

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

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

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

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

Methodology

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

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

Table 1: Program Team

Sr.#	Name	Designation
1.	Mr. Muhammad Naeem	Lecturer (Marketing)
2.	Mr. Aamir Azeem	Instructor (Accounting and Finance)
3.	Ms. Shahida Jahangir	Instructor (Management)

2. All the relevant material such as SAR manual, different Survey forms, etc. was provided to PT.
3. Continuous support, guidance and feedback were provided to PT members to prepare the SAR for said program.

4. After completion and submission of the final SAR from PT, an Assessment Team (AT) was formulated by Director DQE with the consent of worthy Rector and a Subject Specialist & Expert from outside was also included. The formation of PT is given in Table 2:

Table 2: Assessment Team

Sr.#	Name	Designation
1.	Dr. Humair Asad	Assistant Professor, IBA, University of Punjab, Lahore
2.	Mr. Syed M. Hassan Buhkari	Lecturer, Accounting & Finance, VU
3.	Mr. Awais Imam	Instructor, Marketing, VU

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

Parameters for the SAR:

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

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

Key Findings of the SAR:

Following is the summary of the key SAR findings:

Academic Observations:

1. The program has documented measureable objectives which are supported by the department's and program's mission statements
2. Department has energetic, innovative and self-motivated faculty but is lacking highly qualified senior PhDs subject specialist faculty.
3. In order to attract senior faculty members and to retain current faculty members on permanent basis there should be an option of time flexibility.
4. Department has the deficiency of updated books and physical library relevant to their programs. E-book, E-Journal access/facility should be provided to the faculty members as current access is very limited.

5. There should be a proper way of interaction between students and teachers by arranging proper counseling and tutorial programmes.
6. The program has documented measurable objectives which are supported by faculty and institution mission statement. Programs outcomes could not be appropriately achieved because same courses are been taught in different level of degree programs, whereas MBA Executive demands practicality in industry. For instance, the same video lectures of "Leadership and Team Management" are provided to BBA/BS and to MBA (Executive) students. There should be pedagogical difference in courses offered to MBA (Executive) students and BS students as each program has its own objectives and outcomes.

Administrative/Other Observations:

1. The report is not developed according to SAM as most of the information is missing.
2. The number of campus-based activities for the students must be increased so that the deficiency in their communication and presentation skills can enhance.
3. Non-existence of proper faculty offices & unfitting office environment is hitting unfavorably and dropping the motivation level of faculty.
4. In order to retain or to enhance the capabilities of the faculty members, University has introduced faculty development Programs but unfortunate the program is not much popular or getting acceptance from faculty as it is currently not providing paid leave in case of higher education, not offering any scholarship (local or foreign) for PhD and no flexibility in working hours.
5. There must be a periodic auditing for Labs / PVCs.

Conclusion and Recommendations:

While analyzing Criteria Referenced Self-Assessment, it has been observed that Department's performance is not satisfactory as there are few gray areas due to which the department's is perceived as underperformed. This perception is reflected in terms of moderate overall assessment score (56/100) reported by AT. This low score is due to Criterion # 2 (Curriculum design and organization), Criterion # 6 (Faculty) and Criterion # 8 (Institutional Support). The low score reflects that these criteria are not periodically evaluated and it is necessary that these criteria should be addressed immediately. Lack of updated curriculum and instructional design, library, faculty's demotivation regarding career development, inappropriate office environment and nonexistence of faculty offices are other serious impediments that need to be rectified.

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

Rizwan Saleem Sandhu
Deputy Director, DQE

Director QEC: _____

Worthy Rector: _____