

# Institute of Management Studies, University of Peshawar

## Strategic Plan 2019-2024

### **INTRODUCTION:**

In 1994 the University of Peshawar, foreseeing the market demand for business studies, decided to merge the Department of Public and Business Administration into a self-regulating institute, naming it the Institute of Management Studies (IMS). In doing so the university not only pooled the resources of these departments into the single institute, thus ensuring increased synergy, but also provided more autonomy to the institute by delegating control over its operations and strategic decisions. Consequently, the Institute was formally established in 1995. At the time of its inception, the Institute of Management Studies was the pioneering business school of the Province: the first of its kind in the region.

The newfound initiative of IMS soon developed the reputation of one of the best business school of the country, and started drawing in students from far and wide. Its alumnae are spread throughout the world, working in prestigious organizations on key positions. In fact most of the faculty members of KP business schools graduated from IMS. Today IMS is a leading business school of the province building upon the foundations that were laid more than twenty years ago.

The Institute of Management Studies is operating as a constituent business school of University of Peshawar: one of the oldest public universities in the country. The team of IMS constitutes of faculty members who qualified and trained from state of the art business intuitions of the world. IMS has thirteen PhD's, ranging in specializations, such as Management, Public Administration, Entrepreneurship, Finance, Islamic Finance, and Communication etc. IMS also enjoys diversity among its faculty members as the female faculty make up about 30% of the staff. Furthermore, faculty members of IMS enjoy prestigious positions on Selections Boards, Board of Studies, Steering Committees, Advanced Study Boards etc. of other business schools countrywide, providing their guidance and expert opinions.

### **What do we offer?**

IMS offers three undergraduate and graduate degrees: Masters in Business Administration (MBA), Masters in Public Administration (MPA) and Bachelor of Business Administration (BBA). MBA (1.5 years) program is offered for those students who have Bachelors in Business Administration BBA (Hons) degree; while MBA (3.5 years) is for those graduates having fourteen years of education; while MBA (2.5 years) program is open to graduates with sixteen years of education in other fields. It is proposed that the degree titles of all the said MBA programs will be changed to MBA. Furthermore, the institute offers MPA (2 years) program that is going to be upgraded into MPA (1.5 years) program for those coming with a sixteen years education background. MPA program of IMS is one of the very few programs in the discipline that is offered in the province. These programs generate revenue that is more than enough to sustain themselves. In fact, the revenue generated by IMS help make it the highest contributor to the cumulative revenue generated by other constituent departments of the University of

Peshawar. Furthermore, these programs are run by well balanced and competent faculty, constituting a team of three full time professors, eight full time assistant professors, and twelve full time lecturers. Of these three are PhDs in Finance, two in Public Administration, three in Management, three in Entrepreneurship, and one in Islamic Finance. More than 50% of our faculty members have a doctorate degree from leading national and international institutions.

Being the constituent of the University of Peshawar gives IMS access to wide range of resources in terms of infrastructure as well as qualified staff. The organizational structure is like other public sector universities of the country: the institute is headed by a director who reports to the Dean of Faculty of Management and Information Sciences and the Vice Chancellor. The university has 40 constituent departments imparting quality education and conducting research in wide variety of subject areas. The university has an Office of Research Innovation and Commercialization (ORIC) that is responsible for keeping linkage with market. ORIC maintains industry-academia linkage and provides platform to industry in collaborating with academia that helps keep market-oriented focus in terms of degrees offered by the university. This linkage is also quite beneficial in marketing IMS's graduates to the industry with skill sets as demanded in the market. The University also has a University Alumni Association and Career Development Center, with dedicated staff and facilities. This center caters to the needs of current alumni by providing counselling and guidance for their career paths and course selection and at the time of graduation provides job related resources. Likewise, Career Development center also maintains its database of past alumni and periodically updates it to track their career progress. Past alumni are a pivotal resource as they can facilitate young graduates in securing junior level positions. Moreover, past alumni assist developing a link of their employer with the university that result in arranging job fairs, mock interviews, CV writing workshops, career related orientation and tips and also paid internship opportunities. The career development center of the university works in close collaboration with the career counseling officer at the institute and provides all the necessary services and resources required to facilitate its students in their placement and career growth.

In addition to excelling in the traditional functions of teaching and research, Institute of Management Studies has established a reputation of providing consultancy services to development sector organizations by partnering with them in trainings, assessments, monitoring and evaluation. The institute has successfully completed numerous projects and has earned the reputation of high quality service delivery. Some examples from IMS's portfolio include having worked with International donor agencies and development regimes including German Governments' GIZ, United Nations Development Program (UNDP), World Food Program (WFP) and local Non-Governmental Organizations along with state agencies like FATA Development Authority (FATADA) and Provincial Disaster Management Authority (PDMA). IMS worked with implementation of programs and capacity building initiatives undertaken by these organizations by developing modules and assessment guides and tools for them including policy and monitoring tools and manuals.

IMS has successfully implemented skill development initiative as well as monitoring and assessment assignment worth \$771000 for UNDP. The students and faculty of IMS planned and executed entrepreneurship skill trainings to 4500 youngsters of erstwhile FATA. In addition to that IMS has also carried out monitoring and assessment on behalf of UNDP in five agencies (merged districts) of erstwhile FATA. The collaboration with international development

agencies have helped build the capacity of our faculty in understanding the operations and execution of activities by these international development regimes and also provided unprecedented exposure to our students of Public and Business Administration. The quality of services delivered under this arrangement is followed by more such MOUs and LOAs with GIZ and WFP in addition to various public and non-government sector organizations including FATA DA, Disaster Management Authority and WSSP.

IMS also have signed MOUs with universities in China under an agreement made at the University level while also been a signatory of joint consortiums with the Universities in Sind and Punjab. In addition to that IMS also is a prime partner of State Bank of Pakistan in their skill building efforts of their staff and under the arrangement with them have its students placed in their various center for paid and unpaid internships.

The strength of the institute is the availability of highly qualified and trained human capital and it has a pool of faculty who works with dedicated project staff to put in concerted efforts to achieve the desired goals and objectives. IMS has been mandated by the University of Peshawar to provide services to development sector organizations by partnering with them in initiatives related to capacity building.

The Research & Development Section is another major component of the IMS. Its major objectives include promoting academic and policy research in the fields of entrepreneurship, business, industry, public enterprises, and other related areas. Besides, enrolling students for higher studies like M.Phil and Ph.D., R&DD is also playing a significant role to meet individuals' and organizational needs by offering short term and advance level training courses, as well as various development sector trainings. The design of the course materials is based on the institute's in-depth knowledge of the working of public and NGO sector, and is testament of the experience of the faculty's competence based on their vast working experience of the two sectors. In addition to the organizational capacity building IMS has taken many community development initiatives and capacity building trainings of people coming from remote areas.

In short, IMS is emerging as a major center of excellence in the field of management and its allied disciplines, catering to the ever-growing demands of the markets both at national and international levels.

## **Vision**

To become the leading business school through addressing the specific compulsions and challenges faced by Khyber Pakhtunkhwa by shaping entrepreneurial and business practices, building state capacity, and supporting public, private, as well as non-governmental development efforts through its integrated multidisciplinary and applied research focus; and a school of choice through access to education, capacity building, communal spirit, and social responsibility.

## **Mission**

Imparting business education in order to meet the challenges of dynamic global business environment, inculcating the sense of citizenship responsibility through communal involvement.

Furthermore, providing a knowledge and resource base to state institutions and policy makers for building their institutional capacities and competencies by offering a platform to support non-governmental and international donors for optimizing social interventions and innovations.

## **Values**

- Intellectual openness, honesty, and quest for learning
- Human equity and dignity
- Democratic values and mutual respect
- Academic and social inclusion
- Environmental sustainability and social responsibility
- Ethical and professional behavior
- Active engagement and partnership

## **Strategic Goals**

The institute's strategic goals are excellence in education, research, innovation, and student development. Its enablers represent what it needs to realize its goals. The strategic themes guide the approach to achieve these goals. IMS's commitment to this Strategic Plan is collective and democratic: the entire institute is responsible for its delivery and achievement.

This will help monitor and report on progress against the Key Performance Indicators (KPIs) and set of targets. The institute anticipates that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, KPIs, and targets being modified in response to changes in its operating environment. Unless otherwise stated, the targets run for the life of the Strategic Plan.

Underpinning the institute-level strategic plan are the complementary strategies and plans of its various business areas. These provide further detail on how the institute will implement the strategies set out in this plan.

### **Strategic goal: Aims**

#### **1. Excellence in Education**

The search for excellence to develop degree programs should be defined by outstanding subject expertise, varied approaches to learning, on the job experiences, co-curricular activities, and the development of attributes and aspirations of value for future careers. This goal encompasses ensuring the quality, breadth, and relevance of the development and teaching of IMS's undergraduate and postgraduate curriculum to its students.

## 1.1 Aim

The primary operation of IMS is imparting quality and trending business and entrepreneurial education to the stakeholders. Therefore, it realizes that to be the leading business school of the region the continuous advancement in academic portfolio entails introducing contemporary degrees, programs, and specializations. It has been identified that the following functional areas be included in the list of programs in order to realize the aims of the institute.

## 1.2 Objectives

Taking these aims into consideration the objectives of the programs are to:

- Use strengths in research to underpin and inform the teaching of IMS.
- Guide and support the Institute's students through its degree programs.
- Develop students' capacity to learn by enquiry, through in-depth study, particularly at honors and postgraduate level.
- To foster high academic values.
- Embed graduate attributes and employability in all our curricula, and equip the students to compete in the global marketplace.
- Facilitate flexible learning programs.

## 1.3 Strategies

To achieve these objectives three strategies will be used to introduce contemporary and market-oriented courses:

**Strategy 1:** Update curriculum with new specializations including entrepreneurship and supply chain accompanied with latest teaching and learning methods.

The current courses and their contents will be revised to include contemporary industry/academic practices, linkages, and research. Market oriented assignments will be given special emphasis and case studies and readings will be modernized. New specializations in entrepreneurship and supply chain management will be introduced at all undergraduate and post-graduate levels of studies. The aim of new specialization will be to revitalize the current degree programs that will act as a basis for the next phase.

### **MBA Specialization: Entrepreneurship**

IMS aims to further diversify the specialization of its MBA program by adding entrepreneurship to it as a specialized field. As discussed previously, the importance of entrepreneurship as a field of study renders it to be of paramount importance for any business school. Therefore, diversifying it entrepreneurial research, teaching, and practice is imperative; thus, it is the institute's primary strategic aim. MBA entrepreneurship will be targeted at students who aspire to be business owners, as well as for managers who aspire to be Intrapreneurs by being innovative.

The MBA program is one of the most successful programs of IMS in terms of contributing to the revenue generation of the institute, therefore, making this specialization financially viable. Furthermore, IMS has three PhD's and one post doctorate in entrepreneurship; therefore it is well poised to start offering the specialization.

**Key Performance Indicators**

- i. To devise MBA specialization in entrepreneurship.
- ii. To develop courses for specialization semesters.
- iii. To develop individual detailed course outlines and course material.
- iv. To approve the MBA Entrepreneurship specialization from the university's board of studies, board of faculty, and the academic council.
- v. To start offering MBA Entrepreneurship specialization to its admitted MBA students in addition to specializations in HR, Marketing, and Finance already being offered.

**Timeline**

KPIs	Tentative Achievement Dates
No. i. to v.	<i>March 2020</i> (Expected month of academic council)

**MBA Specialization: Logistics and Supply Chain Management**

Recently the Supply-Chain Management has shown up in countless publications in renowned academic circles. In recent years, demand for graduates from MBA in supply chain management programs has increased dramatically, spurred on by the rise of online shopping, business models focused on global procurement, and demands for even speedier turnaround on fast moving consumer goods. Estimated job growth in supply chain management is high, galvanized by technological advancement in an ever-evolving global market. Potential jobs positions for these graduates include purchasing managers, logistics managers, or consultants. The MBA in Logistics and Supply Chain Management program prepares graduates to face strategic economic and process oriented technical problems in industry, administration, and commerce. With the world becoming a global village the students of IMS should be prepared to consider how supply chains function as a product moves from one country to the next. As a result of this demand, IMS aims to develop courses for and start offering MBA specialization in logistics and supply-chain management, by synergizing it within existing curricula. This specialization will groom the institute's graduates in solid business foundations with a focus in operations.

Furthermore, and in addition to the above, IMS aims to start off its venture into the supply-chain management domain by initially offering diploma in logistics and supply-chain management in collaboration with USAID Global Health Supply Chain Program, with the understanding that they will provide trainings to our faculty as well as help us

in developing IMS’s curriculum. The MBA program is one of the most successful programs of IMS in terms of contributing to the revenue generation of the institute, therefore, making this specialization financially viable.

**Key Performance Indicators**

- i. To develop a diploma in Logistics and Supply-chain Management.
- ii. To register this diploma with USAID Global Health Supply Chain Program.
- iii. To approve this diploma from the university’s board of studies, board of faculty, and the academic council.
- iv. To devise MBA specialization in logistics and supply-chain management.
- v. To develop courses for specialization semesters.
- vi. To develop individual detailed course outlines and course material.
- vii. To approve the MBA Logistics and Supply-chain Management specialization from the university’s board of studies, board of faculty, and the academic council.
- viii. To train our faculty in Logistics and Supply-chain Management.
- ix. To start offering MBA Logistics and Supply-chain Management specialization to its admitted MBA students in addition to specializations in HR, Marketing, and Finance already being offered.

**Timeline**

KPIs	Tentative Achievement Dates
No. i. to iii.	<b>March 2020</b> (Expected month of academic council)
No. iv. To ix.	<b>March 2021</b> (Expected month of academic council)

**BBA Specialization: Accounting**

In addition to the above specialized BS Accounting program IMS aims also aims to offer its BBA students a specialization in accounting in light of the increasing demand of the subject area.

IMS lacks specialized faculty, specifically PhD’s, in accounting, and therefore, it will need to develop its current accounting faculty as well as hire specialized faculty members on contract basis. The BBA program is one of the most successful programs of IMS in terms of contributing to the revenue generation of the institute, therefore, making this specialization financially viable.

**Key Performance Indicators**

- i. To devise an accounting specialization for its BBA program.
- ii. To develop courses for specialization semester.

- iii. To develop individual detailed course outlines and course material.
- iv. To approve the BBA Accounting specialization from the university's board of studies, board of faculty, and the academic council.
- v. To arrange requisite faculty.
- vi. To start offering BBA Accounting specialization to its admitted BBA students in addition to specializations in HR, Marketing, and Finance already being offered.
- vii. To register the BBA Accounting specialization with leading accounting bodies, both national such as ICAP, PIPFA, as well as international such as ACCA etc.

**Timeline**

KPIs	Tentative Attainment Dates
No. i. to iv.	<i>March 2020</i> (Expected month of academic council)
No. v to vii.	<i>Mid 2021</i>

**Strategy 2:** Offer new specialized degrees with competitive and customized teaching and learning methods.

**BS Entrepreneurship**

The BS program will aim to inculcate the spirit of entrepreneurship among young students and equip them with the requisite tools to start off a new venture of their own. The concept of frugality, effectual logic, and opportunity discovery and creation will be at the center of the BS degree where emphasis will be given on practical assignments and fieldwork.

Entrepreneurship is an emerging field and in demand all over the world including Pakistan. Therefore, the revenues generated by the program will be more than enough to make the program financially viable and sustainable. IMS has three PhD's and one post doctorate in entrepreneurship, therefore it is well poised to kick start the program.

**Key Performance Indicators**

- i. To devise a BS degree in entrepreneurship.
- ii. To develop courses for each semester.
- iii. To develop individual detailed course outlines and course material.
- iv. To approve the BS Entrepreneurship program from the university's board of studies, board of faculty, and the academic council.
- v. To advertise, admit students into, and initiate the program.

**Timeline**

KPIs	Tentative Attainment Dates
No. i. to iv.	<i>March 2020</i>

	(Expected month of academic council)
No. v.	<i>Fall 2020</i> (IMS intake dates)

### **BS Public Administration**

With the 2 years master degrees gradually being phased out, HEC is advocating 4 years of honors degrees in its place. In this regard IMS aims replace its Masters of Public Administration (MPA) program with a 4 year honors BS Public Administration program. Its graduates will then be eligible for direct admittance to MS programs of Public Administration. This change, however, will not be merely in nomenclature. Courses will have to be developed specifically for the BS level program, as charted by the HEC directives. The aim is to offer a BS program that exposes the students to diverse subject areas in line with the undergraduate programs offered in the west that will equip the students with employability skills. IMS boasts of four PhD's in Public Administration, therefore the institute it is in a good position to initiate the program.

### **Key Performance Indicators**

- i. To devise a 4 years honors BS degree in Public Administration.
- ii. To develop courses for each semester.
- iii. To develop individual detailed course outlines and course material.
- iv. To approve the BS Public Administration program from the university's board of studies, board of faculty, and the academic council.
- v. To advertise, admit students into, and initiate the program.

### **Timeline**

KPIs	Tentative Attainment Dates
No. i. to iv.	<i>March 2020</i> (Expected month of academic council)
No. v.	<i>Fall 2020</i> (IMS intake dates)

### **BS Accounting**

Even though generic degrees with specializations in Accounting have been around for quite a while now; but with the increase in demand for accounting certifications worldwide, such as CA, ACCA, CFA, PIPFA etc., has led to the advent of an era of a more specialized accounting degrees. BS Accounting is one such emerging field of study that not only focuses on specific accounting education throughout the course of the degree, but also caters to the increasing demand for accounting professionals in the job markets worldwide. Therefore, IMS plans to develop courses to be approved by the statutory bodies, and to start offering a BS Accounting in the near future. IMS lacks specialized faculty, specifically PhD's, in Accounting, therefore, it will need to develop

its current accounting faculty as well as hire specialized faculty members on contract basis.

**Key Performance Indicators**

- i. To devise a 4 years honors BS degree in Accounting.
- ii. To develop courses for each semester.
- iii. To develop individual detailed course outlines and course material.
- iv. To approve the BS Accounting program from the university’s board of studies, board of faculty, and the academic council.
- v. To arrange requisite faculty.
- vi. To advertise, admit students into, and initiate the program.
- vii. To register the BS Accounting program with leading accounting bodies, both national such as ICAP, PIPFA, as well as international such as ACCA etc.

**Timeline**

KPIs	Tentative Attainment Dates
No. i. to iv.	<b>March 2021</b> (Expected month of academic council)
No. v. to vi	<b>Fall 2021</b> (IMS intake dates)
No. vii.	<b>2022-2023</b>

**Strategy 3:**

The above interdisciplinary approach will be gradually introduced with a view of adding “value creation” dimension in all academic programs at University of Peshawar. The spirit of entrepreneurship and interdisciplinary will be propagated through various short courses tailor made to various departments of University of Peshawar to infuse the elements of value creation, self-employment and sustainability among all levels. The aim is to create a collaborative platform where cross-departmental teams can work towards transforming and transferring the fruits of knowledge generated at university level to the benefit of common man.

Using personal mentoring approach to guide each student’s academic plan and educational progress, supporting them to take ownership of their learning and development and to plan for their future career

- Introducing further flexibility in study patterns, whilst maintaining the integrity and breadth of the curriculum, through articulations with strategic partner providers, and enabling students to pause their studies (semester freeze) at appropriate points and then supporting their return.
- Motivating and preparing the students to gain an experience as part of their degree, through vacation work or volunteering, or to undertake national work-based

learning, recognizing the benefits this brings to their educational, personal and career development.

- Enabling the Institute's undergraduate and postgraduate students to engage with latest research and the processes of discovery, knowledge generation and knowledge exchange
- Working with employers, professional bodies, alumni, and other stakeholders to ensure the Institute's degree programs are responsive to need of producing graduates with socially and economically valuable attributes and expertise
- Enabling the staff to embrace new technologies as part of enhancing the learning experience, and to deliver prompt and effective feedback.
- Increase student satisfaction with academic support
- Increase student satisfaction with the opportunities and support for developing their graduate attributes and employability

## **2. Excellence in Research**

This goal encompasses the breadth and quality of the Institute's research, and includes increasing faculty publications as well as postgraduate, MS and Ph.D. research students.

### **2.1 Aim**

To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of the community.

### **2.2 Objectives**

To meet these aims the institute will:

- Pioneer new and emerging areas of research across the boundaries of traditional disciplines.
- Provide leadership on, and make advances in solving, key local research challenges.
- Realize the full potential of the breadth and volume of our research base.
- Deliver excellence with impact.
- Generate a cohort of future research leaders.

### **2.3 Strategies**

The main strategy for achieving the above objectives is to develop IMS's own business journal. Please see below:

#### **Journal of Management Research**

A business journal is the hallmark of any reputable business school. Although the University of Peshawar has a social science journal, which extends to IMS, but there is no specific business journal. Keeping in line with its vision of conducting quality

research, one of the primary strategic aims of IMS is to establish its own business journal and get it recognized by Higher Education Commission (HEC).

The Institute’s faculty research expertise predominantly comprises of extensive qualitative methodological prowess, covering a wide range from case study to grounded theory to ethnography etc. IMS boasts of high concentration of such academic prowess in the region. Therefore, it aims to not only to advance research in these areas, but also to inculcate this expertise into its curriculum and instill them in its students.

It will achieve these goals on two fronts. One, by establishing a special section in its business journal dedicated solely to qualitative research articles. It will ensure that rigorous qualitative methodological standards of international journals are adopted which will further bring a local perspective to the ever growing international qualitative research trend. Secondly, it will initiate module based specialized qualitative courses for its research students and instill them into its curriculum.

## 2.4 KPIs

The institute will achieve these objectives:

- i. To devise qualitative research modules for the MPhil and PhD degrees.
- ii. To develop individual detailed course outlines and course material.
- iii. To approve these qualitative specialization subjects and course outline/material from the university’s board of studies, board of faculty, and the academic council.
- iv. To start offering qualitative research method subjects to its research students.
- v. To develop, plan, and initiate a business journal.
- vi. To pursue the approval and consequent categorization of the business journal from the Higher Education Commission.
- vii. Fostering contemporary approaches to cross-disciplinary research, including encouraging research collaborations
- viii. Shaping and securing strategic partnerships with research funders.
- ix. Combining the Institute’s proven research excellence with demonstrable economic, environmental, health and social impact.
- x. Driving increased knowledge exchange and public engagement.
- xi. Positioning itself to compete successfully for funding and supporting its staff to be successful consortium leaders.
- xii. Increase the average number of PhD students per member of academic staff.
- xiii. Increase the Institute’s score for the citations-based measure.

## 2.5 Timeline

KPIs	Tentative Attainment Dates
No. i. to iv.	<b>March 2021</b> (Expected month of academic council)
No. v to vi.	<b>Mid 2023</b>
No. vii to xiii.	<b>Ongoing</b>

### **3. Encouraging Entrepreneurship & Innovation**

The maturation of the management education has resulted in the advent of new areas of studies. Entrepreneurship is one such field that has been extensively focused by the academicians, policy makers, and practitioners. In fact, with its job creating and economic revitalizing potential, many are terming it the new solution to the contemporary economic issues. Entrepreneurial research and teaching is the thing in vogue for business schools worldwide. With the increasing demands on the universities for delivering the 'Third Task', whereby the university is expected to engage in technological transfer with the industry for revenue generation, entrepreneurial research/teaching has become indispensable for any business school looking to compete with its contemporaries.

The institute's this objective is aligned with overall national goal of encouraging and supporting entrepreneurial and innovative approaches. IMS is striving hard to provide support and encouragement to budding ideas coming from the students that can be helpful in generating wealth for them and for the society.

#### **3.1 Aim**

To ensure that the Institute's knowledge, ideas, skills, and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and wealth, thereby realizing national and international objectives and enriching society.

#### **3.2 Objectives**

To meet this aim IMS will:

- Foster social innovation and social entrepreneurship.
- Stimulate innovation and seek out novel applications, benefiting the local economy and increasing IMS's international profile.
- Inspiring students and staff to acquire and use their entrepreneurial and management skills.
- Stimulating students and staff to engage with the public and relevant stakeholders in industry, policy and practice as part of their research, with a focus on impacts and identifying future research requirements.
- Identify the best means of turning ideas from students and staff into commercial reality.
- Consolidate IMS' reputation as a partner of choice for commercialization and a leader in new company creation through its Entrepreneurship Development Centre.
- Maximize financial and wider benefits arising from knowledge exchange and open practices. Fostering innovative staff exchange with industry, cultural institutions and public service providers.
- Efficiently identifying and capitalizing on intellectual property by extending pre-incubation, incubation facilities.

- Engaging in a professional, ethical and coordinated way with both commercial and non-commercial partners.
- Influencing public policy debate, formulation and implementation into practice.
- Improving the supply of funding to the leading spin-out and start-up companies through its Incubation Centre by maintaining close relationships with venture capital funds etc.
- Working with other universities to simplify engagement with industry, while maintaining its leadership in commercialization.

### **3.3 Strategies**

IMS's strategic play to achieve these objectives will entail developing the following to areas of the institute's profile:

#### **Entrepreneurship Development Center (EDC)**

In accordance to the contemporary trends, IMS has taken in its fold faculty with expertise in areas like entrepreneurship, collaboration, and networking. With three PhDs, one post doctorate in entrepreneurship, and being the largest university of KPK, catering to the educational demands of the masses, IMS is poised to exploit these strengths. Thus, as one of its primary strategic goals IMS aims to establish an IMS Center for Entrepreneurial Research and Development (ICERD). The center will focus on entrepreneurial research and education. It will also impart specific entrepreneurial trainings and run certification programs.

#### **Incubation Center**

In collaboration with ORIC IMS plans to establish an incubation center called IMS Incubation Center for Entrepreneurial Development (ICED). This center will be closely working with ORIC and ICERD to provide state of the art incubation facilities to the local community startups as well as that of IMS.

### **3.4 KPIs**

IMS will achieve these objectives by:

- i. Develop a concept note on the dimensions and mandate of ICERD.
- ii. Develop courses, course outlines, and course material for different programs that will be offered by ICRED.
- iii. Develop courses, course outlines, and course material for different certification that will be offered by ICRED.
- iv. To approve the mandate, courses, material, and programs of ICRED from the BoS, BoF, and the Academic Council.
- v. Develop a proposal for initiating and establishing an incubation center (ICED) at the Institute of Management Studies.
- vi. Identify and allocate space and infrastructure requirements of ICED.

- vii. To approve the mandate, budgetary allocation, and infrastructure allocation of ICED from the BoS, BoF, and the Academic Council.
- viii. Initiate ICED at IMS.
- ix. Developing long-term, sustainable relationships of value with the small to medium-sized enterprise (SME) community, through a focused and proactive engagement policy.
- x. Supporting partner universities in developing regions of the world to translate research output into local benefit.
- xi. Fostering links with the business and financial community to support innovation and its commercialization activities.

### 3.5 Timeline

KPIs	Tentative Attainment Dates
No. i. to iv.	<b><i>March 2020</i></b> (Expected month of academic council)
No. v to viii.	<b><i>Mid 2022</i></b>
No. ix. to xi.	<b><i>Continuous</i></b>

## 4. Outstanding Student Experience

We, at IMS, believe that only teaching curriculum to students without focusing on their character building keeps them less employable; as despite being technically sound they are not well versed in soft skills. One of the Institute’s major strategic aims is that the students of IMS, along with their formal education, should be able to develop their character, acquire knowledge, skills and attitudes for serving the society. Character building of the institute’s students is of paramount importance in today’s fast changing world of technological influence. Therefore, through the purposefully designed and the delivery of a diverse range of co-curricular learning experiences, it aims to both support and compliment the learning that takes place through the academic curriculum. To accomplish this aim IMS intends to develop the following soft-skills modules for its students:

### 4.1 Aim

To create the opportunities for IMS’s students to have an exceptional and distinctive experience which prepares them for life beyond their studies and which is the beginning of a positive lifelong relationship with the University.

### 4.2 Objectives

To achieve this aim IMS will:

- Combine IMS’s recognized teaching excellence with an outstanding student experience both on-campus and off-campus.
- Revitalize the Institute’s academic support framework

- Foster in the students and the alumni a real sense of belonging to a community of learners.
- Take a cohesive, inclusive and individualized approach to enhancing enriching student experience that encompasses all subjects, all modes of learning, all student services, and all parts of our estate.
- Promote student health, wellbeing, and safety.
- Equip the graduates with the expertise and graduate attributes they need to achieve their full potential within the global community.
- Working in partnership with student societies, and in other ways, to develop student peer support.
- Promoting and recognizing students' participation in co- and extra-curricular activities which can contribute towards achievement of student representation roles, work experience and helping with a peer-assisted learning scheme.
- Providing inclusive and extensive recreational and sports facilities and supporting student societies and sports clubs.
- Brokering strategic partnerships between academics, industry, specialists and other institutions to enhance the development of graduate attributes of students through internship placements.
- Creating lifelong links with alumni, and between the University and the wider local community, which are mutually beneficial and which bring richness to the student experience.

### **4.3 Strategies**

The Institute's strategy for working towards this aim entails developing the following in-house student development modules:

#### **Emotional Intelligence**

The domain of this module is to help garner a student's greater awareness and understanding for their emotional setup, and the external and internal factors that impact their emotional well-being. They will be groomed on how to increase their self-awareness to cope with stress, and to apply emotional intelligence in a variety of contexts.

#### **Interpersonal Skills**

This module aims to help students develop their ability to identify, navigate, and sustain complex relationships with other individuals of the society. It will focus on enhancing their capabilities to build connections, establish values, and accomplish shared goals.

#### **Communication Skills**

Good communication skills are an indispensable skill set for any business student. Throughout their carriers their ability to effectively communicate with different cadres will predominantly determine their success and relationships. This module will not only polish the presentation skills of the students, but will also instill in them the

communication qualities that will equip them to embark upon their personal and professional journey.

### **Leadership**

Here the students will be groomed in responsible leadership. They will be trained in the fundamentals of ethical and servant leadership foundations, work towards collective and shared vision within the organization and the society, and to empower others through a collaborative process.

### **Civic and Social Responsibility**

This module will help cultivate the students of IMS to recognize and identify civic, social, and cultural values. It will also aim to help the students to identify civic issues and devise an acceptable and effective solution to social issues. This will empower them to address the needs of the local community, thus, fostering them for community collaborations towards affecting positive change.

Additional modules that may be considered for development will be: *Book Club, Photography Club, Film Club, and Debate Club.*

## **4.4 KPIs**

IMS will achieve its objectives by:

- i. Developing the above mentioned modules that are practical, activity based, and fun-based for the Institute's in-house student development program.
- ii. To approve this program and its contents from the BoS, BoF, and the Academic Council.
- iii. To initiate the program at IMS.

## **4.5 Timeline**

KPI's	Tentative Attainment Dates
No. i. to iii.	<b>March 2020</b> (Expected month of academic council)

## **Strategic Goals: The Enablers**

The realization of IMS's strategic goals is enabled by exceptional people, high-quality infrastructure and financial sustainability.

## **5. Faculty**

The Institute's success in achieving its strategic goals depends on the outstanding performance and contribution of its entire faculty. Faculty members having diverse experience and expertise are an indispensable and fundamental part of any business school. It is through them that core

operations of the school are conducted, and its vision and mission objectives are attained. Therefore, continually developing and maintaining their human capital is the primary aim of any good business school. Even though IMS boasts of its faculty as one of the best, in future it will need to develop faculty for specialized areas discussed below.

### **5.1 Aim**

To value, support, develop and utilize the potential of the faculty, working with each other across community to make the Institute a stimulating and successful place to work.

### **5.2 Objectives**

To meet this aim IMS will:

- Attract, reward and retain the best people, accessing talent from around the country.
- Develop the knowledge, capabilities and skills of its people.
- Maintain a sustainable staffing profile which meets its evolving needs.
- Be inclusive, supportive and collegial in its approach, which is underpinned by principles of dignity and respect, equality and diversity, health, safety and wellbeing.

### **5.3 Strategies**

IMS's strategic play to achieve these objectives will entail developing its faculty profile in the following areas:

#### **Entrepreneurship**

The emphasis on entrepreneurship requires the expansion and further specialization of faculty in various dimensions related to the entrepreneurial education. The present strength of three PhD and one Post-doctorate in entrepreneurship and SMEs will be further expanded and trained.

#### **Accounting**

IMS lacks faculty specialized in the accounting field. Even though the faculty of IMS is well equipped to teach basic accounting subjects, but for initiating the BBA Accounting degree it will need to improve its accounting faculty's portfolio.

#### **Marketing**

IMS has faculty that can teach basic trends and approaches to Marketing, however there is need to add faculty with specialized degree and experience in Marketing, specifically PhDs.

## Supply Chain

IMS's current faculty is well versed in teaching supply chain management as embedded in its existing curricular. But given that it wants to focus on providing it as a specialization of the Institute's MBA program, the current faculty can benefit from trainings in Operation and Supply-chain Management. Such specialized training will not only gear its faculty to develop these courses, but will also train them to deliver the content.

### 5.4 KPI's

IMS will measure these objectives by:

- i. Propose to the administration for training needs of the entrepreneurial faculty and request them to initiate training programs.
- ii. Hire specialized faculty in accounting and motivate the current faculty to pursue higher specialized degrees and trainings.
- iii. Hire specialized faculty in marketing and motivate the current faculty to pursue higher specialized degrees and trainings.
- iv. .

### 5.5 Timeline

KPI's	Tentative Attainment Dates
No. i.	<i>March 2020</i>
No. ii. to vi.	<i>Mid 2024</i>

## 6. Infrastructure

High-quality infrastructure is key to enabling us to achieve the strategic goals.

### 6.1 Aim

To provide a modern, efficient, and stimulating working and learning environment to sustain world-class academic and support activities.

### 6.2 Objectives

To meet these aim IMS will:

- Pursue consistency and continuity in quality and experience across all elements of the Institute's physical, information technology, and library infrastructures.
- Optimize its use of space.
- Achieve greater integration of information technology infrastructure and major equipment procurement within the overall estate planning process.

- Ensure that the Institute has the information it needs to support learning, teaching, research and effective decision-making.

### 6.3 Strategies

IMS intends to achieve these objectives by:

- Adapting the infrastructure to meet the changing needs, approaches, and working patterns of its diverse population of faculty and students and the wider community it serves to best support the academic activity
- Improve its use of space by demonstrably improving its learning and teaching estate. utilization
- Putting in place information and communications technology with the power and resilience to provide easy access to resources, and to support individual and group study and working.
- Developing and maintaining rich and varied assets in the Institute’s library and ensuring the wide access to them
- Identifying future technological developments and positioning ourselves to rapidly and flexibly respond to these.

### 6.4 KPI’s

- i. 3 Labs of 50 workstations each for BBA, MBA, and MPA ensuring computer to student ratio of, at most, 1:12 (and 1:5 for lab work).
- ii. Individual laptops or workstations for each faculty member.
- iii. Good bandwidth internet with continued access (without lagging or discontinuance of service). We suggest a minimum of 8 mbps line for students and a separate 8 mbps for faculty of IMS.
- iv. All the classrooms (and conference room) are to be equipped with latest and state of the art multimedia.
- v. Latest printers are to be installed in all offices. Clerical offices are to have heavy duty printers, preferably the 3 in 1 printers.
- vi. Currently the classrooms of IMS are hosting chairs (in most cases wooden ones) that are very old and worn out.
- vii. All the classrooms and faculty offices are to be provided with Air conditions for summers and heating for winters.

### 6.5 Timeline

KPI’s	Tentative Attainment Dates
No. i. to vii.	<i>March 2021</i>

## 7. Finance

Delivery of all the Institute’s aims and objectives is dependent on its overall financial strength.

## 7.1 Aim

To maintain and enhance the institute's overall financial strength in order to deliver on the strategic goals and enhance the University's competitive position.

## 7.2 Objectives

To meet these aims IMS will:

- Secure long-term viability
- Ensure short- and medium-term viability
- Ensure high standards of accountability, probity and financial control
- Deliver best value in all its activities
- Ensure good governance

## 7.3 Strategies

IMS will achieve its objectives by:

- Updating the Institute's short- and long-term financial forecasts, and using these to guide decision-making.
- Coordinating with the Registrar/ Treasurer for the financial requirements of the Institute.

## 7.4 KPI's

- i. Falls under the jurisdictions of the governing bodies of the treasury and registry departments of UOP.

## 7.5 Timeline

KPI's	Tentative Attainment Dates
No. i.	<i>N/A</i>

## Strategic goal: The Guiding Themes

### 8. Lifelong Community

This strategic theme sets the Institute's activities in the context of the wider community. External teaching and research collaborations and knowledge exchange are addressed in its strategic goals.

#### 8.1 Aim

To make a positive intellectual, educational, economic, scientific, and cultural contribution to society and to promote understanding of, and support for, the Institute and its work.

## 8.2 Objectives

To meet these aim IMS will:

- Build on enlightenment principles to enhance public engagement with hard work, influence policy- makers, and bring about change.
- Make its resources and expertise widely available.
- Be a responsible and influential neighbor, employer and adviser.
- Build an informed, engaged and supportive international community of alumni and associate friends, through a lifetime of contact.

## 8.3 Strategies

IMS will achieve these objectives by:

- Welcoming local residents and members of the wider community into its buildings to participate in lectures, conferences and wide-ranging festival, cultural and sporting events, to enjoy collections and other facilities, and to take up lifelong learning opportunities.
- Engaging positively with local councils and other key partners over a range of issues, including strategic and local planning, transport and the relations between the Institute's student and permanent communities.
- Demonstrating the view that public engagement is a key element of its purpose, linked to research impact, by promoting, recognizing, and celebrating success in this area.
- Encouraging individuals and teams of faculty and students to participate in sporting events and competitions and to undertake volunteering activities.
- Recognizing the contribution of IMS's former students, and increasing the extent and depth of the engagement of its alumni and associate friends in the current and future life of the University.

## 8.4 KPI's

- i. Increase the number of active alumni engagements with the Institute via the Alumni Services social media and associations.
- ii. Falls under the jurisdictions of the governing body of the Career Development Center department of UOP.

## 8.5 Timeline

KPI's	Tentative Attainment Dates
No. i.	<i>Continuous and Ongoing</i>
No. ii.	<i>N/A</i>

## **9. Social Responsibility**

In this strategic theme IMS set out its approach to embedding the principles of social responsibility and sustainability across the Institute. Related sections include People, Infrastructure, Outstanding student experience and Lifelong community

### **9.1 Aim**

To create the conditions under which the students of IMS, its staff and the wider community are inspired and supported to engage with and contribute to social responsibility and sustainability across the University and beyond.

### **9.2 Objectives**

To meet these aims IMS will:

- Minimize its environmental impact.
- Maximize its contribution to society.
- Have infrastructure which is developed and, where possible, operated to meet national and international environmental sustainability and social responsibility objectives.
- Exhibit high ethical standards

### **9.3 Strategies**

The institute will achieve these objectives by:

- Embedding its commitment to social responsibility and sustainability in its curricula, policies, strategic procedures.
- Motivating all members of the Institute community to become effective advocates who actively support best practice, innovation and leadership with regard to social responsibility and sustainability.
- Offering every student opportunities to study the broader aspects of current global challenges, social responsibility and sustainability, and to explore in depth how their chosen subjects relate to them.
- Demonstrating and reporting its main social, environmental and economic impacts.
- Recognizing and sharing its current expertise, opportunities, activity and achievements relating to social responsibility, sustainability and the global challenges.
- Improving its overall management of resources to reduce waste.

### **9.4 KPI's**

- i. Falls under the jurisdictions of the relevant governing bodies of UOP.

## 9.5 Timeline

KPI's	Tentative Attainment Dates
No. i.	<i>N/A</i>

## 10. Partnerships

This strategic theme sets out the institute's approach for attaining its strategic goals through the pursuit of strategic partnerships and collaborations with public institutions, development sector organizations, and with private enterprises. The focus of these partnerships will be two pronged: resources building and sharing for sustainability, and to connect its students with potential employers.

### 10.1 Aim

To develop long-term productive partnerships and collaborations that augment the local and international standing of the University.

### 10.2 Objectives

To meet these aims IMS will:

- Position ourselves to create and seize partnership opportunities at the frontiers of new knowledge.
- Enhance its capacity and competitiveness.
- Generate mutually beneficial sustainable outcomes.
- Secure more efficient use of resources.
- Contribute to international and national priorities for teaching and research.

### 10.3 Strategies

IMS will achieve these objectives by:

- Developing, and deriving benefits from, local and international strategic partnerships and collaborations with other leading universities, the commercial sector and governmental and civil society organizations, which are built on excellence and driven by shared academic interest.
- Deepening the Institute's established relationships with research pooling partners, its associated institutions and other local institutions and businesses.
- Bringing an international research dimension to the Government and its constituent bodies
- Hosting new, and developing existing, research centers and cutting-edge facilities of national and international significance.

- Deriving maximum benefit from external expertise and participation in national and international networks.
- Exploring opportunities to collaborate and share activities, services, systems and facilities internally, across institutional boundaries, and with commercial partners, where mutual benefits can be realized.

**10.4 KPI's**

- i. Falls under the jurisdictions of the relevant governing bodies of UOP.

**10.5 Timeline**

KPI's	Tentative Attainment Dates
No. i.	<i>N/A</i>

**11. Equality and Widening Participation**

In this strategic theme IMS sets out its approach to embedding the principles of equality, inclusion and diversity throughout the community and its commitment to widening participation.

**11.1 Aim**

To create and maintain a diverse community of students and staff, thereby enriching the learning, working, and social experience for all and demonstrating its commitment to social justice.

**11.2 Objectives**

To meet these aims IMS will:

- Admit the deserving students from a wide range of backgrounds strictly adhering to meritocracy.
- Embed equality, inclusion, and diversity as fundamental principles throughout the community.
- Foster a culture which permits freedom of thought and expression within a framework of mutual respect. Strive to ensure that no student is deterred from entering the Institute by financial barriers.
- Enable students from under-represented groups to fully embrace their University experience, successfully complete their program of study and expand their ambitions and employment opportunities.

### 11.3 Strategies

IMS will achieve these objectives by:

- Protecting and celebrating diversity as a defining element of the University experience.
- Ensuring staff have appropriate training and information in equality areas to prevent discrimination, make reasonable adjustments and promote equality of opportunity. Ensuring faculty and students with particular needs have access to appropriate facilities and support.
- Raising engagement and aspirations in individuals from under- represented groups, broadening the base of its applicant pool.
- Developing flexible entry and exit routes for students.
- Fully supporting its students in their learning and career planning, and in their living environment within the University, so that they achieve a good outcome from their studies and then progress successfully on to further study or high-quality employment.

### 11.4 KPI's

- i. Falls under the jurisdictions of the relevant governing bodies of UOP.

### 11.5 Timeline

KPI's	Tentative Attainment Dates
No. i.	<i>N/A</i>