



KARDAN UNIVERSITY

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MASTER OF BUSINESS ADMINISTRATION (MBA)

STRATEGIC PLAN

2021-2025

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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. 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

To enable student becoming business management leaders.

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 AND OBJECTIVES

The department's strategic goals and objectives reflect a desire to improve on how effectively we carry out our mission.

GOAL 1: Promote excellence through scholarly endeavors.

Objective 1.1: Recognize and reward excellence in research.

Strategies:

- Increase opportunities for faculty research, encouraging inter-departmental research projects.
- Increase resources that promote scholarly activity
- Increase marketing resources for recognizing and promoting impactful research
- Promote faculty and students research that have a positive societal impact, particularly that which focuses on improving quality of life and economic development opportunities in rural and struggling Afghan communities.intellectual growth, and promote continuous improvement.
- Reduce teaching workloads for research-active faculty by adding instructors and increasing the teaching loads of non-research-active faculty.
- Provide incentive/reward systems that promote research productivity including externally funded research projects.

Objective 1.2: Objective 1.2: Acquire grants to enhance the resources available to faculty for improvement in research.

Strategies:

- Increase endowed funding and annual giving to support faculty research.
Increase resources that promote scholarly activity
- Ensure all full-time faculty members are academically qualified through field research opportunities through the department of research and development (DRD)

GOAL 2: Promote integrity in all areas (Ensuring Corruption free Afghanistan).

Objective 2.1: Base decisions on data, evidence, and appropriateness to the department's vision, mission, values, and strategic plan.

Strategies:

- Establishing Discipline committee for taking decision regarding academic and professional misconduct
Increase resources that promote scholarly activity
- Designing trainings and workshops for faculty and students on promoting ethical values.

Objective 2.2: Share information in comprehensive and readily accessible ways.

Strategies:

- Arrange workshops, seminars, one-on-one discussions for ensuring coherence to university's as well as department's statement of ethics.
- Distributing flyers and newsletters among faculty, staff, and student to create awareness among them about the ethical priorities of Kardan University and the MBA department.
- Ensuring the presence of a strong communication unit at the departmental level.

Objective 2.3: Continuously review and assess effectiveness of the department's administrative structures and processes.

Strategies:

- Assure a systematic and robust evaluation process

Objective 2.4: Support faculty and staff in the enforcement of department as well as University's Academic integrity policy.

Strategies:

- Promote academic integrity.
- Provide opportunities for stakeholders to ask questions, raise concerns, offer suggestions and share feedback.

GOAL 3: Deliver a current and responsive curriculum that promotes intellectual and professional development.

Objective 3.1: Assess MBA Curriculum to emphasize dynamic thinking, ethical reasoning, effective communication, information management, and leadership, and initiate changes as necessary.

Strategies:

- Regularly review and revise the curriculum based on student outcomes and faculty expertise. Increase
- Strengthen course offerings to ensure that cutting-edge, current topics in international business, leadership and ethics education are covered throughout the curriculum.
- Utilize real-world project-based assignments to solve problems.
- Engage in industry partnerships to stay informed about Stakeholders needs

GOAL 4: Adherence to quality standards by local and international bodies.

Objective 4.1: Maintain accreditation by Ministry of Higher Education by complying with their standards.

Strategy:

- Ensuring the availability of a vibrant quality enhance cell at the departmental level

GOAL 5: Promoting E- Learning in different programs.

Objective 4.1: Increase use of innovative technologies to facilitate learning and communication.

Strategy:

- Developing and implementing MIS to assure E- Learning in MBA.

GOAL 6: Promoting faculty development.

Objective 4.1: Enhancing teaching methodologies by integrating new means of teaching.

Strategies:

- Enhance retention of outstanding faculty by using formal professional development programs to assist in career management and personal growth.
- Routinely recognize and reward faculty who demonstrate excellence in their respective roles.
- Provide support to develop innovative teaching.

GOAL 7: Promote excellence through service to the department stakeholders.

Objective 4.1: Evaluate opportunities for continuing distance education to better serve the needs of the business community and students.

Strategies:

- Create and maintain relationships with the alumni in a meaningful way.
- Incorporate feedback from external stakeholders.
- Utilize Advisory Councils at the department level.

Objective 7.2: Recruit and develop talented students, representative of the Kardan's vision, mission and values.

Strategies:

- Improve the rates of student retention, persistence, and graduation by focusing on high-impact practices and increasing the personal connection with our students.
- Create a student-centered hub (a physical space) that provides comprehensive, individualized support and professional development for all MBA program students

Objective 7.3: Ensuring public engagement.

Strategy:

- Arranging events and inviting religious scholars to promote public engagement.

GOAL 8: Ensuring equity and access in education (Education for all).

Objective 8.1: Ensuring transparency in students' induction.

Strategy:

- Ensuring the availability of an autonomous students' induction committee at the departmental level for ensuring transparency i.e., gender biased free induction.

Objective 8.2: Promoting education by offering financial assistance.

Strategies:

- Partner with external stakeholders to achieve greater financial self-sufficiency and to provide flexibility to address immediate needs.
- Allocating departmental budget for initiating financial assistance programs
- Increase student scholarships and assistantships for highly qualified students

GOAL 9: Ensuring Narcotics free Society

Objective 9.1: : Building awareness about the disadvantages and dangers of narcotics and its addiction.

Strategies:

- Arranging seminars for students, faculty and staff members about side effects and dangers of narcotics and its addictions

Measurements of Success

This strategic plan reflects the input of stakeholders throughout the MBA program community, and its successful implementation necessitates coordinated efforts by faculty, staff, students, and alumni. These efforts will be led by the Dean and a working group composed of departmental faculty and administrative leaders.

We will measure our achievement of the overall mission through the following metrics:

- Progress toward university goals, specifically related to:
 - Enrollment growth while maintaining academic standards;
 - Increased graduation rates; and
 - Increased retention rates to the MBA program.
- Consistent production of high quality and impactful research;
- Enhanced diversity among faculty, staff and students;
- Consistent use of climate and engagement surveys of faculty, staff and students;
- Growth in college endowment and alumni giving;
- Increased number and quality of applications submitted to distinctive programs;
- Enhanced outreach and engagement with alumni and business partners leading to successful collaborative efforts;
- Meeting all MoHE and IACBE standards of accreditation and exceeding them where feasible.



Appendix

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.

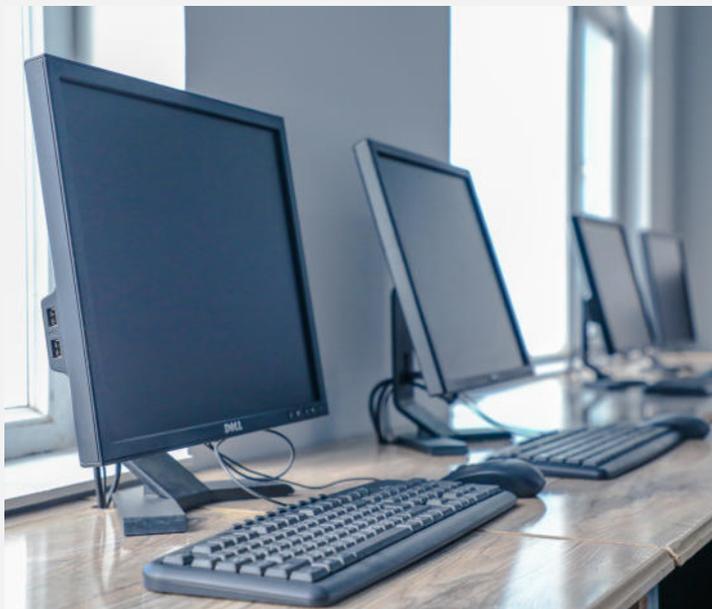
External Factors Evaluation (EFE) Matrix			
Opportunities	Weights	Rating	Weighted Score
O1: Invest strategically to sustain and grow areas of world-class research	0.06	3	0.18
O2: Increased attention to teaching and learning innovation	0.07	4	0.28
O3: Use of technology to enhance learning	0.05	3	0.15
O4: Make the department more research-oriented	0.06	3	0.18
O5: Increase in the number of high school graduates	0.5	3	0.15
O7: Introduce stakeholder curriculum to respond to Stakeholders needs	0.06	3	0.18
O8: Enhance branding and perception of our MBA program	0.06	3	0.18
O9: Obtain nationally-known rankings	0.05	4	0.20
O10: International partnerships	0.05	2	0.10
Threats			
T1: Unfair competition of other private universities	0.05	3	0.15
T2: Restriction on the number of Master's level students by the Ministry of Higher Education	0.10	2	0.20
T3: Restriction on creation of new branches and faculties	0.08	4	0.32
T4: Declining the income level of the households	0.09	3	0.27
T5: Female education restriction by MOHE	0.10	3	0.30
T6: Student academic preparedness	0.7	2	0.14
Total	1		2.84

Internal Factors Evaluation (IFE) Matrix			
Strengths	Weights	Rating	Weighted Score
S1: Collegial working environment	0.06	3	0.18
S2: Excellent research infrastructure	0.04	4	0.16
S3: Strong leadership team	0.06	4	0.24
S4: Excellent working relationship with other Faculties	0.05	3	0.15
S5: Excellent resource center and learning facilities	0.05	4	0.20
S6: Availability of expertise in curriculum development	0.05	4	0.20
S7: Availability of Expertise in quality enhancement initiatives	0.05	4	0.22
S8: Strategic commitment towards higher education	0.05	4	0.20
S9: Dedicated administrative staff	0.04	3	0.12
S10: Well-qualified, applied, involved, well-connected faculty	0.05	4	0.20
S11: Low student-to-faculty ratio w/ small classes taught by professors, not teaching assistants	0.05	4	0.20
Weaknesses			
W1: Limited research publications	0.08	2	0.16
W2: Few internal seminars and special presentations.	0.07	2	0.14
W3: Lack of cooperation of governmental administration for student practical work	0.02	2	0.04
W4: Lack of transportation for distance students	0.03	2	0.06
W5: Heavy faculty work load	0.07	1	0.07
W6: Lack of modern business building with comfortable infrastructure and effective technology	0.09	1	0.09
W7: Effective communication with students about new programs and events	0.09	1	0.09
Total	1		3.26

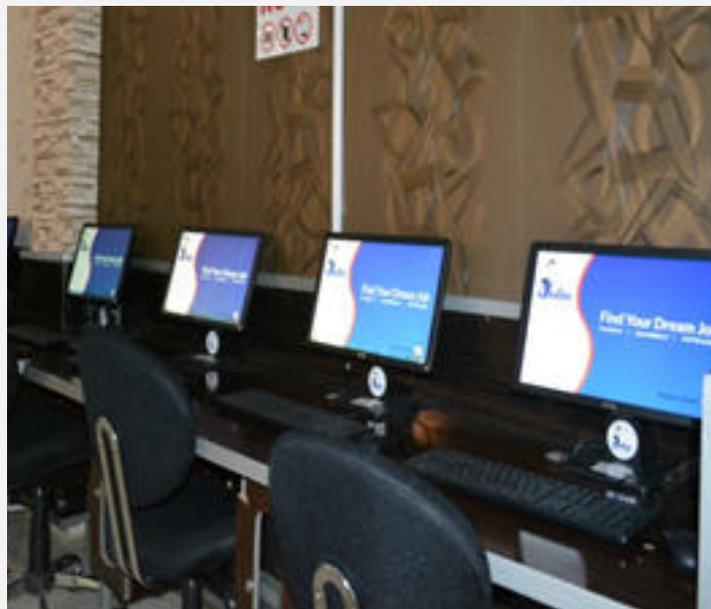
TOWS Matrix	Strengths S1: Collegial working environment S2: Excellent research infrastructure S3: Strong leadership team S4: Excellent working relationship with other Faculties S5: Excellent resource center and learning facilities S6: Availability of expertise in curriculum development S7: Availability of Expertise in quality enhancement initiatives S8: Strategic commitment towards higher education S9: Dedicated staff S10: Well-qualified, applied, involved, well-connected faculty S11: Low student-to-faculty ratio w/ small classes taught by professors, not teaching assistants	Weaknesses W1: Limited research publications. W2: Few internal seminars and special presentations. W3: Lack of cooperation of governmental administration for student practical work W4: Lack of transportation for distance students W5: Heavy faculty workload W6: Lack of modern business buildings with comfortable infrastructure and effective technology W7: Effective communication with students about new programs and events	
	Opportunities O1: Invest strategically to sustain and grow areas of world-class research O2: Increased attention to teaching and learning innovation O3: Use of technology to enhance learning O4: Make the department more research-oriented O5: Increase in the number of high school graduates O6: More opportunities for modern higher education than at any other time O7: Introduce stakeholder curriculum to respond to Stakeholders' needs. O8: Enhance branding and perception of our MBA program O9: Obtain nationally-known rankings O10: International partnerships	S-O Strategies (S1, S2, O1, O4) Enhancing research-oriented capacity building of academic staff. (S7, S11, O6) Teaching faculty development initiatives. (S12, O7) Developing curriculum by integrating market and stakeholder perspectives. (S11, S13, O2,O5) Compliance with the standards of MOHE	W-O Strategies (W1,W5, O2, O5, O6) Faculty induction from diversified backgrounds. (W2, O1) Focus on research publication and incentives (W4, O7) Creating liaisons with the government. (W5, O5, O6) Providing transportation facilities to students who want to join from distances.
	Threats T1: Unfair competition of other private universities T2: Restriction on the number of Master's level students by the Ministry of Higher Education T3: Restriction on creation of new branches and faculties T4: Declining the income level of the households T5: Female education restriction by MOHE T6: Student academic preparedness	S-T Strategies (S7, S9, S12, T2, T3, T5) Quality enhancement and Compliance, Provision of providing financial assistance and educating females by increasing learning facilities.	W-T Strategies (W1, T2,) faculty induction from the diversified background and faculty development (W5, T2, T3) Creating liaison with government

		4	3	EFE (2.84)	2	1
	3	I.	II.		III.	
IFE (3.26)	2	IV.	V.		VI.	
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Facilities:



Computer Lab



Digital Library



Computer Lab



Classroom

This strategic plan was approved by the university academic council dated 02/May/ 2021 meeting # AC013.



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