

**Islamic Republic of Afghanistan**  
**Ministry of Higher Education**  
**Khurasan University**  
**Faculty of Economics**  
**Department of Management Science**



**Strategic Plan**  
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د اداره او تجارت خانګې ستراتیژیک پلان د اداره او تجارت خانګې شورا په

ع ګڼه پروتوکول کې ثبت او تائید دی ۱۰  
۱۴۰۱ / ۱۱ / ۱۶



د اداره او تجارت خانګې ستراتیژیک پلان د اقتصاد پوهنځي علمي شورا په

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۱۸  


## Head of Department's Message

Dear Colleagues and Friends:

This Strategic Plan is central to shaping Department of Management Science's priorities and determining our pathways for the future. We have made considerable progress in many areas of significant as a result of the successful implementation of 2021-2025 strategic plan. This quantitative progress highly validates the continuous focus and dedication of Department of Management Science's faculty, administration, staff and students to achieve excellence in fulfilling the academic needs of our community.

The goals of the current strategic plan 2021-2025 not only continue to focus on Department of Management Science's momentum in certain areas of high significance but also incorporate new goals that will help in achieving further and greater success. The goals of the five-year strategic plan includes: enhancing students' learning and success, faculty training and capacity building, developing infrastructure and technological advancement. These goals strongly resonate with Department of Management Science's vision and reflect the hopes and dreams of Department of Management Science's and those it proudly serves, including our students, faculty, staff, alumni, strategic partners and the community at large. The plan will drive each of us in our daily interactions and collaborative efforts to selflessly serve current and future generations of Highlanders.

Through this strategic plan Department of Management Science's reaffirms its commitment to academic excellence and social relevance as the core values grounding its activities, confirming the belief that in order to achieve a better country for present and future generations, higher education must be placed as the driving force for national development.

Finally I would like to thank all those who participated in the strategic planning process, defining the contents of this plan and implementation of a dynamic future guide. I believe it is an opportunity for all of us to think creatively and energetically about how we can work together to achieve these goals and transform our university and our society.

I look forward to your continued commitment and involvement.

Warm regards

## **Preface**

Department of Management Science prepares this strategic plan which is the continuation of the previous plans. This plan is directed at improving and promoting the process of Higher Education. By implementing this plan, Department of Management Science will be able to train and present such individuals to the society in different aspects of life who can find solutions to the current problems and misfortunes, and who would be faithful and work for the development and strengthening of national and international known Afghan and Islamic culture. These individuals will contribute in taking us to the vision and mission that the department has set for it.

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# Chapter 1

## Introduction to the Strategic Plan

### 1.1. Introduction:

Khurasan University (KU) Departments of Management Science are registered with the Ministry of Higher Education Afghanistan. Department of Management Science is the first ever department of Khurasan university. KU was established with Management science department with a goal to help create an independent, stress free and relaxed environment where everyone can be benefited by high quality Educational services. As a department of the Management Science is an innovative and creative department where many PhD and master lecturers serve their energy and blood in order to provide best and internationally accepted curriculum from which all the students can be equally benefited in order to start their own businesses or get jobs in both governmental and private sector of the country. By providing these all we assist different and many employers employ the best and talented graduates of the university. Our overarching goal of Department of Management Science is to build not only as a seat of teaching excellence but also to turn it to a powerhouse of knowledge creation and research development for which we have a Research and Development Department and Committee. With our linkages to a vast global network through MIC and the establishment of research centres will help create condition for achieving academic growth and contribute to the economic regeneration and rebuilding of Afghanistan.

### 1.2. Facts and Figures:

#### 1.2.1. Academic Staff:

Khurasan University (KU) Departments of Management Science hire the best and talented faculty members from whom some are Ph.D. scholars and many are master degrees holders in Management, Leadership, Marketing, Finance, Accounting, Islamic Studies whose undivided attention, full support and tireless efforts makes all our goals achieved.

The efforts of our talented academic staff, who come from our own country and some are from neighbouring country are the foundation of our success and credibility. Department of Management Science is well-known throughout the university for the high quality of its teaching and research and the first department of the university and has existed since the establishment of the university, as well as the active research and curriculum committees who are primarily responsible for the development of our teaching, research, and curriculum. Our

academic staff ensures that the Department's academic operations run smoothly. Their efforts lead to a positive student experience, research, and successful partnerships and collaborations with external organizations.

Khurasan University (KU) Departments of Management Science offers academic staff development services to meet a wide range of needs, including beginner academics, experienced academics looking to enhance their effectiveness, and highly competent academics seeking advanced and creative teaching methodologies and knowledge. Academic staff development at Khurasan University (KU) Departments of Management Science is based on the following programs:

1. **Knowledge Expansion:** To help our academic staff extend their expertise, Khurasan University has provided them with fully funded Ph.D. programs in Indonesia as well as fully funded academic staff Mevlana exchange opportunities in Turkey.
2. **Supportive Teaching Environments:** Khurasan University has fostered a fabulous teaching environment in which the staff feel relaxed and safe and we have been providing the academic personnel with academic resources, teaching technology and supportive organizational culture.
3. Provision of appropriate feedback
4. Use of relevant learning technology
5. Attention to affective attributes of academic staff
6. Use of research to enhance teaching

### **1.2.2. Administrative staff:**

Khurasan University has welcoming administrative staffs that play a vital role in the effectiveness of our academic operations and acts as a backbone. KU is grateful for their wholehearted support for the university's transformation and reforms. Given their significant contribution, Khurasan University (KU) Departments of Management Science is dedicated to their career and professional growth.

- **Head of Departments**

There is one head for the Departments of Management Science.

- **Coordinators**

**For assisting all Educational and students related activities we have two coordinators for** Management Science department. One for BBA program and one for MBA program. (Head of department is also coordinator of BBA program)

- **Computer Operators**

There are two computer operators for both of the programs who run all computer related activities of both departments.

- **Supporting Staff**

For supporting staff we have peon in every program who are mostly responsible for cleaning the offices, classes and making environment clean and tidy for academic staff members and students.

### **1.2.3. Our students**

Khurasan University (KU) Departments of Management Science considers its students as one of its most valuable assets, and we work to help them achieve their academic goals from the day they enrol in university. Our objectives are to assist students develop, learn and fulfil their academic wishes. In order to do so, department provide its students with plenty of facilities and programs such as guidance and support, digital library, online student portal, fabulous academic environment, study abroad opportunities, internship opportunities and industry visits. In addition to this, Khurasan University (KU) Departments of Management Science always tries to encourage their students for volunteerism in social activities. Besides helping Afghan society, volunteerism improved the essential life skill of our students, created their own personal stories and instilled them the sense of social responsibility.

After student's graduation, Khurasan University (KU) Departments of Management Science welcome their students to a full-fledged Alumni Community. Alumni are Khurasan University are greatest ambassadors and we especially proud of the important role they play in implementing and spreading the knowledge they gained during their studies. Khurasan University (KU) Departments of Management Science keep in touch with their graduates and encourages them to engage with one another.

### **1.3. Key Stakeholders**

1. Ministry of Higher Education
2. Ministry of Finance
3. Ministry of Labors and Social Affairs

4. Students
5. Alumni
6. Parents
7. Donors
8. Employees
9. Industry
10. Security personnel
11. Regional administrations
12. Private sectors
13. Independent Commission of Human Rights
14. Gender's oriented organizations
15. Ministry of Rural Rehabilitation and development
16. Ministry of Land and Urban Development
17. National Development corporation
18. Ministry of Information and Technology
19. Ministry of Information and culture
20. National Environmental protection Agency
21. National and International collaborating partners

## **1.4. Competitor Analysis**

All the departments of private and governmental universities of eastern zone are considered as competitors of MANAGEMENT SCIENCE department and Nangarhar University Master program is considered as competitor of our MBA Department. Khurasan University (KU) Departments of Management Science cannot be compared with other universities departments of Management Science via quality services and strength of the students but traditionally, Khurasan considers them as its competitors.

## **1.5 Questionnaire Analysis**

### **1.5.1 Quantitative Strategic Planning Matrix (QSPM)**

The QSPM is designed to determine the relative attractiveness of feasible alternative strategies by examining underlying key external and internal factors that characterize or impact the Department of Management Science. The following Table provides a generic QSPM in order to simply illustrate the preferences of the strategies. As shown in Table, a

QSPM consists of feasible alternative strategies typically derived from a SWOT analysis. The strategies are arrayed across the top row, with key external and internal factors arrayed down the left column. Any number of strategies can be examined simultaneously in a QSPM.

Conceptually, a QSPM determines the relative attractiveness of various strategies based on the extent to which the alternative strategies will enable the Department of Management Science to capitalize upon strengths and opportunities, improve upon weaknesses, and avoid or mitigate external threats. The relative attractiveness of each strategy is computed by determining the cumulative extent that the respective strategy takes advantage of the key external and internal factors.

		استراتژی دوم					استراتژی اول				
		فرصت‌ها	وزن	رتبه داده	امتیاز	رتبه داده	امتیاز	رتبه داده	امتیاز	رتبه داده	امتیاز
				شده	موزون	شده	موزون	شده	موزون	شده	موزون
1.	د تولنی د فرهنگ او سواد کچه	0.0551	1	0.0551	4	0.2206					
2.	د تولنی د رفاه کچه	0.0542	4	0.2169	4	0.2169					
3.	مالیاتی اسانتیاوی	0.0469	0	0.0000	4	0.1875					
4.	د خوانی، مستعدی او متخصصی بشری قوی د موجودیت اندازه	0.0570	1	0.0570	4	0.2279					
5.	د لوړو زده کړو رشد او انکشاف لپاره د بازار موجودیت	0.0570	1	0.0570	4	0.2279					
6.	د تولنی لخوا د لوړو زده کړو د منلو اندازه په ځانگړی توگه د بنځو	0.0551	1	0.0551	4	0.2206					
7.	د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	0.0561	1	0.0561	4	0.2243					
8.	مورد هدف بازار سره د تحصیلی رشتو د تناسب اندازه	0.0395	1	0.0395	4	0.1581					
9.	د بازار اړتیا و سره د فارغ التحصیلانو تناسب	0.0561	1	0.0561	4	0.2243					
10.	د هیواد په کچه د لوړو زده کړو ظرفیت	0.0340	1	0.0340	4	0.1360					
11.	د هیواد په کچه د معارف ظرفیت	0.0322	1	0.0322	4	0.1287					
12.	د معارف او لوړو زده کړو آموزشی نظام تناسب	0.0322	1	0.0322	4	0.1287					
13.	په ټولنه کېنې د نورو هیوادو د لوړو زده کړو نظامونو د منلو اندازه	0.0349	1	0.0349	4	0.1397					
14.	پوهنتونونو ته د اکادمیک استقلالیت د ورکولو اندازه	0.0294	1	0.0294	4	0.1176					
15.	په هیواد کېنې د لوړو زده کړو لگښتونو اندازه	0.0285	1	0.0285	4	0.1140					
16.	په ټولنه کېنې د نوو تکنالوژیو د منلو اندازه	0.0322	1	0.0322	4	0.1287					
17.	په ټولنه کېنې د فکری او معنوی مالکیت د منلو اندازه	0.0349	1	0.0349	4	0.1397					

<b>استراتژی دوم</b>						
<b>استراتژی اول</b>						
<u>امتیاز</u> <u>موزون</u>	<u>رتبه</u> <u>داده</u> <u>شده</u>	<u>امتیاز</u> <u>موزون</u>	<u>رتبه</u> <u>داده</u> <u>شده</u>	<u>وزن</u>	<u>تهدیدها</u>	
0.150	4	0.113	3	0.0375	د خلکو اقتصادی وضعیت	1.
0.138	4	0.104	3	0.0345	د لوړو زده کړو قوانین او مقررات	2.
0.338	4	0.254	3	0.0845	د لوړو زده کړو څخه د خلکو د حمایت ان دازه	3.
0.136	4	0.102	3	0.0340	د لوړو زده کړو څخه د حکومت د حمایت اندازه	4.
0.018	4	0.014	3	0.0045	نورو هیوادو سره د لوړو زده کړو وزارت د اړیکو اندازه	5.
0.128	4	0.096	3	0.0320	د هیواد سیاسي وضعیت	6.
0.136	4	0.102	3	0.0340	د پوهنتونونو او لوړو زده کړو موسساتو د شمیر زیاتوالی	7.
0.008	4	0.006	3	0.0020	خصوصی سره د دولتی لوړو زده کړو د سالم رقابت وضعیت	8.
<u>امتیاز</u> <u>موزون</u>	<u>رتبه</u> <u>داده</u> <u>شده</u>	<u>امتیاز</u> <u>موزون</u>	<u>رتبه</u> <u>داده</u> <u>شده</u>	<u>وزن</u>	<u>قوت‌ها</u>	
0.07	2	0.10	3	0.03	د پوهنتون د پالیسیو د مؤثریت او تطبیق اندازه	1.
0.08	2	0.12	3	0.04	د چارو د رویتیا اندازه	2.
0.08	2	0.12	3	0.04	د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه	3.
0.08	2	0.11	3	0.04	د پوهنتون مدیریتي سیستم د بریالیتوب اندازه	4.
0.08	2	0.12	3	0.04	د کارکوونکو تر منځ تبعیض	5.
0.08	2	0.11	3	0.04	د پوهنتون د برنامو د مؤثریت اندازه	6.
0.08	2	0.11	3	0.04	د نظارت او ارزیابی سیستم د اغیز منتوب اندازه	7.
0.08	2	0.11	3	0.04	د کارکوونکو وضعیت ته د پوهنتون د مسؤلینو پاملرنه	8.
0.08	2	0.11	3	0.04	د کار مناسبه فضا	9.
0.08	2	0.11	3	0.04	د استادانو، کارمندانو او محصلانو غوښتنو ته د پاملرنی اندازه	10.
0.08	2	0.11	3	0.04	د فصلنامی یا علمی مجلاتو موجودیت	11.
0.07	2	0.11	3	0.04	د پوهنتون د مختلفو رشتو تحصیلی نصاب نوی کولو ته د پاملرنی اندازه	12.
0.07	2	0.11	3	0.04	د پوهنتون د ارشیف موجودیت	13.
0.07	2	0.10	3	0.03	د درسی او ممد درسی کتابونو د چاپ اندازه	14.
0.07	2	0.10	3	0.03	په کارمندانو کښی د انگیزی او روحیی د زیاتوالی پم منظور د پوهنتون د مسؤلینو د تلاش اندازه	15.
0.07	2	0.10	3	0.03	د پوهنتون د لوړ پوری مدیریت د بریالیتوب اندازه	16.
0.07	2	0.10	3	0.03	د کارکوونکو د دندو د شرحی موجودیت	17.
0.07	2	0.10	3	0.03	د کارمندانو د نو اوریو او خلاقیت څخه د حمایت اندازه	18.
0.07	2	0.10	3	0.03	د مطالعاتی او تحقیقی تجهیزاتو او امکاناتو موجودیت	19.

20	محصلانو ته د باکیفیته خدمتونو اندازه	0.03	3	0.10	2	0.07
21	د مجربو استادانو موجودیت	0.04	3	0.11	2	0.07

	ضعفها	وزن	رتبه داده شده	امتیاز موزون	رتبه داده شده	امتیاز موزون
1.	د برنامه ریزی موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه	0.04	2	0.08	2	0.08
2.	د مادرنو تکنالوژیو او د تدریس د نوو روشونو څخه د استفادی اندازه	0.03	3	0.10	3	0.10
3.	د استادانو ظرفیت لوړوی ته د مسؤلینو د پاملرنی اندازه	0.03	3	0.10	3	0.10
4.	د بازار د اړتیاو پر اساس د نوو رشتو ایجاد ته د پاملرنی اندازه	0.03	3	0.10	2	0.07
5.	د پوهنتون د مناسبو آموزشی تجهیزاتو، امکاناتو او زیر بناو موجودیت	0.03	2	0.07	2	0.07
6.	د پوهنتون د اکادمیک استقلالیت اندازه	0.03	0	0.00	0	0.00
7.	د کارمندانو ظرفیت لوړوی ته د مسؤلینو د پاملرنی اندازه	0.03	0	0.00	0	0.00
8.						
9.						
10.						
	<b>مجموعه</b>			<b>4.37</b>		<b>5.93</b>

The above Table represents the two alternative strategies are being considered by the Department of Management Science . We have identified two strategies via SWOT analysis. The first strategy is the academic strategy, while the second strategy is the general strategy that would be investigated that which strategy is an outstanding strategy in order to be implemented. The second strategy that we come across is the general strategy. As earlier mentioned, the QSPM is structured with the help of identified threats, opportunities, weaknesses, and strengths.

Overall, the results of the QSPM for the Department of Management Science reveal that the Department of Management Science should adopt the second strategy and priority should be given to the second strategy. Specifically, the summed total attractiveness score is 4.37 for Strategy 1. The score of the second strategy is 5.93 that is higher than the score of 4.37 for Strategy 1. The results of the QSMP reveal that Strategy 2 is more attractive than Strategy 1. That is, when considering the internal and external factors associated with the Department of Management Science, the general strategies are more attractive as compare to the academic strategies. Therefore, the strategy 02 would be prioritized as compare to the strategy 01.

### **1.5.2 External Factor Evaluation Matrix (EFE)**

The IFE-EFE matrix allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological and competitive information. External Factor Evaluation Matrices is developed with the help of following steps that are in line with the regulation of higher education Make a list of key external factors as mentioned in the external audit process. Include 10 to 20 factors, including opportunities and threats, affecting the Department of Management Science. List first the opportunities, then the threat.

We have rated each of these factors weights ranging from 0.0 (not important) to 1.0 (very important). These weights indicate the relative significance of a factor to the success of the Department of Management Science. Opportunities often get higher weights than threats, but threats could be given high weight especially if they were very severe or threatening. The appropriate weights could be determined by comparing successful competitors to those who were unsuccessful or through discussions to reach group consensus. The total amount of weight assigned to that factor must be equal to 1.0.

We have rated or ranked 1 to 4 on each of the major external factors to show how effective the Department of Management Science's current strategy was in response to the factor. Ranking 1 and 2 is being utilized for the threats, while the 3 and 4 is utilized for the purpose of opportunities. Multiply the weight of each factor by its rank to determine the weight score. Add the average score for each variable to determine the total weight score for the organization. The weighted score for the external factor evaluation matrix is 2.77 that help us in order to determine the IEF matrix.



ماتریکس تحلیل عوامل خارجی (EFE) External Factor Evaluation Matrix

		فرصت‌ها Opportunities	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
1.		د تولنی د فرهنگ او سواد کچه	0.05515	4	0.22
2.		د تولنی د رفاه کچه	0.05423	4	0.22
1.		مالیاتی اسانتیاوی	0.04688	4	0.19
2.		د خوانی، مستعدی او متخصصی بشری قوی د موجودیت اندازه	0.05699	4	0.23
1.		د لوړو زده کړو رشد او انکشاف لپاره د بازار موجودیت	0.05699	3	0.17
2.		د تولنی لخوا د لوړو زده کړو د منلو اندازه په ځانگړی توگه د بنځو	0.05515	3	0.17
1.		د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	0.05607	3	0.17
2.		مورد هدف بازار سره د تحصیلی رشتو د تناسب اندازه	0.03952	3	0.12
1.		د بازار اړتیا و سره د فارغ التحصیلانو تناسب	0.05607	3	0.17
2.		د هیواد په کچه د لوړو زده کړو ظرفیت	0.03401	3	0.10
1.		د هیواد په کچه د معارف ظرفیت	0.03217	3	0.10
2.		د معارف او لوړو زده کړو آموزشی نظام تناسب	0.03217	3	0.10
1.		په تولنه کبني د نورو هیوادو د لوړو زده کړو نظامونو د منلو اندازه	0.03493	4	0.14
2.		پوهنتونونو ته د اکادمیک استقلالیت د ورکولو اندازه	0.02941	4	0.12
1.		په هیواد کبني د لوړو زده کړو لگښتونو اندازه	0.02849	4	0.11
2.		په تولنه کبني د نوو تکنالوژیو د منلو اندازه	0.03217	3	0.10
1.		په تولنه کبني د فکری او معنوی مالکیت د منلو اندازه	0.03493	3	0.10
		تهدیدها Threats	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
1.		د خلکو اقتصادی وضعیت	0.03750	1	0.04
2.		د لوړو زده کړو قوانین او مقررات	0.03450	1	0.03
3.		د لوړو زده کړو څخه د خلکو د حمایت ان دازه	0.08450	1	0.08
		د لوړو زده کړو څخه د حکومت د حمایت اندازه	0.03400	1	0.03
		نورو هیوادو سره د لوړو زده کړو وزارت د اړیکو اندازه	0.00450	1	0.00
		د هیواد سیاسی وضعیت	0.03200	1	0.03
		د پوهنتونونو او لوړو زده کړو موسساتو د شمیر زیاتوالی	0.03400	1	0.03
		خصوصی سره د دولتی لوړو زده کړو د سالم رقابت وضعیت	0.00200	1	0.00
10.	0		0.00000	0	0.00
<b>TOTALS مجموعه</b>			<b>1.00</b>		<b>2.77</b>

### 1.5.3 External Factor Evaluation Matrix (EFE)

Data analysis techniques have been used for the Internal Factor Evaluation matrix (IFE matrix), which was a strategy formulation tool that summarizes and evaluates key strengths and weaknesses in the business functional areas, as well as a foundation for identifying and evaluating relationships between the areas. The main internal factors as mentioned in the internal audit process contains 10 to 20 factors, including organizational strengths and weaknesses. In the list the strong factors are first followed by the weak factors. We give each of those factors weights ranging from 0.0 (not important) to 1.0 (very important) as per the regulation of Higher Education of Afghanistan.

This weight indicates the relative significance of a factor to the success of the Department of Management Science's performance. Regardless of whether the main factor was an internal strength or weakness, the factors that were considered to have a major influence on organizational performance should be given the highest weight. The sum of all weights must be equal to 1.0. We rate 1 to 4 on each factor to indicate whether the factor was very weak (rank = 1), weak (rank = 2), strong (rank = 3) or very strong (rank = 4). Note that the strength should rank 3 or 4 and the weakness should rank 1 or 2. We multiply the weight of each factor by its rank to determine the weight score for each variable. By increasing the weight score of each variable we can obtain the total weight score of the Department of Management Science. The total weighted score for the internal factor evaluation is 2.45 that help us in order to determine the position of IEF matrix, which be discussed in proceeding discussion.

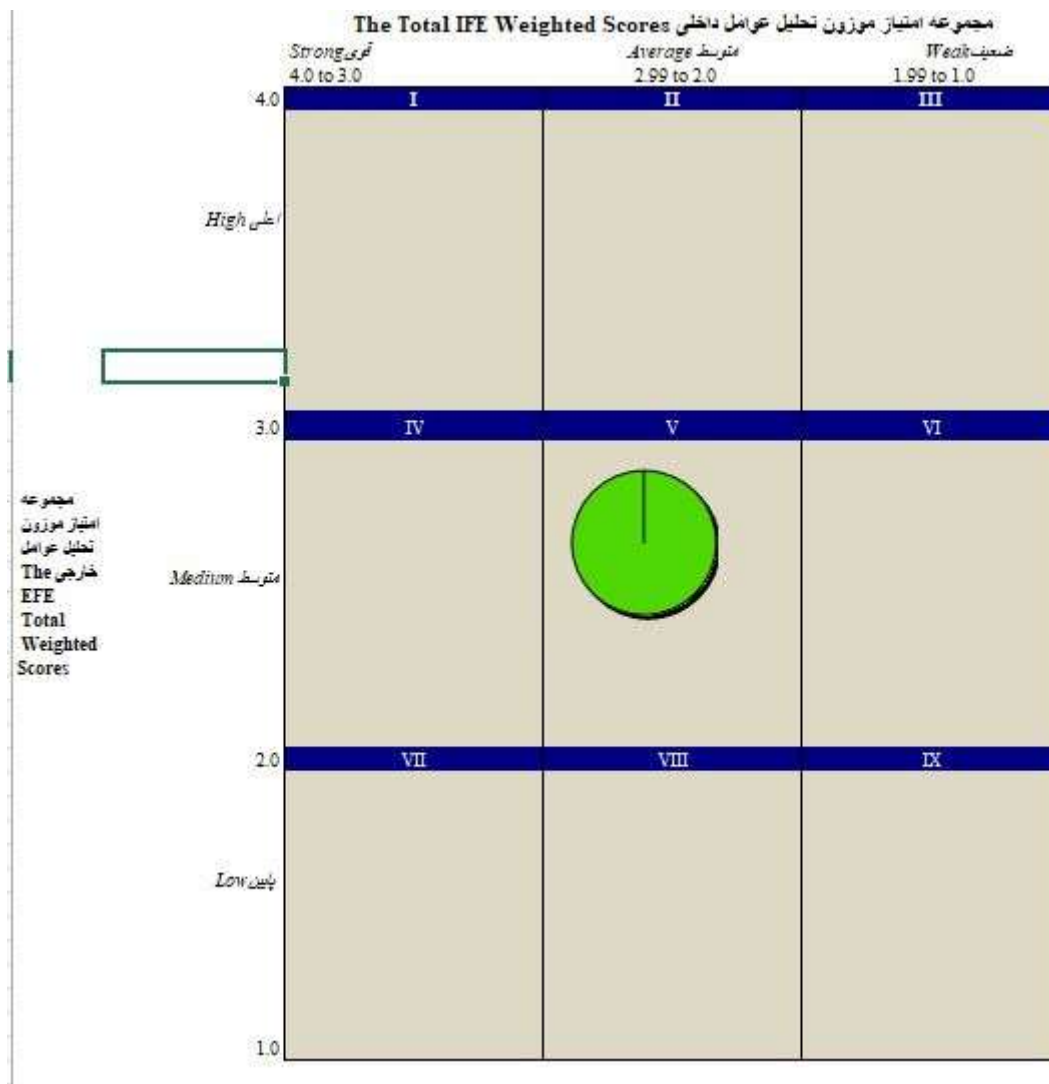
ماتریکس تحلیل عوامل داخلی (IFE) Internal Factor Evaluation Matrix				
	قوت‌ها Strengths	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
1.	د پوهنتون د پالیسیو د مؤثریت او تطبیق اندازه	0.0345	3	0.10
2.	د چارو د رویتیا اندازه	0.0385	3	0.12
3.	د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه	0.0385	3	0.12
4.	د پوهنتون مدیریتی سیستم د بریالیتوب اندازه	0.0380	3	0.11
5.	د کارکوونکو تر منځ تبعیض	0.0385	3	0.12
6.	د پوهنتون د برنامه د مؤثریت اندازه	0.0380	3	0.11
7.	د نظارت او ارزیابی سیستم د اغیز منتوب اندازه	0.0380	3	0.11
8.	د کارکوونکو وضعیت ته د پوهنتون د مسؤلینو پاملرنه	0.0375	3	0.11
9.	د کار مناسبه فضا	0.0380	3	0.11
10.	د استادانو، کارمندانو او محصلانو غوښتنو ته د پاملرنې اندازه	0.0375	3	0.11

11.	د فصلنامی یا علمی مجلاتو موجودیت	0.0380	3	0.11
12.	د پوهنتون د مختلفو رشتو تحصیلي نصاب نوی کولو ته د پاملرني اندازه	0.0350	3	0.11
13.	د پوهنتون د ارشيف موجودیت	0.0350	3	0.11
14.	د درسي او ممد درسي کتابونو د چاپ اندازه	0.0345	3	0.10
15.	په کارمندانو کېښی د انگیزی او روحیې د زیاتوالی پمنظور د پوهنتون د مسؤلینو د تلاش اندازه	0.0345	3	0.10
16.	د پوهنتون د لور پوری مدیریت د بریالیتوب اندازه	0.0345	3	0.10
17.	د کارکونکو د دندو د شرحی موجودیت	0.0345	3	0.10
18.	د کارمندانو د نو اوریو او خلاقیت څخه د حمایت اندازه	0.0340	3	0.10
19.	د مطالعاتی او تحقیقی تجهیزاتو او امکاناتو موجودیت	0.0340	3	0.10
20.	محصلانو ته د باکیفیته خدمتونو اندازه	0.0335	3	0.10
21.	د مجربو استادانو موجودیت	0.0351	3	0.11
		<b>وزن</b>	<b>رتبه</b>	<b>امتیاز موزون</b>
<b>ضعفها Weaknesses</b>		<b>Weight</b>	<b>Rating</b>	<b>Weighted Score</b>
1.	د برنامه ریزی موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه	0.038	1	0.04
2.	د مادرنو تکنالوژیو او د تدریس د نوو روشونو څخه د استفادی اندازه	0.035	1	0.03
3.	د استادانو ظرفیت لوروی ته د مسؤلینو د پاملرني اندازه	0.035	1	0.03
4.	د پوهنتون د اکادمیک استقلالیت اندازه	0.034	1	0.03
5.	د کارمندانو ظرفیت لوروی ته د مسؤلینو د پاملرني اندازه	0.035	1	0.03
<b>مجموعه TOTALS</b>		<b>1.00</b>		<b>2.45</b>

### 1.5.4 Internal-External Matrix Analysis (IE Matrix)

Internal-External Matrix (IE Matrix) positioned the various divisions of the Department of Management Science in nine cell views. The IE matrix was based on two key dimensions: the total IFE weight score on the X axis and the EFE weighted score on the Y axis. Each division within Department of Management Science must create an IFE matrix and an EFE matrix associated with the Department of Management Science. The total weight score obtained from these divisions allows the composition of the IE matrix at the Department of Management Science level. On the X axis of the IE matrix, a total IFE weight score of 1.0 to 1.99 indicates a weak internal position; a score of 2.0 to 2.99 was considered moderate; a score of 3.0 to 4.0 was strong. Similarly to Y axis, the EFE total weight score of 1.0 to 1.99 was considered low; a score of 2.0 to 2.99 was considered moderate; a score of 3.0 to 4.0 was high. This is decided based on the regulation of MoH of Afghanistan.

IE matrix could be divided into three major sections that have different strategy implications. First, the provisions for divisions included in cells II, III and IV could be described as growing and building that result in intensive strategy. Second, divisions entered in cells, I, V and IX could be handled properly through strategies for the survival. Third, the general provisions for divisions entered in cells VI, VIII, and VII are the defensive condition. The Department of Management Science of Khurasan is stood at the position V, this implies that the current position of the Department of Management Science is at the survival level. The Department of Management Science should adopt those strategies that are for the survival of the faculty of economics.



## **1.6. SWOT Analysis:**

### **1.6.1. Internal Factors**

#### **1.6.1.1. Strengths:**

1. The faculty leadership always motivates their staff financially and morally.
2. Effective top management.
3. Everyone has carried their duties and responsibilities according to TORs.
4. Creative and innovative staffs.
5. The department has sufficient infrastructure and fund for research and development.
6. Providing quality services to students.
7. Having energetic, creative and committed young academic faculty and their active participation in all affairs of the department.
8. No Discrimination among the employees.
7. All programs are effectively carried out.
8. All the activities are closely monitor and fairly evaluated.
9. The department has given effective attention towards their employees' satisfaction.
10. Appropriate working environment.
11. Attention towards the needs of employees and students.
12. Having an academic Journal.
13. Existence of department's archive.

#### **1.6.1.2. Weaknesses:**

1. Pay less intention for the establishment of new department and faculty according to the need f the society.
2. Limited resources for physical activities like playgrounds and gymnasium and Limited space for car parking.
3. Insufficient academic freedom.
4. Extent less utilization of modern technologies and modern teaching methods.
5. Pay less intention to the capacity building of staff.

## **1.6.2. External Factors**

### **1.6.2.1. Opportunities**

1. More opportunities for modern higher education than any other time.
2. Use of technology, research and development to enhance learning.
3. Availability of some degree programs according to the need of the society.
4. University produced graduates according to the need of the society.
5. Increase in the number of high school graduates
6. Acceptance level of foreign education system in the country.
7. Provision of academic freedom toward university.
8. Increases the acceptance level of modern technologies.
9. Society has high level to accept intellectual property.

### **1.6.2.2. Threats**

1. The extent of public support for higher education.
2. The scope of MOHE relation with other countries.
3. The political conditions of the country.
4. Rising unfair competition due increased number of universities and higher education institutes.
5. Rules and regulations of MOHE.

## **1.7. Strategic Matrix:**

An integrated analysis of SWOT has prepared in the following table.

<p style="text-align: center;"><b>Internal Factors</b></p> <p style="text-align: center;"><b>External Factors</b></p>	<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. The faculty leadership always motivates their staff financially and morally.</li> <li>2. Effective top management.</li> <li>3. Everyone has carried their duties and responsibilities according to TORs.</li> <li>4. Creative and innovative staffs.</li> <li>5. The department has sufficient infrastructure and fund for research and development.</li> <li>6. Providing quality services to students.</li> <li>7. Having energetic, creative and committed young academic faculty and their active participation in all affairs of the department.</li> <li>8. No Discrimination among the employees.</li> <li>9. All programs are effectively carried out.</li> <li>10. All the activities are closely monitor and fairly evaluated.</li> <li>11. The department has given effective attention towards their employees' satisfaction.</li> <li>12. Appropriate working environment.</li> <li>13. Attention towards the needs of employees and students.</li> <li>14. Having an academic Journal.</li> <li>15. Existence of department's archive.</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Pay less intention for the establishment of new department and faculty according to the need f the society.</li> <li>2. Limited resources for physical activities like playgrounds and gymnasium and Limited space for car parking.</li> <li>3. Insufficient academic freedom.</li> <li>4. Extent less utilization of modern technologies and modern teaching methods.</li> <li>5. Pay less intention to the capacity building of staff.</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. More opportunities for modern higher education than any other time.</li> <li>2. Use of technology, research and development to enhance learning.</li> <li>3. Availability of some degree programs according to the need of the society.</li> <li>4. University produced graduates according to the need of the society.</li> <li>5. Increase in the number of high school graduates</li> <li>6. Acceptance level of foreign education system in the country.</li> <li>7. Provision of academic freedom toward university.</li> <li>8. Increases the acceptance level of modern technologies.</li> <li>9. Society has high level to accept intellectual property.</li> </ol>	<p><b>SO Strategies</b></p> <ol style="list-style-type: none"> <li>2. Excellence in teaching and learning (S3,S6,S7,S11,S12,S13,S14,S15,S17,S19,S20,O1,O3,O4,O5,O6,O9,O10,O11)</li> <li>3. Enhancement the infrastructure of ICT (S4,S15,S17,O4,O5)</li> </ol>	<p><b>WO Strategies</b></p> <ol style="list-style-type: none"> <li>1. Increase the number of research publication. (W1,O3,O4,O5,O7,O9, O10)</li> <li>2. Increase resources for physical activities.(Infrastructure) (W2,W4, W5,O1,O4, O8)</li> </ol>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. The extent of public support for higher education.</li> <li>2. The scope of MOHE relation with other countries.</li> <li>3. The political conditions of the country.</li> <li>4. Rising unfair competition due increased number of universities and higher education institutes.</li> <li>5. Rules and regulations of MOHE.</li> </ol>	<p><b>ST Strategies</b></p> <ol style="list-style-type: none"> <li>1. Negative effects on the quality assurance and academic programs. (S1,S2, S3, S6,S7, S14, S15,S16,S19,S20, T1, T2, T4, T6)</li> </ol>	<p><b>WT Strategies</b></p> <ol style="list-style-type: none"> <li>1. Adverse effect on the development of academic and administrative aspects of the university. (W3, W5, W8, W9, T7, T9)</li> <li>2. Inadequate number of research papers. (W6, T4,T6, T7)</li> </ol>

## **1.8. Strategic theme, vision, mission**

### **1.8.1. Strategic themes and commitments of both of the Departments:**

1. Capacity Development of students
2. Capacity Enchantment of Faculty
3. Academic Excellence
4. Researches and Development
5. Quality Assurance and Accreditation
6. Departments Infrastructure

### **1.8.2. Vision**

Looking at the faculty's general Vision, the Department of Management Science intends to be a reliable and recognized address for higher education and research in the field of business and administration.

### **1.8.3. Mission**

In view of the general mission of the faculty, the department have mission to creates economic development of the country and the society by training, capacity building, conducting economic research and application of modern technology in accordance with national and international standards.

### **1.8.4. Strategic Goals**

The strategic goals of Department of Management Science can be summarized in the following

1. Conduct relevant research to address economic issues in a timely manner.
2. Facilitate learning using modern technology.
3. Contributing to the solution of existing problems of the society in economic matters.
4. Training of academic cadres, students and enhancing academic capacity for economic development.
5. Fulfill with international scientific standards.



### **1.9. Process of Strategic planning:**

The head of the department members of the strategic plan committee included the Head of committee, the dean of Faculty of Economics, and the Head of Quality Assurance of Faculty were collectively designed the department plan. The committee members first went through the previous plans and looked for flaws. The committee also looked into the ministry of higher education's guidance. Then it began work on the strategic plan after thoroughly examining all of the procedures. First and foremost, two questionnaires, internal and external were created to collect data. These questionnaires were distributed to faculty, administrative personnel, students, alumni, and employers from both public and private organizations. Following data analysis, the committee produced a SWOT and SWOT matrix for the university. The findings were then presented in front of the committee's members at a committee meeting. Following the approval of the SWOT analysis, the key goals of the strategic plan were prepared and distributed to all committee members. The committee later developed the strategic plan.

When the strategic planning phase was completed, the Strategic Plan (1400-1404) began. The above full strategic plan of the department was finally created and accepted.

### **1.10. Implementation and Monitoring:**

Every year, the strategic plan committee develops an action and execution plan to accomplish the objectives of the strategic plan in an effective and productive manner. The strategic plan committee would then execute and oversee all operations. It will ensure that all activities are carried out as planned. It has been determined that the committee will send a comprehensive report to the academic council at the end of each semester. The academic council will look over it and track its progress.

## **Chapter # 2**

### **Capacity Development of Students**

#### **2.1. Introduction:**

We will expand and diversify our student population in order to enhance higher education participation and provide Afghanistan with a well-trained and educated workforce.

2.2. Objective 1: Expanding higher education possibilities will help to increase enrolment.

#### **Key Strategies:**

We will achieve our objective by:

1. Increase the number of students enrolled in undergraduate and graduate programs by adding additional internal and external programs.
2. The addition of a new department.
3. Implement Continuous Professional Development programs to satisfy the demands of the local industry and professional community.
4. Signing Memorandums of Understanding (MOUs) with various colleges, both locally and internationally.

2.3. Objective 2: Meet the needs and expectations of students.

Strategies:

We will achieve our objective by:

1. Provide stimulating environments conducive to learning, and recognize and reward high-performing students.
2. Adopt a holistic approach to education that will produce skilled, self-confident and socially responsible graduates, conscious of their role in contributing to the national development effort and social transformation.
3. Arranging different seminars, workshops and training sessions so as a well-trained individual produce to the society.

2.4. Objective 3: Improve on campus Students' participation and satisfaction.

## **Key Strategies:**

We will achieve our objective by:

1. Increase student interaction using social media and the university's learning management system (LMS).
2. Increase the number of extracurricular and co-curricular activities available to students.
3. Enhance peer-to-peer mentoring activities to maximize impact on student success.
- 2.5. Objective 4: To society, providing a well-equipped and educated workforce.

## **Key Strategies:**

We will achieve our objective by:

1. Take academic steps to guarantee that all degree and certificate programs incorporate student learning outcomes related to "ethical leadership for a diverse and globally competitive workforce," as stated in the Mission Statement.
  2. Strengthen our students' ability to connect constructively with others, in line with our dedication to cooperation and leadership, by focusing on communication, writing, and information and media literacy.
  3. Maintain the importance of creative inquiry and problem solving in Khurasan education, bolstered by a focus on impact and participation; thinking through doing and learning through making, as is our tradition.
  4. Providing access and benefits to the Laboratory, Central Library, Career Center, Media Operating Center, IT, and other resources for students.
  5. Require lecturers to provide monographs, projects, group projects, and other individual tasks that take into account all academic values such as research, progress, and updating.
- 2.6. Objective 5: Increase the percentage of graduates who are employable.

## **Key Strategies:**

We will achieve our objective by:

1. Improve undergraduates' employability skills.

2. Provide internship/industrial training options for all final-year students so that they can gain work experience.
3. Enhance undergraduate career development through curriculum-based interventions.
4. Students' English competence should be improved.
5. Provide intense training and preparation workshops for competitive selection processes.
6. The career center helps students improve their soft skills.
7. To improve students' employability, the career center signs memorandums of understanding with local and international organizations.

2.7. Objective 6: Promote the health and well-being of students as a foundation for academic and life success.

### **Key Strategies:**

We will achieve our objective by:

1. Encourage a department-wide culture in which seeking assistance is viewed as a sign of wisdom and strength.
2. Ascertain that appropriate resources are available for proactive outreach and intervention, as well as the timely provision of services to students who are suffering excessive stress or exhibiting signs of mental health difficulties.
3. As teachers and counselors, ensure that faculty members understand the value of student health and well-being for learning, academic accomplishment, and general life success.
4. Make student health and well-being a community-wide concern by stepping up efforts to ensure that all members of the university community (faculty, staff, and students) have the knowledge and training to recognize signs of excessive stress and how to seek help for themselves or others.
5. Develop new strategies to establish tighter links between teachers and students (e.g., through improved advising, academic programming on campus) and a stronger sense of community among students both inside and outside of formal class work as preventative measures for minimizing isolation and alienation.

## Chapter 3

### Capacity Enchantment of Faculty

#### 3.1. Introduction:

All Management Science department faculty members must improve their academic, teaching, research, and administrative skills. Furthermore, newly appointed academics must be continually motivated to develop their capacity, and short-term trainings for lecturers, both inside and outside the country, must be provided to improve their knowledge and working capacity.

#### 3.2. Objective 1: Increasing the capacity of faculty member.

##### Key Strategies:

1. Organizing academic writing workshops for instructors.
2. Creating research training programs for lecturers in academia.
3. Developing leadership and management training for lecturers
4. Facilitating employment with a reduced teaching load based on scientific and research achievements.
5. Assisting lecturers in comprehending Quality Enhancement training programs.
6. Encouraging professors to enroll in English language classes and obtain the necessary certifications.
7. Making it possible for professors to take part in fellowship programs.
8. Organizing short-term training workshops for lecturers to understand how to revise curriculum.
9. Organizing a training program for lecturers to learn how to prepare effective teaching materials.
10. Providing sophisticated current teaching methods, such as Students Centered Learning (SCL) and Outcome Based Education, to university lecturers through training programs (OBE).
11. Reducing the teaching load of prominent scholars who are ambitious.
12. At university members, balancing and optimizing the teacher-student ratio 1/27.
13. Creating a proper proportion between student enrolling and graduation.

3.3. Objective 2: Increase the size and quality of faculty in strategically important academic areas.

**Key Strategies:**

We will achieve our objective by:

1. Over the next five years, emphasize a faculty recruitment approach of developing from the bottom up (recruiting fresh MS and Ph.D.s, as well as rising stars), while acknowledging that this may not be appropriate for all units or at all times within a given unit.
2. Create a framework for reallocating faculty jobs between academic departments on a regular, methodical, and transparent basis in order to improve specific areas.
3. Provide females with equal employment possibilities.

3.4. Objective 3: Ensure competitive faculty compensation.

**Key Strategies:**

We will achieve our objective by:

1. Maintain average professor wages at or above the peer institution median.
2. Benchmark and evaluate fringe benefits on a regular basis to ensure that they stay competitive, including work/life difficulties.
3. Assess and compare research start-up packages and ongoing support by identifying a group of peer universities.

3.5. Objective 4: Develop and implement polices to retain highly valued faculty.

**Key Strategies:**

We will achieve our objective by:

1. Creating a competitive climate in higher education aids in faculty retention.

2. Providing a lively intellectual environment, great undergraduate, graduate, and professional students, and the resources they need to fulfill their professional goals and objectives.
3. When highly rated academics are being courted or have offers from other universities, be proactive by making timely counteroffers and addressing work-life issues (e.g. dual careers) early.
4. Providing special monetary rewards (bonuses, Ramazan pay, and seed funds for research) for exceptional academic accomplishments.
5. Strengthen efforts to retain highly regarded academics by ensuring that their research, teaching, and public participation are well supported.
6. Make a concerted effort to retain early- to mid-career professors who are “rising stars” or extremely talented or accomplished in their fields.
7. Nominate high valued individuals for prizes and honors every year.
8. Recognize and publicize academics who obtain prestigious academic prizes and distinctions from their colleagues.

2.6. Objective 5: Develop strategies that allow professors to devote their time to being highly productive in their core academic pursuits. (Public participation; teaching; research, scholarship, and innovation)

### **Key Strategies:**

We will achieve our objective by:

- ❖ Review how the deans and department heads use faculty time to complete administrative responsibilities.
- ❖ Streamline Department procedures that consume a significant amount of faculty time and divert them from their core academic responsibilities (e.g. reduce the number or size of faculty committees).
- ❖ When deciding on personnel numbers and functions, take into account the impact of staff on faculty productivity in their core academic tasks.
- ❖ Invent novel ways to leverage modern technologies to relieve faculty administrative burdens.

## Chapter 4

### Academic Excellence

#### 4.1. Introduction:

The institution has invested considerably in the student living-learning environment over the last 15 years or more, and has had tremendous success in providing a diverse range of educational and co-curricular activities outside of formal class work. Outside of the classroom, the Management Science Department offers a variety of educational and co-curricular activities that are not covered in this plan. While existing strengths should be maintained and cultivated, this strategic plan proposes that the institution should focus its efforts over the next five years on achieving greater educational excellence.

#### **4.2. Objective 1: Strengthen institutional structures that promote pedagogical innovations both centrally and within the department.**

##### **Key Strategies:**

1. Encourage faculty to try out novel pedagogies and technology (e.g., field-based learning), while keeping in mind that different pedagogies are acceptable for different disciplines and programs.
2. Outside of the classroom, promote and support educational innovations (e.g., service learning).
3. As a student-oriented department, we will focus our teaching efforts on student learning and success, ensuring that our pedagogical and assessment processes are fair and rigorous in this regard.
4. We will investigate teaching methodologies that may be particularly suited to teaching and learning in Afghanistan, as well as develop pedagogies that are informed by current theory and practice research and responsive to students' educational needs, particularly those from disadvantaged educational backgrounds.

#### **4.3. Objective 2: Adjusting current curricula according to new methods**

It is critical to adapt the contents of present curriculum with new methods; applying new methods in these curricula results in changes in teaching activities and methods, and such teaching and learning activities, behaviors, and materials can meet current needs.



**Key Strategies:**

1. We will collaborate with employers, professional organizations, alumni, and other stakeholders to ensure that our degree programs are responsive to market need, resulting in graduates with socially and economically relevant skills and traits.
2. Using new ways to adjust the curricula committee's actions.
3. Using new methodologies, lecturers create teaching materials and individual action plans. (OBE, SCL).
4. Using innovative approaches to evaluate educational materials and activities.
5. Using new teaching approaches by lecturers.

**4.4. Objective 3: Improve Academic English of students' to develop their competence in reading, writing, speaking and study skills****Key Strategies:**

1. Encourage students to work on their English abilities.
2. Give students writing exercises to practice.
3. Case studies to be solved
4. Conducting research excises
5. Increasing the amount of books and research journals in the library to expand and upgrade it.

**4.5. Objective 4: The proper use of information and communication technologies.**

1. Provide training on the usage of LMS and MIS to the students, Staff and Faculty.
2. Setup and support dependable ICT-enabled classrooms.
3. Ensure that LMS have all the teaching material like course policy, Books, chapter notes, slides and videos.
4. Ensure that all the faculty members take quizzes and Assignments through LMS on time and mark it correctly.
5. Ensure that all the faculty members Answer the question of students on LMS.

6. Ensure that all the faculty members create a group discussion board once in month so as the students are properly engaged with their studies.
7. The faculty members create a bank of questions in MIS, which comprising of MCQs, True/false statements short and long questions.
8. All the faculty members are liable to take regular attendance via their MIS account.
9. Create a bank of videos classes for particle subjects like Accounting, Finance, Mathematics, and Statistics etc.
10. Improve the social media presence of departments to engage with users more effectively.
11. Work with the Head R&D and head of Library System to identify and deploy academic journals and books. So, as the excess to digit libraries are become easy.

### **Objective 5: Maintain and develop adequate infrastructure**

#### **Key Strategies:**

1. Develop a building plan for 6 more class rooms in the existing area.
2. Building up departmental library.
3. Setting up , upgrading and expanding Library.
4. Increase more excess to digit library.
5. Maintenance of all power generation sources like generators and solar panels.

### **Objective 6: Raising the revenue of the department so as it can deliver excellent services in all fields.**

1. Applying for national and international grants in researches (research grants).
2. Applying for grants and projects in various areas.
3. Applying for request for proposal, request for quotation, concept paper and request for information.
4. Building consultancy or firm under the leadership of MBA Program.
5. Provide consultancy for businesses, government, NGOs, etc.
6. Review the admission and fee structure.
7. Providing different professional short courses.

## **Conclusion**

Management Science department main purpose is to improve the teaching and learning process. As a result, department provides all of the necessary resources to increase teaching quality and bring it up to par with national and international requirements. So as, it provides high-quality services and graduates the most skilled members of society.

## Chapter # 5

### Research and Development

#### 5.1. Introduction:

It is critical for a university to be a centre for research and development. In fact, research and innovation are what set a university apart from others. Therefore, Management Science department has always valued research and innovation, and has worked tirelessly to develop a research culture within the department. This section is about these research activities.

**5.2. Objective 1:** Department has to develop a team of academics who are committed to and capable of excellence in research.

#### **Key Strategies:**

We will achieve our objective by:

1. Make certain that people of excellent caliber and research ability are hired.
2. Provide research money for young academics.
3. Incorporate the concept of group research into the academic department's curriculum.
4. Provide opportunities for all academics to receive ongoing research methods training. For example, senior researchers and experts may hold frequent workshops and courses on research technique, statistics, and protocol writing, similar to how teachers do staff development courses.

**5.3. Objective 2:** Establish and maintain a research culture, and guarantee that all faculty members participate in research.

#### **Key Strategies:**

We will achieve our objective by:

1. Integrate research into teaching and learning; include research projects into degree programs with staff collaboration in all faculties.
2. Develop collaborative research projects with industry.
3. Create research collaborations with international research organizations.

4. Increasing and publishing academic researches and printing them in the academic magazine of university and other international magazines (journals).

**5.4. Objective 3:** Encourage and recognize research of high quality and excellence.

**Key Strategies:**

We will achieve our objective by:

- ❖ Department must publish a sizeable number of articles in University Journal in several Business administrative areas (like economics, management, finance and leadership etc) .
- ❖ Continue to hold regular departmental meetings to discuss research work.
- ❖ Organize staff training seminars as well as trainer training.

**5.5. Objective 4:** Upgrade the research skills of graduate students.

**Key Strategies:**

We will achieve our objective by:

- ❖ Introducing activity-based courses on topics like research techniques, proposal writing, methodology, and data analysis.
- ❖ Purchasing licensed software, such as SPSS, is a good example.
- ❖ Organize an annual graduate symposium where students can present their work and exchange ideas.

**Conclusion:**

Management Science department of Khurasan University makes every effort to promote a research and innovation culture among teachers and students through the measures outlined above.

## **Chapter # 6**

### **Quality Assurance and Accreditation**

#### **6.1. Introduction**

The business and administration department of economic faculty of Khurasan University has successfully completed two phases of Quality Assurance in accordance with MoHE (Ministry of Higher Education) norms and rules. As a result, the business and administration department of economic faculty is presently attempting to complete the third level (full accreditation) of Quality Assurance from the Ministry of Higher Education. As a result, the Ministry of Higher Education has nominated KU for the third step of quality assurance and the entire accreditation procedure. So, department will take full participation for achieving quality standards as provided by MOHE Afghanistan. Department will incorporate all the 11 main standards and 49 substandard in their strategic plan.

This portion of the Strategic Plan outlines all of the plans and actions that will be implemented in the next five years to achieve the Ministry of Higher Education's quality assurance criteria.

#### **6.2. Objective 1: Preparation of Self-Assessment Reports**

To improve quality assurance at the university, prepare self-assessment reports that will be correlated with self-assessment reports from all faculties, and then produce a single university-level self-assessment report from all reports.

##### **Key Strategies:**

1. Each faculty members must develop a self-assessment action plan.
2. All faculty members self-assessment strategies must be thoroughly examined.
3. All self-assessment plans must be integrated, and a single action plan must be created from them all.
4. After all plans have been integrated, all self-assessment plans should be revised.
5. Creating an action plan for the integrated self-assessment.
6. An integrated self-assessment plan would be given to all university faculties and departments.

#### **6.3. Objective 2: Introduction of the Process of Quality Enhancement to the entire department Staff.**

The Quality Enhancement Process will be introduced to the entire department employees and staff, as well as providing them with awareness and information about the process, so that the entire department employees and staff can understand the key objectives, influences, and values of the Quality Enhancement Process.

**Key Strategies:**

1. Providing a thorough introduction and explanation of Quality Enhancement to all department personnel.
2. Conducting a number of seminars and workshops for personnel at the departmental level.
3. Educating all department personnel on the objectives, values, influences, issues, and benefits of Quality Enhancement.

**6.4. Objectives 3: Implementation of main 11 and sub 49 standards of Quality Enhancement.**

All department personnel must engage in the implementation of the standards and substandard established in the framework by the Directorate of Quality Assurance and Accreditation of the Islamic Republic of Afghanistan's Ministry of Higher Education (MoHE). All of the factors that prevent it from being used must be identified, and appropriate solutions must be found.

**Key Strategies:**

1. Using the university's Quality Assurance Department to apply the primary 11 standards and 49 substandard.
2. Understanding each major and minor standard, as well as how to apply them to each applicable activity and assignment.
3. Taking into account all 49 sub-standards while applying each major standard.
4. The causes of any impediments that prevent the process from being implemented must be identified, and appropriate remedies must be provided.
5. After all of the causes have been identified, each standard should be reviewed and improved.

**6.5. Objective 4: Based on the Schedule and Plan, Supervising the Process of Quality Enhancement.**

Supervising the department's entire quality improvement process based on the plans and timetable. As a result, all faculties' actions will be better satisfied. The supervision of all

faculties will be re-evaluated over time. All concerns and impediments that prevent the adoption of the standards and an appropriate response must be identified in the final stage of the supervisory process an appropriate solutions must be suggested to them.

**Key Strategies:**

1. All administrative and teaching tasks of department shall be supervised in accordance with the timetable and plan.
2. The causes of any impediments that prevent the process from being implemented must be identified, and appropriate remedies must be supplied.
3. After the causes have been clarified, each standard will be reviewed and enhanced.
4. 4. Following up on supervisory evaluations, recommending possible remedies to difficulties and problems.

**6.6. Objective 5: Discovering Weak Points through Process of Quality Enhancement and incorporating them**

When criteria are not applied correctly in quality improvement processes, the determination of all factors will improve them, allowing them to evaluate and supervise the weak points of the standards in order to improve quality and complete and enrich the problem-solving and facility-building process.

**Key Strategies:**

1. Identifying issues that prevent university quality improvement applications.
2. Constantly searching for flaws
3. Weak areas must be identified on a regular basis.
4. Identifying and resolving all flaws.
5. Identifying and allowing issues that prevent the application of standards.
6. Enriching weak points with available resources and facilities.

**6.7. Objective 6: Attaining Membership and Affiliation of Regional Quality Assurance Organizations**

With the university's own efforts, participation in the regional quality assurance agency, i.e. Quality Network for Asia and the Pacific (APQN)

**Key Strategies:**

1. Inquiring with a quality assurance organization about standards and criteria
2. Writing letters to respective organizations requesting membership.
3. Disseminating information and papers while taking into consideration their criteria.



4. Using every resource and facility available to keep the agency informed about university operations.

## Conclusion

All employees of the Management Science department must be completely aware of and knowledgeable about all requirements in order to achieve quality enhancement accreditation. If the criteria are being used incorrectly, determine what they are and provide solutions and facilities to ensure that the criteria are being applied appropriately and that the university accomplishes its specified goal.

## Chapter # 7

### Information and Communication Technology (ICT)

#### Introduction:

21<sup>st</sup> century has brought a lot of changes, information and communication technology is among one of them. Today ICTs had significant impact of every sector of our society including business, government and academia. Fortunately, department of economic faculty of Khurasan University timely and effectively incorporate and integrate ICTs as strongly as other universities around the globe. The faculty LMS and MIS system already got hug popularity in the region. With the help of ICT, the department of economic faculty create an environment that empowers administration and faculty to enhance students' learning experience and deliver quality services. ICTs have become one of the most central tools in today's higher education environment, so therefore the following strategies will incorporate in future for further improvement.

**7.1. Objective 1:** Setup a training program that will build the capacity of staff within the department for efficiency, increased skills and the ability to aggressively support and rapidly respond to changing times and the changing demands of the university community.

#### Key Strategies:

1. Develop and implement training plans;
2. Work with ALL stakeholders to successfully implement training plans;
3. Work with PDC to provide training;
4. Identify local and international training opportunities for staff;

**7.2. Objective 2:** Provide technology systems and services to enhance student learning and to foster curricular innovation.

#### Key Strategies:

1. Create individual and campus-wide opportunities for faculty, staff, and students to explore, evaluate, and implement new technologies to improve teaching, learning, and innovation.

2. Setup and support a robust Learning Management System (LMS) and Management information system (MIS) to support universal learning, learning analytics, and adaptive learning.
3. Setup and support dependable ICT-enabled classrooms, computer labs, and virtual learning spaces.
4. Setup and support more-computer classroom systems to enable instructors make instruction and learning more interactive.

**7.3. Objective 3:** Provide access to online academic journals and other academic resources.

**Key Strategies:**

1. Work with the Vice chancellor for Academic Affairs to identify academic journals.
2. Work with the Head R&D and head of Library System to identify and deploy academic journals and books.

**7.4. Objective 4:** The proper use of information and communication technologies.

12. Provide training on the usage of LMS and MIS to the students, Staff and Faculty.
13. Setup and support dependable ICT-enabled classrooms.
14. Ensure that LMS have all the teaching material like course policy, Books, chapter notes, slides and videos.
15. Ensure that all the faculty members take quizzes and Assignments through LMS on time and mark it correctly.
16. Ensure that all the faculty members Answer the question of students on LMS.
17. Ensure that all the faculty members create a group discussion board once in month so as the students are properly engaged with their studies.
18. The faculty members create a bank of questions in MIS, which comprising of MCQs, True/false statements short and long questions.
19. All the faculty members are liable to take regular attendance via their MIS account.
20. Create a bank of videos classes for particle subjects like Accounting, Finance, Mathematics, and Statistics etc.
21. Improve the social media presence of departments to engage with users more effectively.

22. Work with the Head R&D and head of Library System to identify and deploy academic journals and books. So, as the excess to digit libraries are become easy.

## **7.5. Conclusion**

In order to deliver excellence services in learning, teaching and administrative activities modern information and communication technologies are very crucial. That is why we already having LMS and MIS system in services and a strong super Wi-Fi system are working effectively in the university premises.

## Chapter # 8

### Rising Revenue and Enterprise Development

#### 8.1. Objective 1: Investment on various revenue generations areas

##### Key Strategies:

1. Investing on various business gaps in order to generate revenues for the university.
2. Recruiting research team either from current human resources or outside for a well-qualified and experienced team for local and international researches.
3. Applying for national and international grants in researches (research grants).
4. Applying for grants and projects in various areas.
5. Applying for request for proposal, request for quotation, concept paper and request for information.
6. Enriching the activities and market of Easy Learning.
7. Working on financial control mechanisms or procedures which control extra costs for overall university either internal or external environments.

#### 8.2. Objective 3: On the need basis, increasing in student fee gradually.

##### Key Strategies:

1. Updating or making plan for the increasing of fee accordingly.
2. Reviewing BBA and MBA program fee in each semester and must move accordingly.
4. Reviewing the admission fee of the department.

#### 8.3. Objective 3: To identify innovative ways to attract additional revenue.

##### Key Strategies:

1. Set up training programs that can help build the ICT capacity of Government, the Business Sector, and other sectors.
2. Provide short courses in Banking, Accounting, marketing, management and finance fields.
3. Provide consultancy for businesses, government, NGOs, etc
4. Provide alternative Wi-Fi access for students on a commercial basis

5. Provide other services including printing, document imaging, web design, document publishing etc for faculty, staff and students.

**8.4. Objective 4:** Sponsorship of major events and relations with corporate sector.

**Key Strategies:**

1. Funding sponsorships for major events such as:

- Sports Gala
- Kankor Exam
- Graduation Ceremony
- Research Conference
- Students Motivation Ceremonies
- Green Afghanistan Campaign

2. Building strong and good relations with national businessmen in order to sponsor some students' fee and other charges.

3. Building relations with organizations either national or international. 4. Search external resources for fee sponsorship

4. Making relations with the national businessmen in order to sponsor academic, cultural and research activities.

## **Chapter # 9**

### **Participation in Social Development**

#### **9.1. Introduction:**

The business and administration department of economic faculty of Khurasan University, like other national and international universities, has the finest vision to provide professional and skilled graduates to society in order to generate prospects for societal development. We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the state of Afghanistan. Moreover, KU contributes to societal development through students, education, research, others social activities and sports.

#### **9.2. Objective 1:** To participate in social development.

##### **Key Strategies:**

1. The business and administration department of economic faculty will actively participate in the reduction of violence in the Afghan society and the strengthening of the spirit of support and cooperation through awareness seminars.
2. The business and administration department of economic faculty will actively participate in the celebration of national and historical days and occasions.
3. Business and administration department of economic faculty will participate in all social and humanitarian campaigns along with other institutions including blood donation if necessary.
4. According to the conditions, the business and administration department of economic faculty can establish associations to collect aid for people affected by natural calamities.
5. The academic staffs of the business and administration department of economic faculty give priority and trend in their scientific research and research to those areas whose results are used for economic development.
6. Carried joint research with organizations that need assistance in the field of research.

7. Share the results of the research to the relevant organizations.

8. Every year the university's lunch plantation campaign.

**9.3. Objective 2:** The provision of services in accordance with societal norms and values.

**Key Strategies:**

1. Leadership, teachers, staff personnel's and students committed to the interests of the university and society in their field of work and will perform their duties with full honesty and integrity.

2. Leadership, teachers, staff, service personnel and students participate in all the programs and programs that are launched in accordance with the development of the national economy.

3. Leaders, teachers, employees and service personnel considered the national interests in their work environment and will not take any kind of ethnic, local, racial, linguistic, religious, sexual, and other considerations that threaten our national unity.

4. Considering its possibilities and the needs of the national economy, the university is trying to train and prepare the necessary personnel in various fields.

**Sports and Recreational Activities:**

**9.4. Objective 3:** Enhance the capacity, capability, and accessibility of sport and active recreation in order to provide high-quality opportunities.

**Key Strategies:**

1. Make it possible for the university community to participate in safe and inclusive physical activities on a regular basis.

2. Improve the quality, capacity, and accessibility of athletic facilities that encourage students, faculty, and society to participate in regular physical activity.

3. Form a university sports club with competent coaches and professional management.



4. Increase our sport alumni engagement and support for our sports programs, clubs, and student athletes.
5. Improve the level of engagement with local sport federation.
6. Create policies to ensure that sport and recreation are both sustainable and inexpensive.
7. Use sports to improve the mental and physical well-being of all students and faculty.

**9.5. Objective 4:** Increase community participation in sport and physical recreation.

**Key Strategies:**

1. Providing more opportunities for sports and recreation
2. Increase the number of teams for volleyball, cricket, badminton, and other sports.
3. Organize a sport Gala every year.
4. Organize matches with other clubs and university teams.
5. Maintain sport and recreation's integrity and ethics.

**9.6. Objective 5:** Give opportunities for talented athletes.

**Key Strategies:**

1. Recognized talented athletes, enrolled them, and provided scholarships.
2. Recruit and aid gifted student-athletes by offering a high-performance athletic environment and athlete assistance programs.
3. Ensure that emerging athletes have access to top-notch facilities, sports science, education, and support services.

## Chapter # 10

### Countering Administrative Corruption

#### 10.1. Introduction

Every country in the world has been struggling, either more or less, with the issue of administrative corruption. However, it differs in kind, depth, and scope from one country to the next, just as its impacts vary according to the nature of a country's political and economic structure and its degree of development. Corruption affects societal ideas and moral standards, raises project implementation costs, and restricts competitiveness growth.

A culture of integrity and corruption prevention is shared responsibilities for all sectors of society; therefore, KU will carry the following activities to combat administrative corruption.

#### 10.2. Objective 1: Founding Business and administration department of economic faculty Anti-Corruption Committee and Awareness

The faculty is forming a committee to combat corruption that will include professors and administrative staff members, and this committee will report to the leadership.

The following efforts will be made by the committee in order to combat corruption:

##### Key Strategies:

1. Raising awareness of corruption and the terrible effects it has on people's lives and society as a whole.
2. Arranging corruption awareness seminars for, faculty member, admin staff and students.
3. Anti-corruption walk
4. Publishing the campaign banner
5. The slogan encourages people to take a stand against corruption.
6. Celebrating international Anti-corruption day.
7. Ensure transparency in bureaucracy.
8. Publishing Islamic thoughts about anti-corruption.
9. Stimulate societies to move from a culture of acceptance of corruption to one of rejection of corruption.

### **10.3. Objective 2: Supervision especially financial and Procurements activities**

#### **Key Strategies:**

1. Determining the requirements of all the departments.
2. Taking procurement activity supervision seriously.
3. Getting complete information about procurements documents.
4. Supervising financial activities regularly.
5. At the end of every quarter, the vice chancellor of financial and administrative affairs will be reporting a documentary report to the academic council about the financial.
6. When necessary, internal and external audits should be conducted to guarantee transparency.

### **10.4. Objective 3: Obtaining Complete Information on Human Resource Recruitment and Work Evaluation.**

#### **Key strategies:**

1. Developing a strong hiring procedure that will allow us to select and recommend qualified candidates in a timely and merit-based manner in order to advance excellence, professionalism, and competency at KU.
2. Supervising human resource procedures.
3. Ensure transparency in the evaluation of every employee.
4. Using the rewarding and punishing strategy.
5. Make sure that the wages paid to employees are sufficient to meet their needs

### **10.5. Objective4: Exams and Evaluations of Students are Fairly Supervised**

#### **Key strategies:**

1. Give full authority to faculties and university examination committee.
2. Arranging and taking exams according to the rules of exams.
3. Fairly and transparently performing activities in the cases, where students' exam results are unsatisfactory.

4. Supervising the exams and the documents of students seriously.
5. Ensure that papers are checked and graded in an unbiased and fair way.
6. Archive all examination records in soft and hard form.

## **10.6. Conclusion**

The business and administration department of economic faculty of Khurasan University depends on its relationships with governments, competitors, employees and with students and the trust they place in the society. To ensure the protection of this trust business and administration department of economic faculty undertakes to conduct all activities in an honest and ethical manner and in accordance with applicable laws of MOHE. Violation of such laws and regulations creates legal, financial, and reputation risks for business and administration department of economic faculty and individual employees and is not acceptable. KU has a zero tolerance approach towards bribery and corruption.

## Chapter # 11

### Budget

In order to achieve the objectives of our strategic plan and the proper implementation of it, the following propose budget is estimated as,

<b>Department strategic plan budget</b>							
S. no .	Description	Per Year	Total	Per unit cost	Total cost	Period	
						Start	End
1.	Training for students.	20	100	20,00 AFN	200,000 AFN	1400	1404
2.	Award ceremonies for students	2	10	18,000 AFN	180,000 AFN	1400	1404
3.	Recruitment of Master faculty	2	10	37,000 AFN	370,000 AFN	1400	1404
4.	Recruitment of Ph.D.	1	5	125,000 AFN	625,000 AFN	1400	1404
5.	Competitive Staff allowance	2	10	10,000 AFN Per year	100,000 AFN	1400	1404
<b>Total</b>					<b>1,475,000</b>		