

Executive Summary
Self-Assessment Report (SAR) of Program MBA (3 ½ Years)
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 (3 ½ Years) program
2. Conduction of critical review and submission of **Assessment Report (AR)** by Assessment Team for MBA (3 ½ Years) 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 Arslan Ramzan (Coordinator)	Lecturer (Accounting & Finance)
2.	Mr Nadeem Khalil	Instructor (Finance)
3.	Ms Maryam Tanveer Querashi	Lecturer (HR/ Management)
4.	Ms Sumbal	Instructor (English)

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.	Mr Uzair Ahsan	Assistant Professor (GCU, Lahore)
2.	Mohammad Zaheer	Assistant Professor (Management)
3.	Dr. Mohammad Irfanullah Arfeen	Assistant Professor (Management)

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. Department has energetic, innovative and self motivated faculty but is lacking highly qualified senior PhDs subject specialist faculty and this nonexistence of senior faculty resultantly reflects in the form of limited in-depth theoretical expertise in research activities.

2. There is immense need that a research cell should be developed in the department to promote research culture among faculty members.
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. University Research funding should be circulated openly to faculty members for capacity building and to make faculty members internationally compatible.
6. Subtitles of video lectures in different languages should be introduced for overseas students as well as for those where Urdu is hard to understand.
7. There should be a proper way of interaction between students and teachers by arranging proper counseling and tutorial programmes.

Administrative Observations:

1. There is intensive demand for semester break.
2. Non-existence of proper faculty offices & poor office environment is hitting unfavorably and dropping the motivation level of faculty.
3. There must be a periodic auditing for Labs / PVCs.
4. Lack of Infrastructure which include limited space for faculty members.
5. Shortage of faculty members which results in over burdening of existing faculty members.
6. Demotivated and less satisfied faculty is an alarming situation for university.
7. Student-Teacher ratio is inadequate and is an impediment in the achievement of program outcomes, therefore it should be addressed.

Conclusion and Recommendations:

While analyzing Criteria Referenced Self Assessment, it has been observed that Department's performance is satisfactory but there are many gray areas due to which the department's is perceived as underperformed. This perception is reflected in terms of low overall assessment score (50/100) reported by AT. This low score is not due to any specific Criterion rather almost all Criteria are responsible and are sharing low score. The Criterion contributing most for the low score of the program is clarity in mission statement and non-measurable objectives/outcomes of the program. One most important aspect emphasized by AT is the fact that department must be led by an individual as a department head who is a PhD or senior subject specialist faculty member. Lack of library, privacy, 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: _____