILOs in the curriculum design stage.
- A breakdown of different types of learning activities such as direct contact hours (lectures tutorials etc.), self-learning time, assignments, and assessments structure/methods etc. are not provided in course specifications.
- Students' feedback on the courses are not obtained formally and regularly for all courses and it is encouraged
- Department website should regularly be updated.
- Course approval procedure should be further strengthened.

## **Criterion 5: Teaching and Learning**

### **Strengths:**

- The department is using blended learning to a certain extent as a way of engaging students with the programme or courses
- Appropriate mechanisms have been developed to obtain peer evaluation and student feedback recently
- Teaching and learning strategies are used to a certain level to engage students in self-directed learning and collaborative learning in the relevant context
- Gender equity and equality policy has been recently developed

### **Areas for improvement**

- Student feedback on career guidance activities should be considered for improvement
- Career guidance cell for the Faculty may be established
- Lack of evidence on students' feedback being used for improving courses
- Workload assessment of staff has not been formally carried out
- No formal appraisal method to recognise excellence in teaching and other activities
- IQAC has to be strengthened to monitor the quality of programmes/courses

## **Criterion 6: Learning Environment, Student Support and Progression**

### **Strengths**

- The Faculty adopts a student-friendly administrative, academic and technical support system
- Department offers all incoming students an induction programme
- Department has its own student support service
- Provides an internship (and management training) programme for its students
- Department has appropriate teaching-learning infrastructure, although it could be improved
- Department uses ICT-led tools to facilitate the students' learning and development, including WIFI facilities
- Staff encouragement to use the library for students' learning is commendable
- Department has internalized the policies on GEE

### **Areas for improvement**

- The Faculty may develop a clear and comprehensive Student Charter (including a Code of Conduct)
- The study program can be developed to incorporate more learner-centred teaching methods
- Further training would be required for all categories of staff
- Credit allocation for the internship programme is insufficient
- Department's network with alumni can be improved to a greater level

## **Criterion 7: Student Assessment and Awards**

### **Strengths**

- The Faculty adopts a student-friendly administrative, academic and technical support system
- Assessment strategy is largely aligned to ensure achievement of programme learning outcomes matching the qualification descriptors of the SLQF and SBS
- Department has fairly acceptable approach for designing, approving, monitoring and reviewing the assessment strategies for programmes
- Department ensures that the weightage relating to different components of assessments are specified in the course specifications
- Students are provided with timely feedback on assessments
- Examination results are released to students within the stipulated period

### **Areas for improvement**

- No clear evidence to show how student assessments are critically evaluated to improve efficiency and effectiveness of assessments and teaching and learning process further
- No policy on appointing external examiners

## **Criterion 8: Innovative and Healthy Practices**

### **Strengths**

- Department has established and operates an ICT- based platform (i.e. learning management system-LMS) to facilitate blended teaching
- The study programme contains an undergraduate research project / dissertation
- Department has established and operationalised some linkages with foreign universities, professional bodies and industries
- Department has diversified its sources of income to complement the grants received from the Government

- Department promotes students and staff engagement in a wide variety of co-curricular activities

### **Areas for improvement**

- Minimum use of open educational resources (OERs) to supplement teaching and learning
- No evidence for academic-industry collaborative research and industry engagements
- No proper credit-transfer policy
- Department does not have strong and objectively designed fall -back options for students with identified learning outcomes at different exit levels

## Section 6 - Grading of Overall Performance of the Programme

Based on the guidelines given in Chapter 3 of the programme review manual, the Review Panel's evaluation of the performance of the study programme and scores are given in Table 3.

Table 3: Raw and actual criteria-wise scores and the final grade

No	Criteria	Weightage	Weighted minimum score	Raw Marks	Actual criteria-wise score
01	<b>Programme Management</b>	150	75	65	<b>120.4</b>
02	<b>Human and Physical Resources</b>	100	50	29	<b>80.6</b>
03	<b>Programme Design and Development</b>	150	75	49	<b>102.1</b>
04	<b>Course / Module Design and Development</b>	150	75	45	<b>118.4</b>
05	<b>Teaching and Learning</b>	150	75	52	<b>136.8</b>
06	<b>Learning Environment, Student Support and Progression</b>	100	50	60	<b>83.3</b>
07	<b>Student Assessment and Awards</b>	150	75	45	<b>132.4</b>
08	<b>Innovative and Healthy Practices</b>	50	25	31	<b>36.9</b>
<b>Total on a thousand scale</b>					<b>810.9</b>
<b>%</b>					<b>81%</b>

Based on the evaluation of the performance in relation to the eight criteria, the B.Sc. in Business Administration degree programme of the Faculty of Management Studies and Commerce of the University of Sri Jayewardenepura obtained an overall score of 81/100. The actual criteria-wise scores for all the criteria exceeded the weighted minimum score. Therefore, the overall grading of the study programme is “A” with a performance descriptor “Very Good”. The score indicates a high level of accomplishment of quality

expected of a programme of study, but the Department should aspire to achieve excellence in all her functions.

## Section 7 - Commendations and Recommendations

### Commendations

- The Faculty has an effective organisational and management structure supported by several faculty-level committees and functional units. This is strengthened by the presence of well-articulated corporate and strategic plans.
- The Faculty uses ICT applications for some of its key functions and uses LMS for some blended teaching and learning activities. Students access LMS and internet through WiFi. The Faculty has made adequate ICT and other related facilities available to students.
- At present, a large number of probationary academic staff members of the Department are enrolled in PhD programs in different international institutions and is noteworthy.
- Presence of a well-managed and resourceful library in the University, and a Business Communication Unit and a student support system within the Department is highly commendable.
- The role played by the CGU with two full-time career advisors is highly valued.
- A gender equity and equality policy has been developed recently and the Department having it internalised is appreciated.
- Having an undergraduate research project and/dissertation in the study programme is positively noted. However, this component could be enhanced further in order to achieve the highest potential of this training.
- Department has established and operationalised some linkages with foreign universities, professional bodies and industries, although this too is an area the Department has a huge capacity to improve on to reap further benefits.
- Department has diversified its sources of income to complement the grants received from the Government.

### Recommendations

- A detailed program manual with information on implementation of all core academic and administrative procedures in relation to the study program could be produced and made available to all academic staff members.

- An Academic Calendar – a composite manual of organograms, description of faculties, departments, by-laws, procedures may be prepared and made available with all academic staff members.
- SOPs may be made for day-to-day administrative functions and be made available with relevant individuals/officers.
- All student-related information including a fully-fledged code of conduct for students, a good approach to GEE and SGBV, plagiarism policy (already available) and faculty policy to deter ragging and other relevant information can be made available as a Student Charter.
- A better participatory approach should be in place with regard to curriculum development process with a wider stakeholder participation (especially the participation of industry and alumni).
- Faculty may use ICT applications for all key functions and maintain an MIS and facilitate management of the program.
- A performance appraisal system for teaching may be established in addition to appreciation of research output of academics.
- The activity of IQAC may be developed further and a regular mechanisms of internal quality assurance must be established. The IQAC should ensure the development of outcome-based courses with more learner-centred teaching (LCT) methods. IQAC may take the responsibility in providing training to all academic and teaching-support staff on OBE and LCT. The study program can improve on the OBE and continue to maintain its competitiveness in being the leader of producing top graduates in the field
- The Department may establish stronger MoUs/links with other institutions, private sector partners and alumni and gain benefits on undergraduate industrial training, internships, collaborative research (both students and staff with industry), career guidance and the mentoring program.
- The Faculty may make a deliberate attempt to utilise and provide more time for improving employment related language competency and provide time for the CGU to work with students.
- Considering the large numbers of students in the Faculty, the University and the Faculty may improve on common facilities such as canteens, sports and facilities for extra-curricular activities and internet facilities to hostels, and physical facilities for the CGU.

- A faculty-policy on programme design and development may be streamlined. The Faculty may adopt a common and consistent template to provide all required specifications of a course in developing new courses and revising existing courses. It may include a breakdown of different types of teaching-learning activities that take place in a course such as direct contact hours (lectures tutorials etc.), self-learning time, assignments, and assessment components. All components of a course should be constructively aligned in order to make students to achieve ILOs and also to make sure that they have achieved the ILOs. All course specifications should be tabled at the Faculty Board and the Senate and in the approval process all relevant specifications must be given due consideration by the approving bodies. The graduate profile and the programme ILOs should be provided to students at the very beginning. Further, the course specifications should be made available to the students at the beginning of the course or preferably at commencement of the semester.
- Curriculum map should be prepared mapping all courses (course ILOs) to programme ILOs when curriculum is revised.
- It is highly recommended to provide a minimum of 6-month industrial training to all students
- Students' feedback on the courses, and feedback from all stakeholders (industry, alumni) should be obtained formally and regularly in the course development process.
- Student feedback on career guidance activities should be considered for improvement in the career guidance programs. Owing to the large number of students in the Faculty, a career guidance cell may be established in the Faculty.
- Performance of all assessments (components of the examinations) must be critically evaluated to ensure efficiency and effectiveness of assessments and teaching and learning process further. Presence of an external examiner is recommended for quality control of the assessments.
- The academic staff members are highly encouraged to use Open Educational Resources and improve on blended approaches and LCT.
- The Department may establish objectively designed fall-back options for students with identified learning outcomes at each exit level.

## Section 8 – Summary

The program review of the Bachelor of Science in Business Administration (Special) Degree Programme of the Faculty of Management Studies and Commerce of the University of Sri Jayewardenepura took place from 11<sup>th</sup> to 15<sup>th</sup> November 2018. A three-member review panel (Chairman, Dr. Ratnam Vijayakumaran and members Prof. Ranjith Pallegama and Dr. Aminda Methsila Perera) performed individual desk evaluation of the SER prepared by the Faculty. The review panel had a pre-site-evaluation meeting organized by the UGC and held at the UGC. The panel discussed and agreed on the desk evaluation and made important decisions regarding the site-evaluation. The Chairman prepared an agenda for the site-evaluation which was communicated to and agreed by the members of the review panel, the coordinator of IQAC of the Department and the Head of the Department of Business Administration. During the site-evaluation, the panel conducted a number of meetings, inspected relevant physical facilities and examined all documents provided (as e-copies and hard copies) in support of the SER.

Being the oldest program in the country (commenced in 1959), the B.Sc in Business Administration (Special) Degree Programme of the Faculty of Management Studies and Commerce of the University of Sri Jayewardenepura is iconic and has a high acceptance in the society. The Department of Business Administration being the largest academic department of the Faculty since its establishment in 1979 enrolls around 250 students annually.

A participatory approach among all academic and non-academic staff in the preparation of the SER and in the preparation for the visit by the reviewers was quite evident. The team has been well supported and guided by the Head of the Department and the Dean of the Faculty. All administrators including the Vice-Chancellor demonstrated a deep interest on the review process during the site-evaluation and were enthusiastic to receive a critical evaluation. Reviewers highly appreciate and commend the support extended by the Faculty academic and non-academic staff members during the site visit. IQAU of the University provided an overall coordination of the review visit.

The reviewers, following an exhaustive review task throughout three-and a half-day agreed on the scores and the grand percentage score was calculated using the formula prescribed in the program review manual. The study program achieved a percentage score of 81, and hence a grade A.

The students in the Faculty in general appear to go through a good learning experience. The graduates with a B.Sc in Business Administration (Special) enter into a job market with a stiff competition from graduates of similar qualifications from state and non-state universities, graduates of sciences who enter into the corporate world and foreign graduates. With a legacy behind, the Faculty is doing well in core functions in relation to managing the study program. However, as noted in the previous section, the Faculty and the Department have the potential to develop further providing a richer learning experience to students and thereby producing graduates of highest quality who would continue to lead the business world.

**Annexure 1**

**ACTIVITY SCHEDULE FOR SITE VISIT: University of Sri Jayewardenepura**

**B.Sc. Business Administration (Special) (13/11/2018 - 15/11/2018)**

<b>Time</b>	<b>Activity</b>	<b>Venue</b>
<b>Day 1 : 12/11/2018 (Monday)</b>		
08.00 a.m. – 08.45 a.m.	Meeting with academic staff members	Department Boardroom
08.45 a.m. – 09.15 a.m.	Meeting with IQAU Director	IQAU Office
09.15 a.m. – 10.00 a.m.	A presentation on SER by the Writing Team	Department Boardroom
10.00 a.m. - 10.30 a.m.	Meeting with Dean of the Faculty	Dean’s Office
10.30 a.m. – 01.00 p.m.	Observation of Documentary Evidence	A 14 Room
01.00 a.m. – 02.00 p.m.	Lunch	Lunch Room – New FMSC Building
02.00 a.m. – 04.30 p.m.	Observation of Documentary Evidence	A 14 Room
<b>Day 2 : 13/11/2018 (Tuesday)</b>		
08.00 a.m. – 08.45 a.m.	Observation of teaching/learning sessions relevant to program	
08.45 a.m. – 09.45 a.m.	Observation of Documentary Evidence	SBTF 02, SBF 03
09.45 a.m. - 10.30 a.m.	Meeting with academic Heads of Departments/Units	Department Boardroom
10.30 a.m. – 01.00 a.m.	Observation of Documentary Evidence	A 14 Room
01.00 p.m. - 02.00 p.m.	Lunch	Lunch Room – New FMSC Building
02.00 p.m. – 03.30 p.m.	Observation of Documentary Evidence	Private Room
03.30 p.m. – 04.15 p.m.	Meeting with Vice -Chancellor	Vice-Chancellor’s Office
04.15 onwards	Observation of Documentary Evidence	Private Room
<b>Day 3 : 14/11/2018 (Wednesday)</b>		
08.00 a.m. - 08.30 a.m.	Meeting with administrative staff	Department Boardroom
08.30 a.m. - 09.00 a.m.	Meeting with support staff /Instructors	Department Boardroom
09.00 a.m. - 12.00 noon	Observation of facilities relevant to program (lecture halls/library/IT unit etc.)	
12.00 noon - 01.00 p.m.	Observation of Documentary Evidence	Private Room
01.00 p.m. - 02.00 p.m.	Lunch	Lunch Room – New FMSC Building
02.00 p.m. - 03.00 p.m.	Meeting with Students	Department Boardroom
	Meeting with Student Association	Department Boardroom
03.30 p.m. - 04.30 p.m.	Observation of Documentary Evidence	Private Room
<b>Day 4 : 15/11/2018 (Thursday)</b>		
08.00 a.m. - 09.00 a.m.	Observation of Documentary Evidence	Private Room
09.00 a.m. - 10.00 a.m.	Meeting with Alumni and Industry	Department Boardroom
10.00 a.m. – 11.00 a.m.	Observation of Documentary Evidence	Private Room
11.00 a.m. - 12.00 p.m.	Meeting with Student Counsellors/ Career Guidance Unit	Department Boardroom
12.00 noon - 01.00 p.m.	Lunch	Lunch Room – New FMSC Building
01.00 p.m. - 03.00 p.m.	Debriefing meeting & Wrap-up meeting	Department Boardroom
3.00 p.m.	Departure of the panel	-

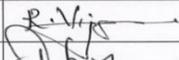
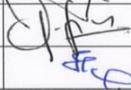
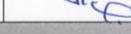
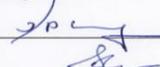
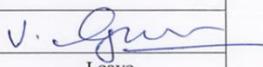
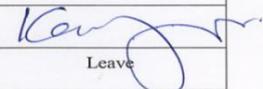
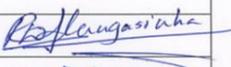
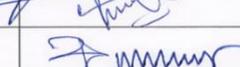
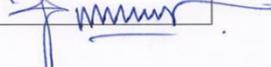
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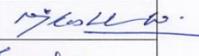
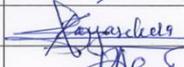
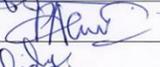
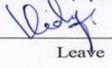
Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

Presentation on SER

Date: 12.11.2018

	Name	Signature
<b>Panel of Reviewers</b>		
	Dr. Rathnam Vijayakumaran	
	Prof. Ranjith Pallegama	
	Dr. Aminda Perera	
<b>Academic Staff</b>		
1	Dr.S.D.W. Jayawardana (Head) (Senior Lecturer)	
2	Dr. M.D. Pushpakumari (Senior Lecturer)	
3	Dr. P.D.H.D. Gunatilake (Senior Lecturer)	
4	Mr. M.A.M. Gunasekara (Senior Lecturer)	Leave
5	Dr. G.D.V.R. Senadheera (Senior Lecturer)	
6	Ms. M.W. Kalyani (Senior Lecturer)	Leave
7	Dr. K.A.S.K. Kariupperuma (Senior Lecturer)	
8	Ms. A.L. Kotuwage (Senior Lecturer)	Leave
9	Ms. J.S. Senevirathne (Senior Lecturer)	Leave
10	Ms. Yasanthi Alahakoon (Senior Lecturer)	Leave
11	Ms. S.M.G.P.K. Samarakoon (Senior Lecturer)	Leave
12	Ms. T. N. S. De Peiris (Senior Lecturer)	Leave
13	Ms. R. W. Illangasinghe (Senior Lecturer)	
14	Mr. H.M.P.M. Kodikara (Lecturer)	
15	Ms. A.V. Kaushalya (Lecturer)	
16	Mr. D.M.T.P. Dassanayake (Lecturer Probationary)	
17	Mr. R.H.G.W. P. Kumara (Lecturer Probationary)	

18	Ms. W.B.M.P.N. Weerasekera (Lecturer Probationary)	
19	Ms. L.K.B.M. Jayasekera (Lecturer Probationary)	
20	Ms. T.P.G.P.C. Alwis (Lecturer Probationary)	
21	Ms. V.H. Samarasinghe (Lecturer Probationary)	
22	Ms. Denanjalee Gunaratne (Lecturer Probationary)	Leave
23	Ms. Poornima Gamaethige (A. Lecturer)	
24	Ms. H.A.H. Nachinthika (Tutor)	
25	Ms. Hiranya Bandara (Tutor)	
26	Ms. Kalani Maduwanthi (Tutor)	
27	Mr. Nirmal Chathuranga (Tutor)	

Program Review 2018  
Meeting With IQAU Director

12/11/2018

Time 8.45 - 9.30

Senior Prof.

Dr. R. Vijayakumar

Prof. Rajesh Pallagani

Dr. Aminda Perera

Senior Messrs Sreenanth  
Senarathne

R. Vijayakumar

Rajesh Pallagani

Aminda Perera

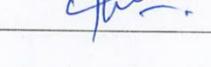
Senarathne

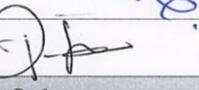
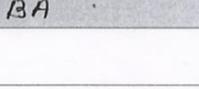
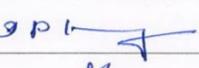
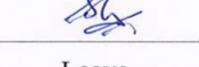
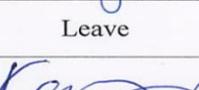
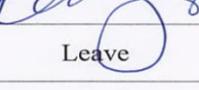
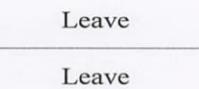
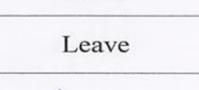
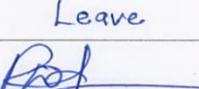
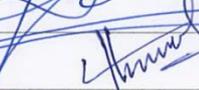
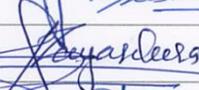
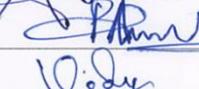
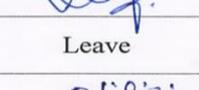
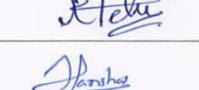
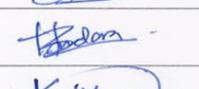
Faculty of Management Studies and Commerce

Programme Review – 2018

Department of Business Administration

Date: 2018.11.12

No	Name	Signature
1	Dr. Ratnam Vijayakumaran/ Chairperson	
2	Dr. Aminda Methsila Perera	
3	Prof. Ranjith W. Pallegama	
4	Dr. Dharmika Jayawardena/Head/Bus	
5	R.K.I. Ilangasingha	
6	D.M.T.P. Dassanayake	
7		
8		
9		
10		

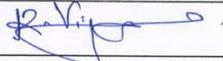
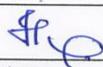
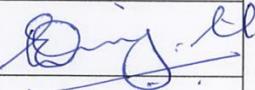
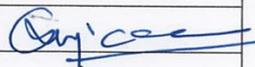
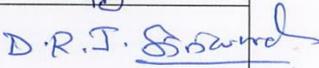
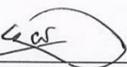
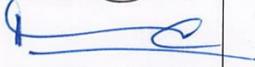
Department of Business Administration FMSC / USJP		
2018/11/12		
Name of the Academic Staff		Signature
Panel of Reviewers		
	Dr. Wijeykumaran (Chair)	
	Dr. Prof. Perera <i>Amanda</i>	
	Prof. Pallegama	
Staff Meeting with staff of DBA		
1	Dr.S.D.W. Jayawardana (Head) (Senior Lecturer)	
2	Dr. M.D. Pushpakumari (Senior Lecturer)	
3	Dr. P.D.H.D. Gunatilake (Senior Lecturer)	
4	Mr. M.A.M. Gunasekara (Senior Lecturer)	Leave
5	Dr. G.D.V.R. Senadheera (Senior Lecturer)	
6	Ms. M.W. Kalyani (Senior Lecturer)	Leave
7	Dr. K.A.S.K. Kariupperuma (Senior Lecturer)	
8	Ms. A.L. Kotuwage (Senior Lecturer)	Leave
9	Ms. J.S. Senevirathne (Senior Lecturer)	Leave
10	Ms. Yasanthi Alahakoon (Senior Lecturer)	Leave
11	Ms. S.M.G.P.K. Samarakoon (Senior Lecturer)	Leave
12	Ms. T. N. S. De Peiris (Senior Lecturer)	Leave
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16	Mr. D.M.T.P. Dassanayake (Lecturer Probationary)	
17	Mr. R.H.G.W. P. Kumara (Lecturer Probationary)	
18	Ms. W.B.M.P.N. Weerasekera (Lecturer Probationary)	
19	Ms. L.K.B.M. Jayasekera (Lecturer Probationary)	
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21	Ms. V.H. Samarasinghe (Lecturer Probationary)	
22	Ms. Denanjalee Gunaratne (Lecturer Probationary)	Leave
23	Ms. Poornima Gamaethige (A. Lecturer)	
24	Ms. H.A.H.Nachinthika (Tutor)	
25	Ms. Hiranya Bandara	
26	Ms. Kalani Maduwanthi	
27	Mr. Nirmal Chathuranga	

## Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

### Meeting with Academic Heads of Departments/Units

Date: 13.11.2018

No	Department	Head's Name	Signature
	<b>Panel of Reviewers</b>	DR. Rathnam Vijayakumaran	
		Prof. Ranjith Pallegama	
		Dr. Aminda Perera	
01	Department of Business Administration	Dr. S.D.W. Jayawardena	
02	Department of Public Administration	Dr. (Mrs.) L.A. Pavithra Maduwanthi	
03	Department Commerce	Senior Professor E. Dayarathne	
04	Department of Estate Management & Valuation	Dr. (Mrs.) N.C. Wickramaarachchi	
05	Department of Accounting	Dr. A.H.N. Kariyawasam	
06	Department of Marketing Management	Dr. K.P.L. Chandralal	
07	Department of Human Resource Management	Dr. <sup>G.D.V. Perera</sup> M.G. Tharangani	
08	Department of Finance	Dr. (Ms.) P.A.N.S. Anuradha	
09	Department of Business Economics	Dr. D.R.J. Siriwardena	
10	Department of Decision Science	Mrs. D.M. Wedage	
11	Department of Information Technology	Dr. P.D.K.A. Kumara	
12	Department of Entrepreneurship	Mr. M.V.S.S. Udayanga	
13	Business Communication Unit	Ms. Sepali Bamunusinghe	
14	Legal Studies Unit	Mr. Nihal Chandratilaka	





Programme Review - 2018

B.Sc. Business Administration  
(Special) Degree,

Vice-Chancellor's Meeting  
(Date: 13.11.2018)

Prof. Amarathunge (VC) 

Dr. Ratnam <sup>v</sup> Vijayakumaran 

Dr. Aminda Perera 

~~Dr.~~  
Prof. Ranjith Pallegama 

Dr. Dharmika Jayawardena 

Ms. Risini Ilangasinha 

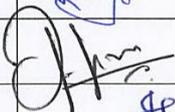
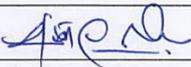
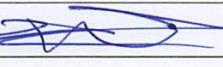
Mr. Thushara Dassanayake 

## Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

### Facility Visit

Date: 14.12.2018

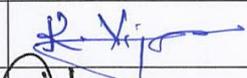
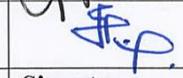
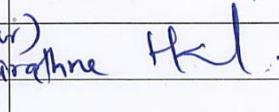
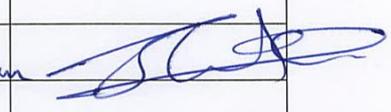
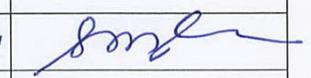
	Name	Signature
<b>Panel of Reviewers</b>	DR. Rathnam Vijayakumaran	
	Prof. Ranjith Palllegama	
	Dr. Aminda Perera	
Centre/Unit	Participants	Signature
Business Com. Unit	Ms. Sepali Bamunasinghe	
	Dr. Hishanthi Wijewar	
	I. A. Kaviratne	
	Janitha Ekanayake	
* Student Support Center (Faculty)	S.H.L.A.A. Bandara	
*) ABA	Palhan Kodakara	
ABA President	R.D.J.S Ranathunga	

## Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

### Facility Visit

Date: 14.12.2018

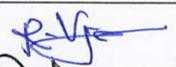
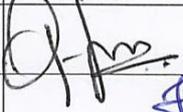
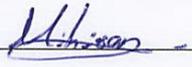
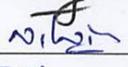
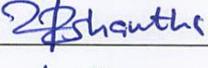
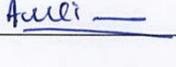
	Name	Signature
<b>Panel of Reviewers</b>	DR. Rathnam Vijayakumaran	
	Prof. Ranjith Pallegama	
	Dr. Aminda Perera	
Centre/Unit	Participants	Signature
CGU	→ Hiranu Wijegunaratne HkL. (Te. Career Advisor)	
	→	
	→	
	→	
	→ Srip Jayawardhana (T. e. A.)	
	Dr. T. S. M. Anura	
Student Welfare	K P Y Thush	

## Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

### Facility Visit

Date: 14.12.2018

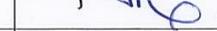
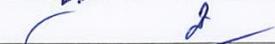
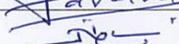
	Name	Signature
<b>Panel of Reviewers</b>	DR. Rathnam Vijayakumaran	
	Prof. Ranjith Pallegama	
	Dr. Aminda Perera	
Centre/Unit	Participants	Signature
Dr. Amala Hostel	J. M. K. G. A. A. A. A.	K. A. A. A.
GYM	M. K. Wijesariya	
SD.C	L. D. Nayani Pushpakum	Ny.
medical centre	N. Loickramaratne	
ITRC	P. H. A. B. Shantha	
Library	K. W. A. M. Konpola	

## Quality Assurance Programme Review – 2018

Department of Business Administration  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

### Meeting with Alumni/Industry Members

Date: 15.11.2018

Name	Signature
<b>Panel of Reviewers</b>	
DR. Rathnam Vijayakumaran	
Prof. Ranjith Pallegama	
Dr. Aminda Perera	
<b>Alumni/Industry Members</b>	
U.P.L.D. Pathirana	 15.11.2018
D.M.K.R. Bandara	
M.T.D.P.M. Perera	
T.R.S. Dharmaratne	
Nishantha Samarakoon	
Padrajith Sirwardena	
S.P. Nelki Shavindika Senadheera	
M. PARANI M. PERERA	
M.F.F. NIFLA	
Jananga Piyadasa	
Ravio Prasanna	
Asiri Amarasinghe	
Madhavi Batagoda	