

**STRATEGIC PLAN 2025-2030**

**Vision**

To become a leader in business education and impactful research that align with the social and economic priorities of Oman and the GCC region.

**Mission**

To provide high-quality business education through experiential learning, impactful applied research, and meaningful partnerships that fosters innovation and promote sustainable growth in Oman and the GCC region

**Mission meaning and values**

- ▶ **Experiential Learning and Research:** We are committed to education that goes beyond traditional learning methods, integrating real-world experiences and academic research
- ▶ **Innovation:** We encourage creative thinking, entrepreneurship, and innovative solutions to address the evolving challenges of the business world.
- ▶ **Sustainability:** We are committed to promoting sustainable practices that contribute to the long-term well-being of society and the environment.
- ▶ **Partnerships:** We intend to work with various stakeholders to foster economic growth in Oman and the GCC region.

**Mapping FBM's mission to MU's**

MU Mission	FBM Mission
<i>transformative learning and teaching</i>	experiential learning
<i>informative research</i>	impactful applied research
<i>proactive industry engagement</i>	meaningful partnerships
<i>empower individuals and communities</i>	promote sustainable growth in Oman and the GCC region

## Faculty's Impact Statement

The Faculty of Business and Management aim to support societal development by implementing initiatives that promote economic growth and foster a sense of responsibility toward society and the environment. This will be achieved through curriculum enhancements, scholarships, and community activities that engage faculty and students beyond the classroom

## Strategic Objectives

### Objective 1: Enhance and innovate our portfolio of programmes

#### Enablers

Enabler 1.1:	Leverage learning analytics to enhance teaching effectiveness.
Enabler 1.2:	Evaluate programmes regularly to ensure alignment with industry trends and skills requirements.
Enabler 1.3:	Improve curricula quality by pursuing national and international accreditations.
Enabler 1.4:	Foster ongoing development of faculty skills and competencies.

#### Strategies

Strategy 1.1:	Analyze teaching-related surveys, identify weaknesses, and suggest improvements. Train lecturers in implementing the Teaching and Learning Framework
Strategy 1.2:	Benchmarking curricula. Review relevance of curricula. Solicit inputs from advisory boards.
Strategy 1.3:	Validate programs' quality with OQF. Align programs with professional certificates. Network with AACSB peers.
Strategy 1.4:	Identify needs through annual appraisal and invest in faculty development.

### Objective 2: Foster an engaging and dynamic learning environment that cultivates the development of graduate attributes

#### Enablers

Enabler 2.1:	Build connection between learners and professionals.
Enabler 2.2:	Create a culture of entrepreneurship among learners.
Enabler 2.3:	Encourage academic staff to mentor students in research and innovation.

#### Strategies

Strategy 2.1:	Organize co-curricular activities by engaging with professionals, such as site visits and inviting guest speakers.
Strategy 2.2:	Encourage learners to develop their ideas. Launch a Business Incubation Centre and create ventures through classroom activities and competitions.
Strategy 2.3:	Showcase student-led research in the Annual Student Research Seminar.

### Objective 3: Boost the quantity and quality of intellectual contribution and applied research

#### Enablers

Enabler 3.1:	Encourage producing applied research that has impact.
Enabler 3.2:	Encourage and provide opportunities for joint applied research projects with other colleagues.
Enabler 3.3:	Engage in collaborative research regionally and internationally.

#### Strategies

Strategy 3.1:	Continue incentivising faculty in publishing quality research
Strategy 3.2:	Provide internal funds for applied research projects.
Strategy 3.3:	Network with regional and international scholars and participate in international conferences that can lead to shared publications.

### Objective 4: Connect with local community while addressing the needs of internal and external stakeholders.

#### Enablers

Enabler 4.1:	Expand local relationships/opportunities for service-learning, placement, and social activities.
Enabler 4.2:	Survey key stakeholders.
Enabler 4.3:	Improve community's perception of Faculty programs.

#### Strategies

Strategy 4.1:	Widen existing engagements and activities with partners and institutions. Coordinate with advisory boards to link with the industry for placement opportunities.
Strategy 4.2:	Annually survey alumni, employers, and advisory boards.
Strategy 4.3:	Maintain graduation rate above 85% Engage with alumni in events

### Objective 5: Establish strategic partnerships that drive innovation and sustainable growth

#### Enablers

Enabler 5.1:	Expand Faculty curricula through offering Executive Education Programme and/or short courses.
Enabler 5.2:	Engage with partners in joint activities.

#### Strategies

Strategy 5.1:	Assess any increase in revenue attributed to the partnership.
Strategy 5.2:	Track the number of training programs or workshops conducted through the partnership and their impact on skill enhancement. Evaluate how well the partnership contributes to sustainable practices and goals within the region.

## Mapping FBM's with MU's Strategic Goals

		FBM Strategic Goals				
		Enhance and innovate our portfolio of programmes	Foster an engaging and dynamic learning environment that cultivates the development of graduate attributes	Boost the quantity and quality of intellectual contribution and applied research	Connect with local community while addressing the needs of internal and external stakeholders	Establish strategic partnerships that drive innovation and sustainable growth
MU Strategic Goals	Goal 1.1: Adopt transformative learning and teaching methodologies.	◆				
	Goal 1.2: Develop a positive and enriching learning ecosystem that supports the attainment of graduate attributes.		◆			
	Goal 2.1 Strengthen the University's research and consultancy capacity and visibility.			◆		
	Goal 2.2 Foster the integration of research and teaching to enrich education and drive innovation	◆	◆			
	Goal 3.1: Build sustainable partnerships with the industry to advance the university's mission, vision, and values				◆	
	Goal 3.3: Engage with and address the needs and expectations of internal and external stakeholders.	◆	◆		◆	
	Goal 4.1: Ensure growth and diversification of financial resources.			◆		◆
	Goal 4.2 Optimise human capital to drive organisational success.			◆		◆

## FBM Strategic Objectives Dashboard

Strategic Objective	Enablers	Key Performance Indicators	Targets and Timeline	Responsibility	Budget (year)
1. Enhance and innovate our portfolio of programmes	1.1. Leverage learning analytics to enhance teaching effectiveness.	Module evaluation rate	>3.5	Faculty Committee	NA
		Students' satisfaction rate with learning and teaching	>3.5		
		Staff satisfaction rate with learning and teaching	>3.5		
		# Training sessions on teaching and learning	2/year		
	1.2. Evaluate programmes regularly to ensure alignment with industry trends and skills requirements	# benchmarking exercises	1/year	Faculty Committee	NA
		# of programs reviewed	2/year		
	1.3. Improve curricula quality by pursuing national and international accreditations	Number of programs aligned with OQF	3/year	QA and Accreditation committee	\$20,000
		Number of programs recognized by professional associations	1/year minimum		
		AACSB accreditation	By 2030		
	1.4. Foster ongoing development of faculty skills and competencies	Number of CPD workshops	5/year minimum	Dean	\$10,000
Academic staff satisfaction with CPD		>3.5			
2. Foster an engaging and dynamic learning environment that cultivates the development of graduate attributes	2.1. Build connection between learners and professionals	Number of site visits	1/year per program	Program Coordinators	\$5,000
		Number of guest speakers	1/year per program		
	2.2. Create a culture of entrepreneurship among learners	Number of student-led startups	2/year	BIC Director	\$20,000
	2.3. Encourage academic staff to mentor students in research and innovation	Number of student-led research presentations	5/year	Program Coordinators	
3. Boost the quantity and quality of intellectual	3.1. Encourage producing applied research that has impact	h-index growth	30%/year	Dean	\$250,000

contribution and applied research	3.2. Encourage and provide opportunities for joint applied research projects with other colleagues	Number of Applied PRJ (Scopus)	1/faculty/year		
	3.3. Engage in collaborative research regionally and internationally	Number of internal funds for research	1/year		
		Number of International conference participation	1/year		
4. Connect with local community while addressing the needs of internal and external stakeholders	4.1. Expand local relationships/opportunities for service-learning, placement, and social activities	# Collaborative activities with industry	3/year	Faculty Committee	\$50,000
		# MoUs/ agreement with industry for placement	2/year	Placement Coordinator	
	4.2. Survey key stakeholders	Employers' satisfaction rate	>3.5	FBM Alumni Associations	
		Alumni satisfaction rate	>3.5		
		Advisory board meetings	2/year	Dean	
	4.3. Improve community's perception of Faculty programs	Number of alumni events	1/year/program	FBM Alumni Associations	
		Graduation rate	Faculty average above 85%		
5. Establish strategic partnerships that drive innovation and sustainable growth	5.1. Expand Faculty curricula through offering Executive Education Programme and/or short courses	% Executive Education or short courses revenue relative to the total faculty income.	5% every 2 years	Faculty Committee	\$25,000
	5.2. Engage with partners in joint activities	# Training/Workshops	3/year		
		# International Conference	1/year		
		# of SDGs contribution	4/year		

Notes: BIC: Business Incubation Center; QA: Quality Assurance; PRJ: Peer-Reviewed Journal; MOU: Memorandum of Understanding

## Stakeholders' Feedback

The following table illustrates the outcomes of surveying internal and external key stakeholders on their views for the revised strategic plan.

	Number of Respondents	Strongly Approve	Approve	Neither approve or disapprove
Students	410	45%	43%	12%
Faculty	10	95%	5%	--
Advisory Board Members	5	56%	44%	--
Alumni	150	14%	76%	10%
Employers/Internship providers	31	50%	47.4%	2.6%