

# Strategic Plan 2019-24



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## Appendix 1 Strategic Plan

### Introduction

Symbiosis Centre for Management and Human Resource Development (SCMHRD) is one of the leading business schools in the State of Maharashtra in the western region of India. It has been ranked among the top 20 B-Schools in India by various national level agencies and the rank has improved over the years. The faculty team comprises of Academic scholars and practicing business professionals. The areas of teaching and research interest of faculty are in accounting & finance, economics, analytics, marketing, human resource management, operations, sustainability, infrastructure development & management and strategy. Our faculty and professional staff are committed to the development, effectiveness, and innovation of our programs. The School has state-of-art facilities that provide user friendly learning environment for our faculty, staff, and students. This document outlines the basic assumptions, commitments, background and activities that define SCMHRD's Strategic Plan. The SCMHRD's Strategic Plan 2019-24 has been developed by keeping these contexts in mind. One key principle is that the school must be prepared to be a catalyst of change for serving the society. This principle is based on the motto of our Founder and President, Padmabhushan Prof (Dr.) S B Mujumdar: "Vasudhaiva Kutumbakam" ("World is one Family"). Our mission statement is inspired by this principle.

### Strategic Planning Background and Process

#### Background

In April 2014, SCMHRD began a strategic planning process to *serve as a guide to* the School during the strategic planning cycle (2014-19). In January 2019, the Strategic Planning Committee reviewed the Strategic Planning Process which resulted in a revised Strategy document. Several changes have taken place since 2014. The key changes are: (1) the school has been reaccredited by National Assessment and Accreditation Council (NAAC) with a CGPA of 3.58 out of 4. (2) the school has been advised by initial accreditation Committee of AACSB (The Association to Advance Collegiate Schools of Business) that the mission and vision is not sufficiently aspirational and distinctive for driving strategic planning of the school. Further AACSB advocates that schools must demonstrate that their programs are innovative, engaging and impactful. Given these factors, the amended planning process will enable the leadership of the School to effectively and efficiently deploy resources and capabilities in a manner that is consistent with the reframed mission. Furthermore, the mission statement outlines a process that encourages, and expects, strategic planning to be a coordinated effort that occurs at all levels at SCMHRD.

**Process***Annual Review*

- Each department in the School (Finance, Human Resource, Marketing, Operations, General Management) will create a Strategic Plan with input from faculty, alumni, practitioners and academicians from other Universities during the departmental Academic Review Committee meetings. The Plan will set forth the department's strategic goals and objectives for the succeeding academic year.
- Each Head of the department (Finance, Human Resource Marketing, Operations, and General Management) in the School will review their resource needs and place their requests during the budget meeting with the Director. The departments receive inputs from faculty, alumni, practitioners and academicians from other Universities during the departmental Academic Review Committee meetings.
- The Director in consultation with Strategic Committee of the School reviews the strategic plans of the departments and prioritizes the requests for resources for the next academic year. The prioritized requests are submitted to the Symbiosis Society for consideration.
- The Strategic Committee gathers input from students, faculty, administrators, Internal Quality Assurance Cell and Advisory Board regarding continued appropriateness of VMV and strategic goals.
- The Strategic Committee develops new goals, objectives, and action items based on the strategic directions guided by the VMV and changes in the environment.

*Five year Review*

- SCMHRD Strategy Committee conducts in-depth review of VMV (Vision, Mission, Values) and strategic goals based on evaluation of appropriateness of VMV and Strategic goals in the existent internal and external environment.
- SCMHRD Strategy Committee involves administrators, faculty, alumni, and industry experts serving various statutory committees of the School.
- SCMHRD Strategy Committee re-evaluates or develop new Vision, Mission Values (VMV) and strategic goals and objectives for the next five years.
- The time line for a comprehensive review may be accelerated if and when there is either a change either in mission, strategic goals or leadership of the School.

**Vision, Mission and Values****SCMHRD's Vision**

To be the preferred provider of management education that builds global citizens.

**SCMHRD's Mission**

The school's mission statement is to align management education as a contributor to social betterment, human development and economic prosperity.

- *We practice applied research to deliver solution to business.*
- *We provide value based education through experiential learning*
- *We commit to people and community*
- *We develop continuously employable human resources having global and regional understanding.*

**SCMHRD's Values**

The core values of SCMHRD are:

- Promotion of value based education
- Focus on technology based experiential learning
- Assurance of social responsibility and ethical behaviour
- Foster an international perspective
- Support staff, student and stakeholder-development
- Continually improve to reach excellence

**Strategic Goals, Objectives and Activities**

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**Strategic Goals (SG)**

We have identified four distinct strategic goals which will guide the direction of SCMHRD over the next five years and help us realize our vision. Through these four goals we aim to enhance our national and international reputation:

**Goal 1:**

To continuously improve our strength in applied research

**Goal 2 :**

To enhance students' capability to convert theories into practice through experiential learning

**Goal 3:**

To promote ethical behavior, social responsibility, sustainable attitude.

**Goal 4:**

To Engage Regionally and Globally

*Goal 1: To continuously improve our strengths in applied research*

Continuous improvement of applied research will impact SCMHRD's stakeholders *positively*. It is important for attracting outstanding scholarly academicians as faculty members and further developing a vibrant research culture. In the last strategic plan, measures have been taken to improve research climate through initiatives such as addition of databases like Emerald, EBSCO, JSTOR, Sciencedirect, Sage, Scopus, HBP (Harvard Business Publishing) Cases, Euromonitor, Prowess, EMIS and Frost & Sullivan. The next stage involves further implementation of this strategy, in particular the identification of research thrust areas and forming collaborative groups based on the common areas of interest. Further, there will be department wise research plans. Benchmarks for measuring quality research work will be increased with SAs requiring publish in Grade 'C' and above in ABDC list.

*Goal 2: To enhance student capability to convert theories into practice through experiential learning*

SCMHRD provides business education through 'learning by doing' pedagogy which builds the learners' capability to perform leadership roles in business and society. This approach develops a responsible behavior as expected from global citizens. SCMHRD is known for curriculum rigor and engaging pedagogy that enables students' holistic development. New initiatives are being undertaken to equip students to face challenges in the future. These will include technology based innovative learning, field study to solve real life business problems and non-academic activities that instill social sensitivity, regional understanding and ability to work in teams.

*Goal 3: To promote ethical behavior, social responsibility, sustainable attitude.*

SCMHRD is committed to provide leadership in social and community development. Since this requires active engagement with various communities, SCMHRD will interact with these groups. SCMHRD will continue to be committed to provide access to knowledge and skills to socially and economically underprivileged. SCMHRD will also engage more vigorously with representatives of regional agencies and interest groups.

*Goal 4: To Engage Globally and Regionally*

A global focus is one of the major goals of this strategic plan. Every year about 30 non- resident Indian students from 15 nations all over the world join our programs. Besides, we have students from Nepal and Afghanistan. Our faculty team comprise of a few supporting faculty members from foreign Universities. Some of our full time faculty are PhDs/ Post Docs from foreign Universities. Their experiences bring in the global flavor in the class discussion. Besides, the Exchange Programs with various European Universities provide opportunity to some faculty and students to have global exposure. We will continue with our internationalization process.

## Action Steps and Measures

Goal 1: To continuously improve our strengths in applied research

Objective	Activity/ Actions	Measures	Responsibility
Upward trend of quality research publications in applied research journals	Continue our efforts to recruit, mentor, retain and promote faculty who have shown high research productivity	Portfolio of faculty intellectual contribution	Director and Research Advisory Committee
		Percentage of faculty who are Scholarly Academics	Director, Faculty-in charge for recruitment
	Continue with the Faculty members' visit to industry mentors during students' summer internship and explore opportunities for collaborative research and curriculum changes to arrive at business solution.	Conversion of visits into opportunities for guest lecture, collaborative research, student selection	Faculty, Guest Lecture Team
	Support faculty participation in conferences, faculty development programs and for conducting field research.	Percentage budget Allocation on Research and FDP	Director
		Portfolio of faculty intellectual contribution	
		Teaching Effectiveness Measures	Head of the Department, Program-in-charge
'Research, Consultancy and Project Review' (RCPR) Committee to guide and evaluate quality of consultancy and field projects. <sup>1</sup>	Quality of Intellectual Contribution Portfolio	RCPR/RAC	
Applied research outcomes from students.	Engaging students in industry research as part of experiential learning under faculty mentorship	Intellectual Contributions of students	Heads of the Departments

<sup>1</sup>Members of the committee are all PhDs and have experience in applied research either having completed successfully multiple national/ international level projects financed either by government or industry

Goal 2: To enhance student capability to convert theories into practice through experiential learning

Objective	Activity/Actions	Measures	Responsibility
To convert theories into practice	Continuously review educational programs to ensure that they meet the current and future needs of industries	Annual revisions and modifications in curriculum/	Departmental Academic Review Committee , Program Review Committee
	Continually use an integrative and innovative approach in the curriculum through cases and technology-based instruction	Assessments of learning goal on Critical and Integrative Thinking	Assessing Faculty
To develop team dynamics, negotiation skills and decision making ability	Ongoing mentoring and supporting students for participation in national and international competitions.	Awards won in competition	Heads of Departments, Best Outgoing Student Selection Committee
	Continue to mentor students for event management and their learning	Assessments of event management and academic progress	Faculty-in Charge of the Event, Best Outgoing Student Selection Committee, student mentor

Goal 3: To promote ethical behavior, social responsibility, sustainable attitude.

Objective	Activity/Actions	Measures	Responsibility
Theoretical and applied knowledge on ethical behavior, social responsibility, sustainable attitude.	Standalone core courses in the MBA Program to achieve: <ul style="list-style-type: none"> <li>• Corporate Governance and Ethics</li> <li>• Concepts and Applications of Sustainability</li> </ul>	Course Embedded Assessments	Faculty Assessment Team
Encourage students and faculty to engage in public service and community service	Activities under TE.A.CH (Teach A Child) <sup>2</sup>	The underprivileged children should acquire necessary knowledge, skills and attitudes which are prerequisites for continuous employability	Faculty in charge of CSR Club of SCMHRD

<sup>2</sup>TE.A.CH (Teach A Child) was initiated to make students learn the concepts in these courses by engaging with local stakeholders especially with underprivileged children. Commenced in 2017 by the ISR, the TE.A.CH initiative is one where students SCMHRD go to government aided schools for 2-3 days to create awareness on topics including sanitation, manners, first aid, cleanliness, hygiene, government scholarships as well as environmental issues

This initiative focuses on building awareness about key issues that have an important bearing on the lives of children from economically backward families in the local community. It is possible that, the issues covered under TE.A.CH initiative may have had an impact on the children's families too.

The three major components of the TE.A.CH initiative helps students SCMHRD students to operationalize the TE.A.CH initiative are:

- Identifying schools and sign MoUs
- Preparing modules and activity handouts
- Visiting schools and teaching students about the topics

## Goal 4: To Engage Regionally and Globally

Objective	Activity/Actions	Measures	Responsibility
1. To develop in students, an ability to understand relevant concepts pertaining to global and regional business issues.	Courses in the Program for measuring learning goal on Global Regional Awareness	Course Embedded Assessments	Faculty Assessment Team
2. To develop in students, the ability to apply global and regional understanding to organizational issues.			
3. To develop an ability to adapt to new job demands or shifts in expertise, and the ability to acquire skills through lateral career moves in varied organizational contexts	Ongoing training of students on current affairs, mock interviews, and soft skills.	Course Embedded Assessments On Business Awareness, Business communication	Faculty Assessment Team
		Placement Record	Director, Placement-in-charge
	Exchange Program	Number of students participating in Exchange Programs	Director, International Cell,
		Number of faculty participating in exchange program	
		Number of courses taken by international faculty	Director, Head of the Departments
	Continuous support for international certification	Number of students qualifying in International Certifications	Director, Head of the Departments
Leadership Executive and Management Development Programs	Number of Students enrolled under Executive Development Program and Management Development Program	Director, Head of Management Development Program	

	Continuous support for faculty development programs <sup>3</sup>	Number of man-days participation of faculty in faculty development Programs related to pedagogy and refresher courses	Director
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### Time Line for Action Items

Time Line	Action Items
<b>June</b>	Departments develop strategic goals and objectives and forward them to Strategic Planning Committee. The departments solicit input for action items from faculty, alumni and industry experts.
<b>July</b>	Program Review Committee reviews Program related strategic goals and objectives. The action items on Program are then forwarded to Symbiosis Society.
<b>August</b>	Strategy Committee compiles action items and reviews them with regard to VMV, goals and objectives.
<b>September-October</b>	Advisory Committee reviews VMV and goals and objectives.
<b>November</b>	Internal Quality Assurance Cell reviews feasibility of action items
<b>December</b>	Strategy Committee solicits input for annual VMV and strategic goal review from Departments, alumni, students.
<b>December</b>	Department-wise Academic Review Committee meet again to review and suggest for changes, if any, in the VMV or strategic goals and objectives and plan department budgets
<b>January</b>	Director finalizes Action Item list for next academic year. Director presents budget request to Symbiosis Society
<b>February-March</b>	Action Items for academic year are presented to faculty at faculty meeting. Any changes in the VMV and/or strategic goals and objectives are presented for faculty vote
<b>March</b>	Final Report on Progress is prepared by Strategy Committee

<sup>3</sup>Faculty members participate in domain specific and technology based pedagogic 'train the trainers' programs to equip themselves with required knowledge and skills required in dynamic business environment

**Template for Financial Resources Presentation**

Goals	Activity	Start Date	First year cost or revenue	Ongoing annual cost or revenue (in USD)	Sources or Disposition of Funds
<b>1. Student Development</b>					
Increase students participation and representation to develop global understanding and experiential learning	Six Sigma Certification	2005			School Budget
	CFA , CAPM,PMP, certification				
	SHRM Certification				
	SAP and Oracle Courses				
	Bloomberg Terminals	2014			
	Bloomberg Certification				
	Simulation Games: Capstone				
	Student driven Events : NEEV, Management Conclave, Avenir Infrablaze etc.	Ongoing			Student Activity Event Budget

<b>2. Student Placements</b>					
	Summer Internship Mentor Visits	Ongoing			Placements Budget
	Final Placements	Ongoing			
<b>3. Alumni Interactions</b>					
	Alumni Meets and social networking	Ongoing			Alumni Relations Budget
<b>4. Intellectual Capital Development</b>					
	Increased support for Faculty research	Ongoing			Research and Publications
	Sponsorship for Faculty development Programs/ Training Programs/ Refresher Courses	Ongoing			Faculty development
<b>5. Physical Infrastructure</b>					
	Ongoing Infrastructure Development	Ongoing			Capital expenditure
<b>6. IT Infrastructure</b>					
	Ongoing Maintenance	Ongoing			IT expenses
<b>7. Internationalization</b>					
	Prepare for AACSB Accreditation				Internationalization of Higher education



 **SCMHRD**

