

KNOWLEDGE MANAGEMENT AT HIGHER EDUCATIONAL INSTITUTES IN BANGLADESH: THE CASE STUDY OF SELF-ASSESSED PROCESSES OF TWO EDUCATIONAL INSTITUTIONS

Muhammad Mahboob ALI

Dhaka School of Economics (Constituent Institution of University of Dhaka, Bangladesh)

e-mail: pipulbd@gmail.com ,mahboobalidsce@gmail.com

Vichayanan RATTANAWIBOONSOM

Dean, Faculty of Business, Economics and Communications, Naresuan University, Thailand)

e-mail: vichayananr@nu.ac.th

Farheen HASSAN

American International University-Bangladesh (AIUB)

e-mail: farheen@aiub.edu

Alexandru-Mircea NEDELEA

Stefan cel Mare University of Suceava, Romania

alexandrun@seap.usv.ro

Abstract

Knowledge Management of higher education is correlated to self-assessment process .This can act as a well-thought-out groundwork for effective decisions and work plan relating to quality assurance at Bangladesh. The research was created on secondary sources and presents qualitative research. Department of Accounting and Information System of Jagannath University (JU), Bangladesh and Department of Pharmacy, Dhaka International University (DIU). In command of progress and ensure excellence in Advancement of Educational Institutions are obligatory to be more receptive to the global varying requirements of both types of internal and external stakeholders as observed by the authors. University Grants Commission (UGC), Bangladesh should come forward with ranking system of journal rankings to improve quality of research as observed by the authors. Employability skill among the students with originality and inventive nature is being required. For selecting teachers, in the circular of public universities they should refrain from advertising that private university passed students cannot apply as suggested by the authors. Authors' recommended that the country need to shape own branding through formulating National educational qualification framework from preprimary to Tertiary level of education with an appropriate connection and evaluation not following mainly Malaysia but also developed nations need to be prepared.

Keywords: Employability Skill; Higher education and Impact on Macro economy; Economic Development, Ranking of Journal

JEL Classifications: E71, I25

I. INTRODUCTION

Bangladesh government is trying to improve its higher education system for which trying to improve knowledge management at the education sector. Diverse sort of higher educational institutions are providing education both in the general line and scientific arena of the country. Bangladesh's advanced teaching in numerous forms is conveyed by the degree colleges, university colleges, universities together public and private, and too the government accepted organizations of practical teaching and /or training that admit pupils who have finished 12 years of official education (Siddiqi 2016). Re-alignment of the global advanced teaching agenda with the 2030 under Sustainable Development Goals (SDGs) to augment teaching superiority and supportable existing for global societies are required. In order to attain the SDGs, the global advanced education civic necessities accept an additional comprehensive, reasonable schedule which embraces methods that will expand their information proper and vantage point. Especially SDG 4 is related to education which refers to attachment, unbiasedness and excellence teaching for altogether. Globalisation of learning is an alternative to the current internationalization discourse which advocates for the respectful sharing of cultural wealth and strengths of diverse global communities (Patel, (2017). Higher education recounts part and belongings towards demonstrative, responsive, community, and rational issues on the process of macro-economic development of the country.

The Ministry of Education of Govt. of Bangladesh with the support of the World Bank was commenced a Higher Education Quality Enhancement Project (HEQEP) which will be ended by December 2018. The goals are to cultivate the excellence of teaching-learning and research competences of the tertiary teaching organizations at advanced teaching level. But bureaucratic mannerism of UGC officials in Bangladesh creates some sort of divergence to greater access of the UGC's digital library.

Total 69 universities of the country out of which 38 public universities and 31 private universities were established Institutional quality assurance cell and practiced self-assessment process at various entities. ² Bangladesh Accreditation Council Bill 2017 was passed at the national Parliament. The government recently appointed former vice chancellor of Jagannath University Prof Mesbah Uddin Ahmed as the first chairman of the autonomous body for a four-year term.³

Self-assessment might be measured as the groundwork for effective decisions and work plan relating to quality assurance. Once the survey among five stakeholders but did not take survey of parents and data analysis is done, understanding the real life scenario of the departmental position where it stands is a decision must be taken regarding the design of the self-assessment report. (Quality Assurance Unit, 2014).

Suppose the study considered following Cobb Douglas production function for preparing excellent educated person:

$$Q=V K^{\alpha} E^{\beta} \dots\dots\dots(1)$$

Where, Q = Excellent Educated person as a finished product

E = Proper education as input

K = Capital invested as input

V, α , β = positive constants.

In the aforesaid equation(1), the inputs such as Proper education and Capital invested are increased by “ t “ times, then Excellent Educated person as a finished product will also increase by “ t “ times.

II. LITERATURE REVIEW

Ahmad (2002) observed that the rapid growth of enrollments in Bangladesh has to lead to increase access to higher education for the traditionally less privileged population, women and students from rural areas.

The effective use of the findings of the testimony at the micro level both Peer appraisal is especially useful in assuming personality characteristics, social relations skills etc. with typical behavior pattern (Linn and Miller ,2008).

Gallagher described that “Integration of efficiency information may occur before a difficult challenge. We will weight up our perceived skills ,our physical and emotional state ,words of encouragement from others and then make a decision as to whether or not to ‘go for it’.”

While the strategic plan’s goals and objectives remain a source of guidance and focus, the implementation plan delves into the messy work of getting the job should be done (Hinton,2012).

Rahman,Sarwar et al. (2012).described that institution markets can make use of findings to tailor their marketing activities toward a student’s actual need.

Outcome based teaching learning system and inductive instructions should be encouraged (Vijayalakshmi et al.2013).

J.E.Herbert(1776-1884) **and his follower developed the** lesson planning as mentioned at Pathak and Chaudhary (2012) is shown below:

Clearness	to	Preparation
Association	to	Presentation
System	to	Abstract (Comparison and Generalization)
Method	to	Application

Source: Pathak and Chaudhary(2012).

Table: 1 Approach to Lesson Planning

In the aforesaid the study approaches to lesson planning lead to clearness, association, system and method. Following process for broad competencies which can be followed for education purposes are given below in

Table:2:

Table: 2 Broad Competencies

Broad Competencies
 Improvement efforts focus on process
 Cross-functional trained individuals
 Enhanced utilization of personnel and/or equipment
 Focus an organization mission and objectives
 Increased communication with appropriate departments/areas
 Shared accountability and responsibility
 Organization focus versus department focus
 Optimizing organizational performance
 Significant gathering and use of feedback from customers
 Seamless Organization

Source: Summers (2009).

Board Competencies ultimately give strength to develop and manage knowledge for job market preparedness as shown in Table:2.

The Outcome Based Teaching-Learning systems place importance on outcomes measurement rather than inputs of curriculum covered. Outcomes may include varieties of information, talents and outlooks. Process management at the educational sector must be improved (Summers, 2009). Educational technology of the HEIs should be improved (Pathak and Chaudhary , 2012). Programme Outcomes (POs) which is calculated at the end of graduation, and the other, the Programme Educational Objectives (PEOs) are evaluated for a longer time period (around 4–5 years) after graduation (Tshai et al. 2014). The capacity to produce quality feedback is an essential graduate ability, and, therefore be supposed to obtain a great deal of awareness in advanced learning curriculum (Nicol et al.2014).

Mapping of course learning objectives (CLOs) aligned with program outcomes (POs) is necessitate to be finished. Percentage of accomplishment of every objectives and outcomes are required to be calculated (Vijayalakshmi et al. 2013). “Accreditation provides added assurance that the program in which students are enrolled or are considering enrolling is capable of achieving what it set out to do”(Chakraborty and Rajasekharan,2014).

“Besides academic performance, it has been acknowledged that graduates should be equipped with industrial relevance skills to increase their marketability and competency rule” (Bustamam and Anim,2017)

III. AIM

The study actually wants to attain how knowledge management can act in a better manner for considering self-assessment process. This will lead to understand how far the university education prepared the student for the job market. Quality enhancement is always based on perception and cognitive view of the alumnus, employer as well as faculties, current studies. However, parents need to be included in the assessment process. Ultimately positive result of quality enhancement at higher education will lead to strengthening macro foundation. As such the study has been undertaken with a research question whether self-assessment can be really active and well-organized to implement post improvement plan through cyclical manner considering PDCA?

IV. METHODOLOGY

The study is established on secondary bases and presents qualitative research. Department of Accounting and Information System and the University, Jagannath University (JU) and Department of Pharmacy, Dhaka International University (DIU). Data was analyzed using qualitative method. This paper will also discuss self-assessment of both the universities two departments.. First we choose one public university’s one department under business faculty and another is private university’s another department under science faculty to analyses their self-assessment report along with Outside peer review report to determine where both the departments position . Qualitative natures of deliberations did through this study. Two programs were chosen for this study from the two universities. Department of Accounting and Information System of Jagannath University (JU) and Department of Pharmacy, Dhaka International University (DIU). Time period of the study was from June 2018 to October 2018. As such we analyses two case studies to assess real picture of the two universities one each dept. where Self-assessment including peer review is done. Based on peer reviewers report the study kept only important points.

V. RESULTS

Results are discussed on the basis of the key findings of the two case studies are discussed below in Table:3 :

Table:3 Comparison between two departments of two universities

Sl no.	Topics	Jagannath University (Dutta et al. 2016)	Dhaka International University (Rattanawiboonsom, et al. 2017).
1	Brief History	Jagannath University is situated in the southern a part of the city of Dhaka is situated at the river Buriganga, Bangladesh. This prestigious educational establishment has a history of about 150 years which started in 1858 when Dhaka Brahma School was founded in 1858 by DinanathSen, Prabhatcharan Roy, Anathbandhu Mallik and BrajasundarKaitra. The Jagannath College was transformed into the Jagannath University in 2005. Faculty of Business Studies was introduced first 2005-2006 academic session and started functioning with two departments i.e. Accounting and Management which were renamed as Department of Accounting & Information Systems and Department of Management Studies in the year 2010. The Department of Accounting & Information Systems (AIS) started its journey with 22 teachers and near about 4000 students in October 2005. After transforming the Jagannath College into Jagannath University, the Department of Accounting & Information Systems has firstly offered BBA program since 2005-2006 academic session and now, the department has offered Master of Business Administration (MBA) program keeping with the trend of grater appeal and acceptability in the professional arena and to successfully face the competitive environment in the modern business world.	Dhaka International University was started on 7 April, 1995 in the private sector. Private ownership based university claimed that it is an institution of higher learning which encourages and inculcates moral principles, ideals and rules .Pharmacy Dept. has large number of foreign students especially from Nepal and providing only B.Pharm degree which is accredited by Bangladesh Pharmacy council.
2.	Governance: Organization and Management:	The department does not have its own vision and mission statement at the program level entity. A quality policy documents is needed to guide the activities of the department. The review team feels that the program vision, mission and objectives need to be circulated to all to align with the overall university vision-mission statement	<ol style="list-style-type: none"> 1.Internal and External stakeholders need to know the latest academic to know the latest academic development activities like research, course development, planning, etc. through face book, twitter ,LinkedIn etc. 2. Department should encourage Internationalization program. 3.Strong recommendation for Employability wing and career development center which is needed to be established at department level and program level. 4.Alumni association requires to be officially formed and database maintenance is required with linking graduate profile. 5.Program level vision and mission should be linked with course level and including learning outcome . 6. Students, teachers, education, research and other data relating to program and management is necessary for effective .Google class room should be arranged. 7.It is strongly recommended to set up “Human Recourse Training Center” at Central level both for academicians and non-academicians. Young faculties should get training. Non -academic staff need training as per their off job training. 8.Proctor should be full time faculty position. 9.Pharmacy carnival may be introduced each year. 10.Department urgently need a head of the dept. with PhD degree. Moreover, should keep some advisors who have PhD but young. 11.Social Business Club should restructure their commitment towards community engagement by taking following steps with PKSF who undertook a special programme, titled ENRICH. 12. A female nurse and female hostel super is required. 13.IELTS and BCS preparation for outgoing students need to be arranged

			13.If any student or any person related to the university brings false allegation of eve teasing then there should be a system of punishment for false allegation which should be incorporate in the appropriate code of conduct.
3.	Curriculum Content Design and Review	Curriculum Review is done periodically. Syllabus has recently been updated accommodating contemporary areas and recent developments/practices. There is a necessity to focus on the communication skills as expressed by the employer, alumni and parents. Many students can't speak in English and naturally become deterrent for job prospects.	<p>1. In undergraduate course Course CS-101 should be renamed as Computer application for pharmacist. Programming language should be deleted. Cutting edge situations and mobile electronic pharmacy list, Strategic alliances partnership, ERP, PPIC should be included. ICT and Electronic Business and Banking should also be included.</p> <p>2. HUM-111 should be renamed as Socio-Economic and History of Bangladesh. Following points require to be included: Ancient period, different tourist spots, archaeological spots, historical spots, Sustainable development goal, Micro savings, Community banking, Role of PKSF, Changes in rural dynamics ,reduction of Poverty, Bengali literature for last 1200 years need to be included. Emergence of Bangladesh should be kept. As a text book following book is recommended: Bangladesher Sandhanya ,Mobasher Ali,2017,Student Ways.</p> <p>3. There should be a formal feedback system of curriculum design and development, teaching and learning for improvement from students/ alumnus/ employers as the nature and learning styles are continuously changing.</p>
4.	Student Admission Progress and Achievement	Student admission, as per the Government guidelines is fair. Student performance tracking is not done. Result analysis of the student's batch wise, subject wise and comparative studies between two semesters of two different years need to be done and remedial measures to be exercised to ensure better outcome.	<p>1.The database of students should be designed and established for monitoring of students' progress, and achievement.</p> <p>2. Students who passed from this department and proved their worthiness need to be recorded.</p> <p>3. Sometime alumnus can be brought to deliver speech/special talk to motivate students acting as mentor/coach for increasing employability skill.</p>
5.	Physical Facilities	A spacious reading room is sought after by students for study purpose. The lab has the older version of Tally software which is failing to meet the needs of the students. Seminar library should have better place for reading access. Hostel accommodation problem is acute.	<p>At least 10% cost of the hostel fee may be raised and increased facilities for reading table along with keeping computer at each room. Plan for hostel's emergencies and evacuations are being needed.</p> <p>2. The central library should be air-conditioned and digitized. At the department level, access to e-library must be introduced and encouraged in every course.</p> <p>3. The location of the university is in the remote area. To save time and energy of the students and to develop superiority of campus life, the university must be fully-residential.</p> <p>4. Campus job for students may be arranged.</p> <p>5. More Pharmacy related lab facilities ought to improve.</p>
6.	Teaching-Learning	Classroom management in terms of teacher reporting time needs considerable improvement. Teachers' class- engagement and delivery are of good standard. Because of large batch size there are some limitation in terms of group assignment, individual presentation and also special care to the slow learners in the class room.	<p>1. Teachers' teaching performance should be evaluated semester wise by the students.</p> <p>2. Peer review system should be arranged.</p> <p>3. "Human Recourse Training Center" should encourage faculty development through using Bloom's Taxonomy.</p> <p>4. In teaching and learning process of each course, the students should be encouraged to prepare themselves by using lesson plan aided by Google class room.</p> <p>5. There should be more scope for pharmacy, technology integration and skill development mechanism.</p> <p>6. Research labs should be established.</p>
7.	Assessment of Student Performance	Exams are as per the academic calendar but result is not published in time. The result did not accessible on the website. Mid-term answer scripts require observing by students except for few special cases. Rubric which deals with in achieving lead to assess the worthiness of the student through build in response of teaching -learning is not properly done. 'Level of learning' assessed is mainly biased towards lower level outcomes; efforts	<p>1. An approved circular by the Syndicate on the following process may be approved on the basis of recommendation from Academic council: Preliminary result will be published by the dept./exam. Committee and after cross checking, final result is normally declared by the Controller of Exams.</p> <p>2.Exam. System need to be automated.</p> <p>3. Implementation of skill development plan can be integrated with course teaching-learning and co-curricular activities.</p> <p>4. Humanistic approach, values, moralities and love for</p>

		should be made to incorporate outcome based questions to ensure creativity and higher order of learning.	motherland should be discussed by the faculties for the students. 5.TOT program on “How to teach autistic persons “may be introduced
8.	Student Support Services	Foundation course is not conducted for the fresher. Academic counseling is not done periodically. No provision of tutorial groups. There is no professional psychologist at University level. Skill mapping exercise (training need analysis) may be improvised. Skills like communication skills, general aptitude etc. training are needed to improve the employability skills amongst the students. Entrepreneurship training and requisite support mechanism are advisable as an alternative to placement.	1. The university need to become member of Bangladesh Research and Education Network. 2. Faculties should be encouraged to do research work and complete higher studies at home and abroad so that they can facilitate education. 3. Career planning program for students should be organized annually and links with organizations outside for job fairs, job placement, etc. Employers and alumnus may help in this respect. 4. The Department should have an annual program for students’ co-curricular and extra-curricular activities. 5. Each teacher should give specific student counseling hour and inform it to the Chairman of the department. 6. Social Business Club should restructure their commitment towards community engagement to create productive and sustainable employment opportunities for the poor by ensuring optimum use of their existing resources and enhancing their human capacities. 7. Urgently a female nurse and a female hostel super are required.
9.	Staff Facilities	Staff facilities are not satisfactory based on (a) Recruitment, (b) Staff Development, (c) Peer Observation, (d) Career Development, and (e) Key Performance Indicators (KPIs) indicators.	1.Workshops /Training for academic and non-academic staff should be planned by the IQAC with the assistance of forming HRDI according to the needs/ requirements of the personnel in the Department, in cooperation with the centers concerned in that particular need. Special emphasis ought to be given on computer learning. 2. Library assistant of the permanent campus may be encouraged to do post graduate in library science program. 3. Compensation and non-compensation packages need to be increased. 4. Staff facility is very poor in comparison to public university.
10.	Research and Extension	The department requires having proper policy to ensure necessary and effective research and development activities in the department. The faculty members have clearly expressed that the department’s policy is not adequate to support research and development activities in the department. Department does not have its own Journal and E-Newsletter. External or industry sponsored project in the department is lacking. .	1. Research policy of the Department should be established. This activity will help to strengthen the research contributions of the Department and focus on the issues that will be the strength of the Department. 2. Under MOU with foreign university research collaboration as per existing rule of the Bangladesh may be established for doing research work of the faculties of Pharmacy dept. 3. Journal of the university must possess quality. Indexing of the journal is very much needed. Dept. must ensure a separate journal which may be published
11.	Process Management & Continuous Improvement	The department requires to have proper policy to ensure necessary and effective research and development activities of the department. The faculty members have clearly expressed that the department’s policy is not adequate to support research and development activities in the department.	1. For further improvement, the management information system using appropriate software should be introduced for effective and efficient program management. 2. Under the leadership of the Department, a project on upgrading the integrated management information system be developed and executed as one of the priorities in improving quality education issues. 3. To take necessary steps to prepare themselves for National accreditation. 4. The department requires to prepare a quality improvement plan for enhancing the quality of teaching, appointing researched based academicians, learning and research, implementing outcome based teaching and learning, student engagement in the classes by taking into consideration the recommendations provided by EPRT. 5. Nonprofit health organization may be aligned with the dept.

(Source: Compiled by authors from Dutta et al. 2016 and Rattanawiboonsom, et al. ,2017)

VI. ANALYSIS OF THE FINDINGS

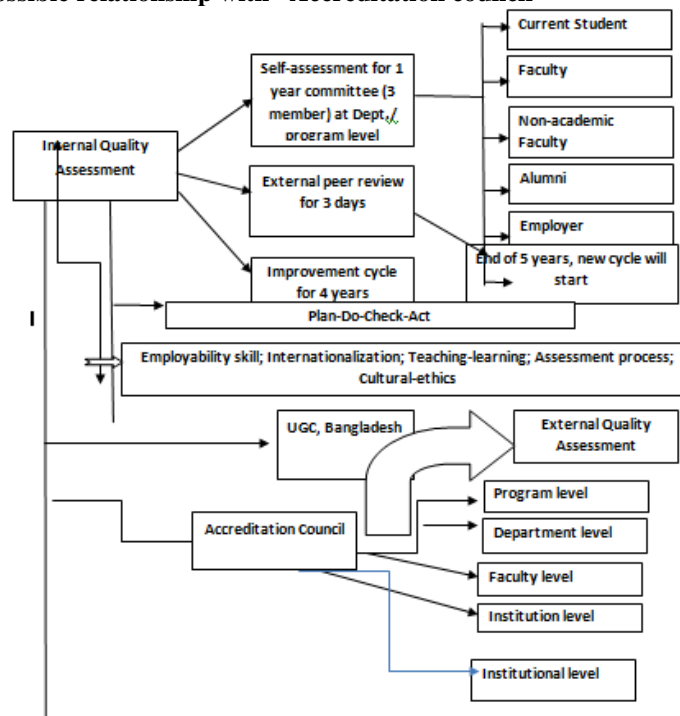
From aforesaid discussions it is observed that both the university’s dept. lack some drawbacks. As such they should take post self –assessment improvement plan for next four years.

Departments need to deliberately translate their respective vision and mission into their long-term goals, in the form of vision and mission statements at the department level. In order to improve and ensure quality in Higher Education Institutions (HEIs), educational institutions are required to be more responsive to the global changing needs of all the stakeholders. Exactly, self-assessment process workout, particularly for both the universities that instigated to do at the first time, goals to regulate equal to advance educational excellence need to be attained. The intended learning outcomes mentioned in the SAR were recognized according to perspectives of employers and industries in case of the universities. The outcomes are satisfactory first course for important skill sets (technical, social and self) of the graduates who can have high employability must be achieved by both the departments of two universities. “Course Learning Outcomes” must be coincide with “Programme learning outcomes”. Accounting department of Jagananth University must establish practical lab on accounting as well as business incubator. Curriculum ought to align with program objectives, intended learning outcomes through proper skill mapping of both the universities. The employers’ feedback is sparkly the essential to set exit skills of the pupils to chance obligation of job markets for both the universities. The exit prerequisite depends on latent of the pupils at the entrance idea and forte of the curriculum. However, the SAR only delivers current evidence of physical amenities, typically on magnitude basis of both the university though Jagananth University is in a relatively better position.

Higher educational institutes should improve their public awareness for improving quality of community development and social obligations. Tertiary educational institutes must be non –profitable though some private institutes put emphasis on profit motive. Education and knowledge management should be Teacher –student centric as well as library management both in presence and online system. Google class room can be effective one for studying platform. Marketing among the students for their future perspective must be main motto which can be attained thorough employability skill and soft skill. Publicity of the educational institute ought to be based on truth basis so that it can work to mitigate social obligations and legality. Excellence of higher education is a global issue and the country should not limit itself to the national boundary only. International collaboration and cooperation may enhance the IQAC and other initiatives by incorporating best practices in higher education around the world for which Bangladesh needs to have their own branding. Accreditation council should act as an external assessor to maintain quality of education and maintain benchmarking for attaining global standard education at Bangladesh. Quality assurance and accreditation council both are highly coorelated.

Figure:1 shows current scenario of IQAC, self-assessment and possible relationship with Accreditation council which is going to be established is incorporated in the figure.

Figure:1 IQAC and possible relationship with Accreditation council



VII. CONCLUSIONS AND IMPLICATIONS

Bangladesh lacks scientific and technical knowledgeable person. The country need to develop more industry need based people. Both departments as well as mutually Universities can advance their appearance and status in the domestic and worldwide through captivating suitable phases. Partnership with other universities for interactions, consultancy, case study competition, pharmacy carnival or business carnival and combined study plans need to be encouraged. Current Vice Chancellor of the Jagannath University Professor Dr.MijanurRahman has been trying to improve the quality enhancement and raise the facilities of the students of the university. He plans to build hostel facilities at new campus along with other physical and logistic support within the rule. Accounting department can take steps to establish incubator programs and comprise numerous procedures of mentorship and provision, and cultivate the commercial for the time it takes for it to become on its bases, from time to time for numerous existences. To improve quality of the students' professional accelerator is on fast evolution, and to category available all structural, active, and planned problems that strength be in front of the industry.

Dhaka International University is also trying to improve its quality. But they need a dynamic Vice Chancellor. The dept. must arrange to mitigate experiments put on the excellence enhancement procedure in pharmacy settings. However, both the dept. of the university must follow the post self –assessment improvement plan of quality assurance unit of UGC, Bangladesh. Graduates need to entirely fortify for the encounters in the 21st century's job market. Academicians bearing research for journal, and the amalgamation of study into their education is the vital to safeguard present matters are combined into all knowledge agendas. Student centric teaching-learning through considering stake holders need to measure in the value, perseverance, and management.

Accreditation council of Bangladesh should start functioning without bureaucratic mannerism of delay. HEQEP will be ended by the end of the year 2018.New project will be undertaken by UGC, Bangladesh. But problem lies the higher educational qualification framework which is under process is mainly followed Malaysian framework as per the provocation of the World Bank. But Bangladesh should go with the National qualification framework considering developed nations like USA, UK, Canada, and Australia. UGC should come forward with ranking of the journals published by the HEIs of the country to enhance the excellence. Meanwhile, higher educational institutions must ensure employability skill and soft skill. Among the students through motivation, capability should be attained through their rational aptitude of them to contribute in lawful actions or dealings, and the emotional circumstance among them to attain obligation to remain accountable for their assessments or deeds. Knowledge management among the students with entrepreneurial spirit should be in built which ultimately help to attain a positive macroeconomic role to play for cognitive and behavioral performance. This will lead to economic development of the country.

National educational framework should be prepared with strategic management based on vision, mission, target and super goal oriented with focused oriented implementation. (Quality Assurance Unit, 2014). Alternative project like HEQEP need to be arranged.

For foreign students, additional support system should arrange by the higher educational institutions such as affordable accommodation, including food, sporting activities, healthcare facilities/first-aid, and gymnasium, community engagement, and heritage, cultural and social programs and removing language problems as well as close to all conveniences. To develop a perfect model of value in the developed educational arena we can use PPF (public-Private-Foreign) partnership. Love for motherland, patriotism and refrain from any terrorist activities of the students are very important. As mentioned in the introduction of the article the study observe that in accordance with Cobb –Douglas production function the inputs such as if proper education and Capital invested are increased then Excellent Educated person as a finished product will also increase. Self- assessment is a vital point to understand where the program and courses are standing and get wider scope to modification for continuous improvement programme.

In future an in-depth study should be done where utilization of the fund, performance budgeting of the tertiary educational institutes, class auditing, governance ,facilities, activities of Trustee board especially private sector(as they sometimes even did not pay money to the VC for example, Presidency University, Bangladesh and forced to resign for their profit making activities as he did not accept unethical practice of certificate selling and low graded student equivalence) and checking and management of implementing process to develop the education system. Even they did not paid the due amount of the former Vice chancellor's money. Further activities of ministry of education's personnel and UGC's personnel should be assessed by *ombudsman* who ought to appoint by the National Parliament.

For selecting teachers, in the circular of public universities they should refrain from advertising that private university passed students cannot apply. This lowers prestige of the overall educational quality assurance. Separation among private and public university should be avoided especially in case of appointment of the faculties.

Employability skill and soft skill of the education sector with creativity and innovative nature is being required to attain managerial efficiency. Strong political determination by the leaders of the BIMSTEC member countries will help to cater the need in improving quality higher education's at this regional arenas. China's one belt and one road initiative is dangerous not for Bangladesh only but also for India in long run. In such a case educational cooperation through BIMSTEC may not be feasible to work like ASEAN which work as the Work Plan on Education 2016-2020 will channel cooperation in education and will join as strong bindings among ASEAN discourse associates and a diversity of international organizations, including entities that sustain ASEAN(Choong,2016).Taking aforesaid example, regional and international cooperation at educational sector with visionary zeal, missionary enthusiasm guided by super goal to enhance quality education at higher educational institutes and implementation with focused based strategic planning with collaborative effort are much being looked-for. Now the country needs to build its own branding through preparing National educational qualification framework from preprimary to Tertiary level not based on Malaysia rather developed nations with a proper linkage and assessing appropriate essential to develop suitable human resources. Macroeconomic sustainability can be attained through excellence of educational management which in turn provides positive return on investment and progressive contribution towards development of the economy of the country.

Endnotes:

- ¹ <http://heqep-ugc.gov.bd/> (Viewed on 15th April,2017).
- ² <http://www.worldbank.org/en/results/2016/10/07/ensuring-education-for-all-bangladeshis>(viewed on 1st Septmebr,2017 and no. of participants universities were updated from QAU of UGC)
- ³ <https://www.daily-sun.com/home/printnews/328432>(Viewed on 1st October ,2018).

VIII. REFERENCES

1. Ahmad, Zaheda (2002). "Education in Bangladesh: Retrospect and Prospect", Contemporary issues in Development –Essays in Honour of Qazi Kholiqzaman Ahmad, Asit K.Biswas et al.(editors),Bangladesh Unnayan Parishad,p.-276.
2. Au, Oliver and Kwan, Reggie(2009). "Experience on outcome-based teaching and learning", International Conference on Hybrid Learning and Education, Hybrid Learning and Education, Springer .pp. 133-139.
3. Bustamam ,U.S.A. and Anim,N.A.H.M.(2017). "Academia-Industry linkages: Nurturing the entrepreneurial graduates-A case study of University Sains Islam Malaysia(USIM)",Daffodil international University Journal of Business and Economics,Vol.11,No.1,pp.93-100.
4. Chakraborty,M. and Rajasekharan,R.(2014). "Performance excellence in Management education-a road map", Revitalization of Management Education, R.G.Saha (editor), MTC Global, India,pp.222-232
5. Choong,Meng Yew(2016).ASEAN education ministers adopts work plan on education,<http://annx.asianews.network/content/asean-education-ministers-adopts-work-plan-education-18076> viewed on 1st October,2017.
6. Dutta, Bholanath et al.(2016):Department of Accounting and Information System, Jagannath University, Bangladesh, External Validation report,12-14 November (mimeo).
7. Gallagher,Kevin (2010).Skills and Development fir Business and management students, Oxford University Press,N.Y.,p.45
8. Hinton , Karen E. (2012). A Practical Guide to Strategic Planning in Higher Education, Society for College and University Planning
9. Linn, Robert L. and Miller ,M.David (2008).Measurement and assessment in Teaching,
10. Pearson, pp.328-332.
11. Ministry of Education University Grants Commission of Bangladesh Higher Education Quality Enhancement Project (HEQEP) Quality Assurance Unit (2014). Self-Assessment Manual,2nd Edition.
12. Ministry of Education, University Grants Commission of Bangladesh Higher Education Quality Enhancement Project (HEQEP) ,Quality Assurance Unit (2015).
13. Institutional Quality Assurance Cell Operations Manual, April (Second Edition) p.8
14. Nicol, David et al.(2014). "Rethinking feedback practices in higher education: a peer review perspective", Assessment & Evaluation in Higher Education, Vol. 39 , Issue. 1, pp. 102-122
15. Patel,Fay (2017). "GLOBAL-Internationalisation of HE requires to be replaced", University World News, 29 September , Issue No:476
16. Pathak,R.P. and Chaudhary,J(2012).Educational Technology,Pearson,Delhi,India,P-201.
17. Rahman,Sarwar et al. (2012). "An investigation into students behavior towards choosing tertiary course", Journal of International Education and Business, Vol.3,No.2, August,pp.7-21.
18. Rattanawiboonsom, Vichayanan et al. (2017).Department of Pharmacy,
19. , Dhaka International University, Bangladesh, External Validation report, 25-27, May, 2017(mimeo).
20. Siddiqi, Hafiz G.A.(2016).Private Universities in Bangladesh-The Dynamics of higher education, Academic Press and Publishers Library, Dhaka,p.139.
21. Summers, Donna C.S.(2009).Quality Management –Creating and Sustaining Organizational Effectiveness ,Pearson,2009,2nd edition.
22. The Open University (2003).Research Methods in Education-Handbook, Masters Programme in Education.
23. Tshai, Kim Yeow et al. (2014) " Case Study-Outcome-based Education – The Assessment of Programme Educational Objectives for an Engineering Undergraduate Degree", The Higher Education Academy Engineering Education, Vol 9, Issue 1 ,July .
24. Vijayalakshmi, M.,et al.(2013). " Outcome based education performance evaluation of capstone project using assessment rubrics and matrix", paper presented at Conference: 2013 IEEE International Conference in MOOC, Innovation and Technology in Education (MITE),pp.6 - 10
25. https://www.researchgate.net/publication/271550787_Outcome_based_education_performance_evaluation_of_capstone_project_using_assessment_rubrics_and_matrix(viewed on 1st September,2017)