

Strategic Plan

Bachelor of Business Administration (BBA)

2021-2025

JUNE 2023



Contents

Dean’s Message :	3
Faculty Overview and History	4
Bachelor of Business Administration:	5
Graduation outcome	6
BBA Program Content	7
Vision Statement (BBA):	7
Mission Statement (BBA):	7
Values:	8
Strategic Orientation	9
Research	9
Community Service	9
Technological Orientation	10
Internationalization	11
Revenue Generation	12
Strategic Goals and Objectives	13
Planning Process	15
SWOT Analysis	16
Strengths	16
Weaknesses	16
Opportunities	17
Threats	17
IE Matrix	18
Strategic Plan–Implementations Plan	19
BBA Financial plan	22



Message from the Dean

The Faculty of Economics is devoted to offering a modern learning experience that contributes to the advancement of our community, country and region. Our long term plan for the faculty foresees blended learning that gives more support and elasticity to the learning process. We emphasize on the significance of research and extracurricular activities in the enhancement of students' experience, academics' development, and community service. Offering a robust academic program is our first step on our way to be the most modern Business Administration program in the region, recognized for its excellence in education, research and community service.

I seize this opportunity to invite students and parents to have a closer look at our programs, resources and facilities all aimed at ensuring academic and professional excellence.

Dr. Sayed Abdul Moiz
Dean, Faculty of Economics

Faculty Overview and History

The Faculty of Economics at Al-Taqwa Institute of Higher Education is offering two bachelor's degrees (Bachelor of Business Administration (BBA) and (Bachelors in Finance) both of which are Honors degrees. It comprises two Academic Departments, Business Administration which offers a Bachelor of Business Studies degree and Bachelors in Finance which offers a Bachelor degree in Finance. The faculty offers globally oriented programs that provide students with a solid theoretical foundation as well as hands-on practical skills in the fields of their specializations.

The Faculty of Economics was established in the year 2012 upon the establishment of Al-Taqwa Institute of Higher Education. It was intended from the outset to produce graduates of international standard for key sectors of the Afghan economy. The faculty of economics has made great progress in its short history. It has achieved a significant number of the aims set out in its first strategic plan where it adopted the university Strategic objectives in its current five-year vision. The Faculty of Economics has comprehensively considered all the needs and facilities for the effective implementation of its mission to achieve its strategic go

Bachelor of Business Administration

A Bachelor of Business Administration degree from Al-Taqwa Institute of Higher Education offers the academic credentials, practical insights and business experience to the students who require to transform their interests and passions into a rewarding career.

The program enjoys a solid reputation among the top national and international employers as well as leading international universities, where our graduates pursue graduate studies. Our BBA graduates have gone to establish their own businesses, manage firms, obtain Master's and Doctoral degrees and lead major national and international organizations.



Graduation Outcomes

A student who has successfully completed the BBA program, will be able to:

- Demonstrate the knowledge of core concepts and competencies in the functional avenues of Management, Marketing, Accounting and Finance.
- Explain the diversified intercultural dimensions of management in an amicable manner. They also will be able to identify community historic and religious values and apply business code of conducts and cultural norms accordingly.
- Understand and exhibit the conducive environment and philosophy of a modern day business enterprise.
- Apply the legal and ethical implications of business theory and decision making thereto.
- Amicably apply the quantitative and qualitative techniques in the business decision making process.
- Express themselves in Management Information System, practical knowledge of computer and its applications.
- Demonstrate high quality soft skills, at appropriate levels of audience, including communication, academic writing and presentation abilities.
- Act efficiently and enthusiastically in team scenarios and in effective manner.
- Show effective analytical skills, critical thinking, problem solving and conceptual abilities.
- Demonstrate the knowledge and competencies in qualitative and quantitative research.
- Manage financial aspects of organizations both in local and global context.

BBA Program Content

Our BBA program spans 136 credit hours and includes course modules in all major business administration subject areas. Al-Taqwa Institute of Higher Education also offers a wide range of electives to broaden your horizons across the business, social sciences and arts fields.

The BBA program offers the following two major specializations:

- General Management
- Finance

The medium of instruction is English for majority of the courses offered through the Department of Business Administration. The minimum duration for completion of BBA degree is eight semesters and a maximum of nine semesters. It is awarded on completion of 136 Credits hours with a minimum cumulative GPA of 2.00 out of 4.0. Al-Taqwa Institute of Higher Education's curriculum is among the most responsive and updated learning resources that directly addresses the skills gaps across the specific business sectors.

Vision Statement (BBA)

Filling the gap of society in the field of leadership, management and research.

Mission Statement (BBA)

Training managers, leaders and researchers with professional and experienced professors, standard curriculum and other necessary facilities to promote socio-economic development in the country and the region.

Values

- Providing high quality human resources to society committed to national and international values.
- Introducing honest and patriot-loving cadres to society.
- Applying the laws and regulations of higher education institutions in the process of teaching & learning, research and practical work.
- Training human capacity with regard to the local and regional job market.
- Teaching: highly effective and innovative (teaching employing) relevant curriculum.
- Learning: a highly interactive learning environment that fosters strong relationships and student success.
- Faculty: quality faculty accessible, responsive, and dedicated to student learning.
- Students: quality students who are actively engaged in their professional and personal development.
- 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.

Strategic Orientation

➤ Research Objectives

- Research collaboration through partnerships focusing on research
- Publications: Increase Number of papers in peer reviewed, high impact factor journals and the related citations
- Attract external Research funding
- Continue to organize research networking events

➤ Community Service Objectives

- Playing active role in community development services
- Working with constantly with stakeholders
- Enhancing the culture of volunteerism in the department
- Expanding the scope of joint initiatives with university student volunteers club

Technological Orientation

The essential objective of using Technology in Education is to improve the quality of education and enhance the learning process. Most importantly, technology should magnify the teaching and learning process as well as facilitate better performance of educational systems as it emphasizes upon effectiveness and efficiency. We in the department strategically focus on the following objectives in using technology:

- To discover and analyze the characteristics and educational requirements of every student.
- To understand and organize the contents of instruction in a proper sequence.
- To recognize the existing teaching-learning resources and materials.
- To plan teaching strategies and utilize human resources and material assets for accomplishing specific classroom objectives.
- To evaluate every student's behavioral change and performance to determine the effectiveness of classroom teaching.
- To provide essential feedback to teachers and students for any modification in the teaching-learning operation.

Internationalization Focus

The Department of BBA has been trying to expand its foreign relations with the prestigious universities of the world for the last several years. The department has signed a number of memorandum of understandings (MoUs) with universities located in the neighboring countries at the faculty level. Signing such MoUs results in initiating joint education programs, conferences, research projects and use of short-term and long-term scholarships.

Since signing of the memorandum of understanding between the Faculty of economics and the University OM Sterling Global University, India for the last one year, a joint international conference was held in India in which a large number of faculty members and leadership of the BBA department participated and co-hosted the international conference organized by the OMSGU. Other memorandums are between the Faculty of economics and GD Goenka University in India and various universities in Indonesia, India, Pakistan etc. Also, an agreement has been signed between the Faculty of Economics and GD Goenka University of India for launching a joint education degree program for BBA students pursuing bachelor of business administration program in the economics faculty at ATIHE. Based on the agreement signed, BBA students will have the opportunity to study the first two years of their BBA program in the economics faculty of Al-Taqwa Institute of Higher Education and the third and fourth year they will study in GD Goenka University and the bachelor's degree will be awarded by GD Goenka University.

The economics faculty has a number of international memberships with international agencies mostly relevant to higher education. A number of faculty members of the BBA department have international memberships with world prestigious higher education platforms. Recently, the economics faculty has joined the Sustainable Development Solution Network (SDSN) and has been granted the global membership. The faculty of economics of Al-Taqwa Institute of Higher Education is the global member with Globalization and Localization Association (GALA). The BBA department is the partner member with Peregrine Global Services that assists students from all over the world with their external outbound assessment. Keeping in mind the above-mentioned, we can say that the international role of the Department of BBA has been outstanding since the establishment of the department until now, and the department is making every effort to ensure that this role is always outstanding.

Revenue Generation

The BBA department has been working strategically to increase the source of revenue for the bachelor of business administration department. The department has already established the business incubation center which is considered a good source of revenue for the BBA department. A number of small businesses would be on boarded into the business incubation center for the period of six months. During the six months period, the businesses will benefit for mentorship to standardize their existing business in the local markets and in return, the businesses will be charged for specific fee for the services they gain in the business incubation center.

The department has also been striving to launch an online international journal jointly with an external entity where Al-Taqwa Institute of Higher Education will play the role of publisher for the international journal of Management and Economics. The journal would charge the authors for publishing their research work in the said journal established in the structure of economics faculty.

Strategic Goals and Objectives

- Signing MoUs with sectorial organizations and educational institutions
- Supporting every creative initiative, ideas and projects initiated by students
- Providing study-tours, seminars and workshops for faculty and students for their capacity building purposes
- Establishing Business Incubation Center in the structure of BBA department to polish the skills of students that enable them to link theoretical concepts with the practical ground
- Pedagogical (Academic) Objectives

1. Continuously review curriculum content to ensure best practices are represented.

2. Instill in our students the Al-Taqwa Institute of Higher Education Educational Goals:

A. Effective communication

B. Computer and information literacy

C. Independent critical thought

D. Intellectual capacity for change

E. Preparation to assume social and civic leadership roles

3. Graduate Business Administration students who demonstrate an understanding of the:

A. Impact of the competitive, economic, legal, political, and social environments on organizations

B. Concepts, processes, and institutions involved in the production and marketing of goods and services

C. Means and consequences associated with alternative approaches to financing organization

D. Methods of accounting and quantitative analysis

E. Role and utility of current application software and corporate information systems

F. Principles of organizational theory, behavior, and communications

G. Corporate planning process as well as approaches to identify and resolve strategic problems

H. Techniques and resources available to research companies, industries, and best practices

- **Research objectives**

- A. Department will be affiliated with at least one relevant professional organization and will read the professional journals in their fields

- B. Department will ensure the group research work done by the faculty and students

- C. Department will, as part of their development plans, identify potential applied or theoretical research interests and will plan to conduct research and share the results with the appropriate audiences

- D. Department will help students identify opportunities for independent study, internships, and co-ops that have a research component

- **Public Stewardship objectives**

- A. Students will be offered opportunities to volunteer their time and talents to organizations through coursework or professional student organizations.

- B. Course content and curricula will be continuously reviewed to ensure the needs of our various constituencies are represented

- C. Maintaining our commitment to student service

Planning Process

Meetings were held with the students, alumni, a number of local employers, faculty members and admin staff of the department to identify work activities and to determine improvement opportunities. The groups also provided inputs on the SWOT that can help in developing a more tangible strategic plan for the BBA department. Finally, separate meetings were held with the faculty members and one faculty meeting was focused on a review of the draft plan. Input based on the analyses, the group coordinator input, and the department meetings were used to develop and finalize this strategic plan. Following completion of the draft, the lecturers were given an opportunity to provide critical reviews of the document and it was revised according to the collected comments. As with any planning document, this strategic plan becomes a living document that should be continually updated and amended as unforeseeable events.

SWOT Analysis

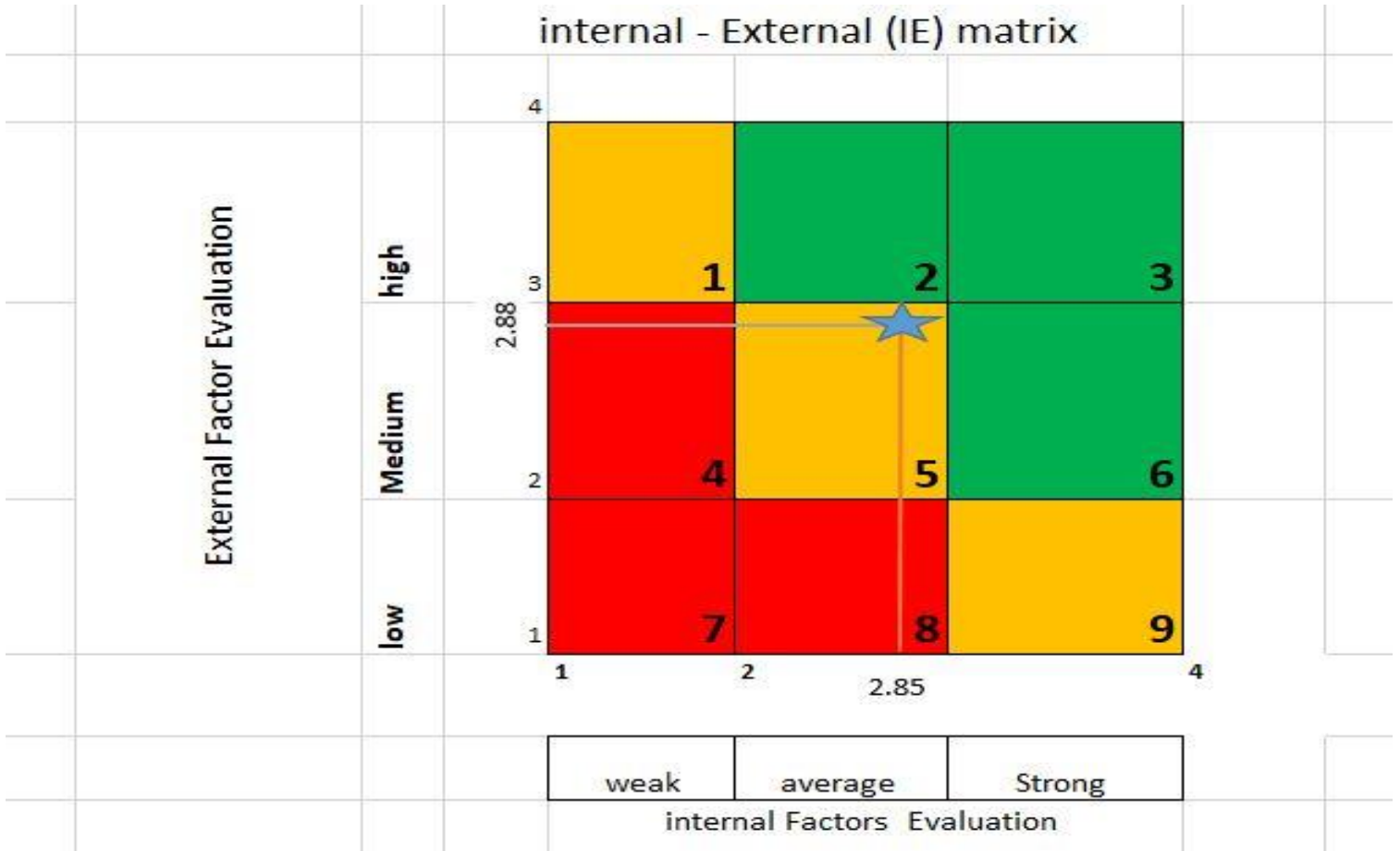
This section gives a succinct self-assessment of the strengths, weaknesses, opportunities and threats for the bachelor of business administration (BBA) department.

Key internal Factors (IFE Matrix) analysis

S/N	Strengths	Weight	Rating	Weight Score
1	Home to numerous world-class and nationally-strong research groups	0.12	4	0.48
2	Excellent undergraduate student population	0.08	3	0.24
3	Undergraduate students do well on scholarship applications	0.13	3	0.39
4	Strong teaching evaluations	0.08	3	0.24
4	Collegial working environment	0.08	2	0.16
5	Excellent research infrastructure	0.08	2	0.16
6	Strong leadership team	0.08	3	0.24
7	Excellent working relationship with other department.	0.08	2	0.16
Weakness				
1	Lack of distinguished professors	0.12	4	0.48
2	No several publications.	0.04	2	0.08
3	Few internal seminars and special presentations.	0.03	2	0.06
4	Lack of cooperation of governmental administration for student practical work	0.08	2	0.16
	Total	1.0		2.85

Key External Factors (EFE Matrix) analysis

S/N	Opportunities	Weight	Rating	Weight Score
1	Invest strategically to sustain and grow areas of world-class research	0.15	3	0.45
2	Increased attention on teaching and learning innovation	0.15	2	0.3
3	Use of technology to enhance learning	0.13	3	0.39
4	Make the department more research oriented	0.12	2	0.24
4	More opportunities for modern higher education than any other time	0.09	3	0.27
Threats				
1	Unfair competition of other private universities	0.07	3	0.21
2	Restriction on creation of new branches and faculties	0.07	2	0.14
3	Declining the income level of the household	0.22	4	0.88
	Total	1		2.88



1. Harvest & Divest 4, 7, 8

2. Hold & Maintain 1, 5, 9

3. Grow & Build 2, 3, 6

Strategic Plan–Implementation Plan

Activities	Needs	Output	Source of Finance	Time of activity
Reviewing the curriculum and developing contents considering national and international standards	Having an up to date curriculum according to the needs of the society	Offering educated youths to the society equipped with leadership and managerial skills.	Al-Taqwa Institute of Higher Education	At least every year 15-20 th January (2023-2025)
Hiring more specialized lecturers for the BBA department	Making the teaching task more specialized based on the specialization of lecturers	Deep understanding of the subject contents in all relevant departments	Economics faculty and BBA department	At the start of the academic year (when required) (2023-2025)

Activities	Needs	Output	Source of Finance	Time of activity
Improve E-Learning & innovation of technology and other means of learning	Modernizing the higher education and learning methods.	Student familiarity with advanced devices and new learning methods.	Al-Taqwa Institute of Higher Education	Throughout the year (2023-2025)
Adding new specialization i.e. “Marketing” to BBA program of study	Compatibility with higher education and current needs of the society and growth and development of academic programs.	Absorbing new students and enriching their knowledge.	Al-Taqwa Institute of Higher Education	December. 2023
Establishing Business Incubation Center	Initiate and expand more practical activities for BBA students to establish their own businesses		Faculty of Economics, Al-Taqwa Institute of Higher Education	June, 2023

Activities	Needs	Output	Source of Finance	Time of activity
Enhancing research culture among faculty and students	Increase number of research publication in national and international journals	Improves the quality of research with lecturers and students	Al-Taqwa Institute of Higher Education and Faculty of Economics	All three years (2023-2025)
Launching joint International Journal of Economics & Management Sciences	Enhancing the culture of research among the faculty and students of BBA department	Increase the capacity of research in the department and a good source of revenue	Faculty of Economics, Al-Taqwa Institute of Higher Education	November, 2023

BBA Three Years Financial plan (2023 - 2025)

S/No	Objectives	Activities	Reference	Responsible	Budget required in a given years			Remarks
					Year (2023)	Year (2024)	Year (2025)	
1	Construction of a new Teaching Building for the BBA Department	Construction of a new teaching building will be suitable and organize place for teaching and Students .	Faculty of Economics and Business Administration Department	Faculty of Economics and Business Administration Department		2,500,000	–	
2	Forming committees	Creating a separate office for each committee.	Faculty of Economics and Business Administration Department	Faculty of Economics and Business Administration Department	–	150,000	–	
3	To enhance research performance in the faculty of economics.	students writing proposal and contacting various companies.	Faculty of Economics and Business Administration Department	Faculty of Economics and Institutional Research Department	15,000	21,000	9,000	

4	Contribution in to society at large level	Establishing relationships with related sectors for students and preparing various demonstration programs and seminars for the purpose of academic strengthening of students..	Faculty of Economics and Business Administration Department	Faculty of Economics	55,000	70,000	8,500	
5	equipped a modern library for BBA Department	Develop and Culture the Books reading and popularization of library for study	Faculty of Economics and Business Administration Department	Finance and Administrati on Assistant and Faculty of Economics Department	-	-	300,000	
6	Signing agreements at the national level	Agreements According to the policy, of organizations and conducting coordination meetings with regional countries to develop the agreements and joint cooperation.	Faculty of Economics and Business Administration Department	Economic Encyclopedia and Committee on Institutional External Relations	-	1,000,000	122,102	

7	Supporting every initiative of Students in practical Area	Allocating funds for every initiative, idea and project by the students.	Faculty of Economics and Business Administration Department	Economics Faculty	-	-	250,000	
8	Providing academic tours, seminars and workshops for teachers and students to increase their capacity	Allocation of funds for capacity building of teachers and students	Faculty of Economics and Business Administration Department	Economics Faculty	100,000	120,000	150,000	
9	Creation of short-term courses in the business administration department of the Faculty of Economics	Allocation of funds for conducting temporary courses	Faculty of Economics and Business Administration Department	Economics Faculty	10,000	15,000	20,000	
10	Creating and equipment Business Incubation center	creating Business Incubation center that student will able to learen practical businesses	Faculty of Economics and Business Administration Department	Assistant Financial and Administrative Affairs and Faculty of Economics Department	-		-	

11	Review of academic programs and curriculum	Revising the curriculum of the BBA department and aligning it with national and international standards	Faculty of Economics and Business Administration Department	Head of the Department and the Faculty's Curriculum Committee...	12,000	12,000	12,000	
12	E-learning development	Digitization of teaching and learning programs	Faculty of Economics and Business Administration Department	Head of Department and Faculty E-Learning Committee	20,000	20,000	20,000	
13	Establishing Trading Floor For online business	Inventing an online trading practice room	Faculty of Economics and Business Administration Department	Department of Economics, BBA Department and E-Learning Committee	–	–	500,000	

14	Development of scientific research	Increase the conduct of investigations in the BBA department	Faculty of Economics and Business Administration Department	Department and Faculty Academic Research Committee	240,000	240,000	240,000	
15	International Journal of Economics & Management Science	Licensing for an international journal and creating a standard website for the journal	Faculty of Economics and Business Administration Department	Faculty, Department and Faculty Research Committee	–	–	150,000	
16	Addition of Marketing specialization in BBA program	Revising the BBA syllabus	Faculty of Economics and Business Administration Department	Department and Faculty Curriculum Committee	–	–	150,000	

Prepared & Submitted by: BBA Department

Approved by: Department Academic Council

Meeting Protocol No: _____ Date: _____

Signed by: HOD, BBA Department _____

Approved by: Faculty Academic Council Meeting

Meeting Protocol No: _____ Date: _____

Signed by: Dean of Faculty

