



پوهنتون كاردان
KARDAN UNIVERSITY

Strategic Plan

Master of Business Administration (MBA)

2015-2020



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Overview

Master of Business Administration is among the other top departments of the Economics Faculty of Kardan University. Kardan University is an internationally recognized university renowned for its academic excellence. It brings together seasoned industry experts, government leaders and distinguished faculty members to create a rigorous learning environment for students. A National Leader in Higher Education Kardan University is an ideal university for individuals who are passionate about business, global affairs and networking. The program underscores self-study assignments, case studies, research – intensive work and concentrated classroom interactions. In every stage, peer-to-peer interactions promote mutual collaboration, learning and problem-solving skills. Learning Environment. Our graduates are among the most sought after professionals working in public, private and non- profit sectors.

Scope

The Department of MBA Strategic Plan serves as a guide for the next five years in terms of the areas in which we are dedicated to effecting positive change and strengthening our Faculty, thereby enabling us to build on the outstanding education offered to our students and increase societal benefit through research. The scope of this document is not far-reaching, nor is it meant to be proscriptive of new ideas that might be identified during its five-year lifecycle. An Operational plan with regards to teaching, research, advancement, infrastructure, communications, recruitment and outreach, as well as other areas, as needed, will complement this document. Our operational plans will be updated regularly to ensure we are holding ourselves accountable for realizing our strategic goals through specific and measurable actions. In 2019, the current document will allow us to critically reflect on our progress and inform the next round of strategic planning.

Vision Statement:

To be recognized as a trendsetter in management education with the core focus on achieving academic excellence.

Mission Statement

The mission of our MBA program is to educate, engage, and empower graduates to transform them into distinctively different, principled, insightful leaders, and effective business professionals.

Values:

- Teaching: highly effective and innovative (teaching employing) relevant curriculum.
- Faculty: quality faculty who is accessible, responsive, and dedicated to student learning.
- Students: quality students who are actively engaged in their professional and personal development.
- Learning: a highly interactive learning environment that fosters strong relationships and student success.
- Global Engagement: global engagement and collaboration to increase international awareness and opportunities.
- High Standards: high standards that reflect best practices and ethical behavior, stimulate intellectual growth, and promote continuous improvement.
- Diversity: acceptance and respect for human and ideological differences.
- Service: service to the university, discipline, and community that promotes strong partnerships and advances professional and economic development.

Goals:

The core goals of the Department are as following:

1. To strive for and maintain excellence in teaching;
2. To produce high quality of Academic research;
3. To attract, develop, and retain nationally and internationally recognized faculty members;
4. To build and maintain strong relationships with alumni, professional groups, and the community;
5. To maintain collegiality within the Department.

Strategies:

The following strategies are developed to help achieve these goals.

Goal 1: To strive for and maintain excellence in teaching

Goal 1, Strategy 1: Engage in continual evaluation and quality improvement of graduate courses to ensure both content and delivery (e.g., technology used), and that leadership, ethical principles, and diversity are incorporated.

Action Items:

- Evaluate program learning goals, review assessment results and develop improvement plans for graduate and undergraduate programs. This includes evaluating program offerings and requirements, course offerings, course sequencing, course content and coverage (e.g., change of credit hours); developing syllabi and required application materials for any proposed program/course changes.
- Review program content to ensure leadership, ethical principles and diversity elements are embedded.
- Continue to review the graduate courses to ensure quality and consistency as well as to further develop a plan to share best practices among graduate program faculty. This includes assessing

the availability of increased support for faculty and staff involved in the program, and the use of course mentors where appropriate.

- Evaluate enrollments, class sizes and develop enrollment management strategies. This includes evaluating the effectiveness and desirability of offering the core course and specialized
- Continue to revise existing course materials and develop new course materials to capture developments related to the course content.

Goal 1, Strategy 2: Foster an environment of innovation and continual improvement in teaching

Action Item:

- Establish a budget to purchase new course materials, such as new cases, proprietary reports and contracts, data and software to encourage faculty to explore innovative teaching methods using enhanced materials.
- Solicit funds for graduate classroom materials, student awards and student travel to professional educational programs.
- Conduct peer teaching evaluations as part of promotion and tenure process and graduate student teaching review.
- Encourage faculty to take advantage of teaching enhancement opportunities such as university-sponsored workshops.
- Evaluate current and future faculty needs as well as consider opportunities for alternative delivery formats for courses to meet student and faculty needs and interests.
- Consider opportunities to engage faculty from other universities as well as industry and regulatory leaders as potential guest lectures/visiting faculty when appropriate.

Goal 1, Strategy 3: Reward teaching excellence

Action Item:

- Recognize outstanding teaching in the evaluation and merit process.
- Encourage students and faculty to nominate deserving faculty for teaching awards and honors, if eligible.

Goal 1, Strategy 4: Attract and retain high-quality students

Action Items:

- Continue to improve master's program marketing efforts through direct contacts, inquiries and follow-up, website information, advertising and professional associations, as well as the use of network including alumni and friends. Explore potential for new market segments such as international and corporate cohorts when appropriate.
- Evaluate methods to improve application process for graduate student scholarships.
- Evaluate opportunities for specialization program offerings that increase graduate enrollments and increase the cost effectiveness of the programs.

Goal 2: To produce high-quality research

Goal 2, Strategy 1: Reward high-quality research

Action Items:

- Establish a list of recognized and highly regarded research journals for each of the curricular areas.
- Recognize and reward research efforts directed to publication in the list of highly-regarded and recognized journals in the evaluation and merit process, with priority toward works published in (1) top-tier journals; (2) highly-regarded journals; (3) recognized journals; and then (4) other refereed and non-refereed journals.

Goal 2, Strategy 2: Encourage participation in professional meetings to promote national and international visibility for the program

Action Items:

- Budget to allocate departmental funds for travel to participate in academic meetings with emphasis on national academic meetings and other quality meetings that create visibility for the program.
- Recognize and reward substantial professional participation in the evaluation and merit process.

Goal 2, Strategy 3: Encourage interdisciplinary research

- Encourage faculty involvement in the University’s “Big Ideas” initiatives, thereby enhancing interdisciplinary research and relationships.
- Support the ‘Big Idea’ initiatives by hosting targeted conferences, forums, speaker series, and research forums,
- Recognize and reward faculty involvement in Big Ideas initiatives. Explore opportunities for the development of interdisciplinary research through potential symposia, guest speaker series, working paper series, and other forums.

Goal 3: To attract, develop and retain nationally and internationally recognized faculty

Goal 3, Strategy 1: Increase resources through gifts for eminent scholar chairs, professorships and discretionary funds for faculty awards and research

Action Items:

- Identify additional sources for professorships and discretionary research support.
- Identify potential prospects to fund a professorship and faculty support in business Studies.

Goal 3, Strategy 2: Foster environment of support for junior faculty in the promotion and tenure process

Action Items:

- Identify key senior faculty (tenured) to serve as mentors for junior faculty that have aligned research and teaching interests.)
- Ensure junior faculty are provided manageable teaching and service assignments.

Goal 3, Strategy 3: Support journal editorships and participation on editorial boards

Action Items:

- Work with interested faculty to assess how resources can be allocated to help support editorship opportunities.
- Recognize and reward journal editorship and participation on editorial review boards.

Goal 3, Strategy 4: To maintain a strong permanent faculty presence in each of the curricular areas

Action Items:

Evaluate current and future faculty needs, considering program prominence, student enrollment and faculty changes (e.g. departmental moves).

Goal 4: To build and maintain strong relationships with alumni, professional groups and the community

Goal 4, Strategy 1: Provide economic support for active participation in professional meetings and service on prominent boards

Action Items:

- *Allocate departmental funds, if possible, for travel to participate in professional meetings and service on nationally prominent boards.*
- *Recognize and reward substantial professional participation at professional meetings and service on prominent boards in the evaluation and merit process.*

Goal 4, Strategy 2: *Continue to strengthen annual programs and events (e.g., conferences, speaker forums, etc.)*

Action Items:

- *Maintain and strengthen programs such as the research conferences & Networking Conference.*
 - *Maintain and improve contacts with alumni and friends through the alumni database, website and email.*
- *Explore potential for new events such as special symposia and/or alumni gatherings*

Goal 4, Strategy 3: *Continue to maintain and improve opportunities for the personal, ethical and professional development of students*

Action Items:

- *Maintain and develop programs related to job placement activities. This includes coordinating with industrial sector.*
- *Continue to facilitate guest speakers and networking opportunities for students.*
- *Encourage and support activities to deliver ethics in the classroom and in student organization programs.*

Goal 5: Maintain collegiality in the department

Goal 5, Strategy 1: Establish mechanisms for the exchange of teaching and research information

Action Items:

- *Identify course coordinators to ensure content consistency across all sections of common courses.*
- *Maintain and develop a faculty / invited faculty research forum.*
- *Continue to develop and publish a list of faculty and student accomplishments during the year for marketing and promotional purposes*

Goal 5, Strategy 2: Foster and maintain an effective administrative work environment which encourages learning and advancement.

- *Recruit and retain qualified administrative staff. This includes ensuring an adequate number of Departmental staff.*
- *Review job duties to efficiently delegate administrative tasks and promote advancement.*
- *Promote and maintain efficient office operations. This includes upgrading office equipment as needed, developing policies for electronic data backup, and adopting efficient communication and scheduling practices.*

Goal 5, Strategy 3: Foster and maintain social interaction among faculty and staff

Action Items:

- *Continue to organize Department events such as the “Alumni Celebration” and our now “After Holiday Get-Together.”*

Explore the establishment of other department traditions and gatherings such as periodic dinners or “happy hours.”

Academic Programs

We encourage our students to explore the academic landscape, venturing into unfamiliar fields of knowledge and, perhaps, discovering new passions that will take them in a different direction altogether. Along the way, faculty members help guide them, and fellow students offer diverse perspectives that can shed new light on the path. We also encourage our students to travel literally, by going abroad for study, research, or work.

Following academic programs are offered in the faculty of economics by Kardan University:

Bachelor of Business Administration

Bachelor of Economics

Masters of Business Administration

Planning Process

Meetings were held with the faculty to identify work activities and to determine improvement opportunities. The group also provided input and worked with their respective faculty to develop future research thrusts. Finally, separate meetings were held with the Assistant and Associate Professors and one faculty meeting was focused on a review of the draft plan. Input based on the analyses, the group coordinator input, and the faculty meetings were used to develop and finalize this strategic plan. Following completion of the draft, the entire faculty was given an opportunity to provide critical reviews of the document and it was revised according to the collected comments. As with any planning document, this strategic plan becomes a living document that should be continually updated and amended as unforeseeable events.

SWOT Analysis

This section gives a succinct self-assessment of the strengths, weaknesses, opportunities and threats for the Faculty of Economics.

Strengths

- Home to numerous world-class and nationally strong research groups
- Excellent graduate student population
- Large and talented graduate student population
- Numerous faculty research and teaching awards each year
- Undergraduate students do well on scholarship applications
- Strong teaching evaluations
- Collegial working environment
- Excellent research infrastructure
- Strong leadership team
- Excellent working relationship with other Faculties
- Excellent resource center and learning facilities

Weaknesses

- Lack of distinguished professors
- Limited space for the Economic Faculty
- No several publications.
- Few internal seminars and special presentations.
- Lack of cooperation of governmental administration for student practical work

Opportunities

- Invest strategically to sustain and grow areas of world-class research
- Increased attention on teaching and learning innovation
- Use of technology to enhance learning
- Make the department more research oriented
- Increase in the number of high school graduates
- More opportunities for modern higher education than any other time
- Introduce market driven curriculum to respond to current market needs

Threats

- Unfair competition of other private universities
- Restriction on the number of Master's level students by Ministry of Higher Education
- Restriction on creation of new branches and faculties
- Declining the income level of the households

Facilities:



The Resource Center



Computer Lab



Digital Library



Classroom

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