

Volume 3

Annex 3.16a: Strategic Thrusts of MUSOM;  
Ten-Year Strategic Plan 2019-  
2030 (2076-2086 BS), (pp. 12-21)

# Mid-Western University School of Management (MUSOM)

Ten-Year Strategic Plan  
2019-2030 (2076-2086 B.S.)



# IMU SCHOOL OF MANAGEMENT

Surkhet, Karnali Province, Nepal  
2019 (2076 B.S.)

Transforming Rural Nepal Through Community Based Model of Higher Education

## 8.22. Teacher's Welfare Council

Teacher Welfare Council will be formed to help faculty members working for MUSOM.

## 8.23. Student's Welfare Council

Student's Welfare Council will prepare a plan to conduct various academic and nonacademic works at MUSOM and outside the MUSOM.

## 8.24. Parent's Council

Parent's Council will be formed to help MUSOM in many areas.

## 9. Strategic Plan Schedule

### 1: Undergraduate and Graduate Teaching Learning (BBA)

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. By 2020 Develop Participatory pedagogy based teaching environment	1. By 2020 orient teachers & students for participatory teaching learning  2. Manage regular monitoring of the classroom guided by participation	-Teacher & student involvement in learning activities  -Outcomes of their activities inside and outside presentation	-Actions taken by concerned faculties  -Actions taken by concerned students	-Academic committee of MUSOM  -Faculty members  -Students  -Student's welfare council	-Outcomes of actions made by faculty members and students	2019-2025	10 Lakh
2. By 2025 Smart and virtual teaching	-Fully go with smart and virtual classes to meet needs and demands of the times	-Concerned members and communities' involvement in smart and virtual learning activities	-Actions and activities made by faculty members and students  -Management made by MUSOM	-MUSOM academic communities  -Faculty and students	-Smart and virtual classes conducted  -Report prepared and presented to MU executive council	2025	100 Lakh
3 By 2030 Community and field based teaching with activities and production	-To engage both faculty members and students in field and production based teaching-learning	-Active participation of faculty and student in production based teaching-learning projects	-Production based teaching-learning  -Faculty and student's outputs	-MUSOM academic committee  -Student and faculty	-Outputs made by faculty members and students	2030	100 core

## 2: Undergraduate and Graduate Research & Publication

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for student's engagement in collaborative and institutional research	-Partially lead students into research projects	- Actions and student's engagement in research	- Research outputs made by students	- MUSOM academic committee  -MUSOM RMC  -Student's welfare council	-Research projects initiated and completed	-2025	5 Lakh
2. Develop policy for student's involvements in market-oriented publication	-Partially lead students into authentic publication	-Action and student's involvement in productive publication	-Publication done by students		-Publications made	2025	5 Lakh

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for student's local, national and international visit	-Make students involve into local, national, and international visit	-MUSOM policy formation	-Actions made by MUSOM and students	-MUSOM academic council -Students	-Outputs made by MUSOM and concerned people and units	-2025-2030	20 Lakh
2. Develop policy for organizational visit	- Make students involve in organizational visit	- Policy preparation	Actions made by MUSOM and students	-MUSOM academic committee	-Visits done by students	2025-2030	20 Lakh
3. Develop policy for student's exchange program through internship and classes	-Take students into international student exchange and internship	-Policy development	- Activities made by MUSOM and concerned teams	-MUSOM academic committee	-Policy made by MUSOM Program done by students	2019-2030	20 Lakh

## 4: Revisiting Curriculum

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop new curriculum	'Develop curriculum for BBA in Agribusiness management and Rural entrepreneurship and development	-Development of expected curriculum	-Curriculum made	-MUSOM academic committee  -Concerned stakeholders	-Curriculum developed and implemented	2019-2025	5 Lakh
2. Develop guidelines for continuous modification of existing curriculum	-Prepare specified framework for modification of ongoing curriculum	-Specified framework for curriculum revision	-Framework made	-MUSOM academic committee	-Framework and modification of curriculum	-2019-2025	3 Lakh

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
3. Evaluate curriculum development and implementation	-Prepare clear evaluation and implementation	-Evaluation report and implementation report prepared	-Report made, presented and published	-MUSOM academic committee	-Outcomes of curriculum implemented	2019-2025	10 Lakh

### 5: Undergraduate and Graduate Social Attachment Program

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop the project policy for social responsibility	-Make social responsibility the part of regular academic course	-Projects developed	-Report prepared	-MUSOM academic committee	-Outcomes of projects	-2019- 25	10 Lakh
2. Start the specified project with student's involvement	z	-Social attachment done	-Projects implemented	-MUSOM academic committee	-Outcomes of social attachment	2020-2030	-10 lakh

### 6. Job Placement

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare clear policy for job placement	-To provide opportunities to students for job opportunities	-Jobs provided	-Job related activities	-MUSOM academic committee	-Outputs as through report and presentation	2020-2030	4 Lakh
2. Develop policy for collaboration with all kinds of organizations	-Collaborate with viable industries and organizations	-Collaboration done through different ways	-Collaboration concerned actions	-MUSOM academic committee	-Outcomes made through collaboration	2020-2030	4 Lakh

### 1. Faculty Development and Empowerment Program

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for faculty development	-Involve faculty in regular training	-Policy developed	-Progress report	-MUSOM academic committee	-Faculty training and development	-2020-2030	-20 Lakh
2. Set up faculty development department	-Set up department with faculty involvement	-Department set up	-Progress report	-MUSOM academic committee	-Department set up and its progress	-2020-2030	10 Lakh
3. Monitoring policy and program	-Monitor program	-Evaluation made	Report	-MUSOM academic committee	-Report prepared	2020-2030	-2 Lakh

## 2. Research and Publication

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop research guidelines for search and publication	-Engage faculty members into result-oriented research and publication	-Guidelines and policy made	-Report on outputs	-MUSOM RMC	-Outcomes of research and publication done	2020-2025	10 Lakh
2. Prepare RMC policies and procedures	-Activate RMC through collaboration	RMC activities	-Report on activities done	MUSOM RMC	Outputs made by RMC	2020-2025	10 Lakh

## 3. Faculty Visit and Exchange

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop clear policy for faculty visit and exchange	-Train faculty well	-Faculty involvement policy prepared	Progress report	MUSOM academic committee	-Outputs given by policy	2020-2025	10 Lakh
2. Set up project for faculty training and empowerment	-Begin scientific activities	-Faculty involvement in training and workshop	Progress report	MUSOM academic committee	-Outputs done by faculty	2020-2025	5 Lakh

## 4. Higher Studies (M.Phil and PhD)

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare policies for faculty members to join and complete M.Phil and PhD	-Motivate faculty for higher studies -Prepare qualified faculty through higher studies	-Policy developed	-Higher studies completed by a number of faculties	-MUSOM academic committee	-PhD and M.Phil done by faculties	-2020-2030	5 lakh ✓

## MUSOM Sustainable Academic Development Priorities

### 1. Strategic Goal: Structure and Governance

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare policies for MUSOM structure and governance	-Activate all MUSOM bodies as prescribed by autonomous operating guidelines	-Functions of all bodies	-Report on functions	-MUSOM Governing council and management committee	-Functions made by all MUSOM bodies	2020-2025	10 Lakh

## 2. Strategic Goal: Infrastructure Development

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for master plan of IT based infrastructure	-Develop conditional project for digital construction	-Master and project developed	-Implantations of master plan	-MUSOM Governing council and Management council with collaboration MU executive council  -UGC Nepal	-Master implemented and outputs achieved	2020-2030	300 Lakh
2. Prepare collaboration policies with all development agencies	- Collaborate with all development partners and agencies	-Policy made and collaboration done	Report preparation and presentation	-MUSOM Governing council and development agencies across the world	-Collaboration done	2020-2030	10 Lakh

## 3. Strategic Goal: Managing Financial Resources

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare financial policy and plan	-Develop a clear financial plan	-Actions based on plan	-Audit report	-MUSOM Governing council  -MUSOM financial committee with collaboration to MU central financial committee and partners	-Outputs made	-2020-2015	3 Lakh
2. Collaborate with concerned agencies	-Prepare a clear plan for collaboration to deal with financial management	-Activities guided by financial projects	-Evaluation report	-MUSOM financial committee	-Outcomes made	-2025	3 Lakh

#### 4. Strategic Goal: Human Resource Management

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare policy and procedures for human capital managements	-Use scientific procedure while selecting human capitals for MUSOM	-Procedures implemented	-Report	-MUSOM academic committee	-Outputs achieved	2020-2025	4 Lakh
2. Develop project based scientific selection	-Select only competent human resources through projects	-Projects developed and implemented	Report	-MUSOM academic committee	-Outcomes made	2020-2025	3 Lakh

#### 5. Strategic Goal: Lab and Library Management

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Establish world class online library and lab	-Set up world class lab and library	Lab and library established	-Actions report	-MUSOM management committee	-Outputs seen	2030	100 Lakh

#### 6. Strategic Goal: Examination System

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy and set up exam department	-Set up exam unit	-Actions taken	Report on actions	-MUSOM governing council and management committee	-Outputs seen	-2020-2021	Based on programs needs

#### 7. Strategic Goal: Quality Assurance

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Implement QAA Policy	-Activate QAA unit	-Actions made by unit	-Report prepared	-MUSOM Management committee	-Outputs seen	-2020-2025	-Based on programs



### 8. Strategic Goal: Enrollments

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy and set up permanent committee  -Sign MoU with major +2 schools	-Set up special committee  -Collaborate with major +2 schools	-Committee set up and collaboration developed	-Progress report	-MUSOM management committee	-Outputs of the activities	-2025-2030	Activities based

### 9. Strategic Goal: Building up Academic Culture

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy and codes and conducts for promotion of mutually creative academic environment	- Publish codes  -Bring together all MUSOM faculty members	-Conduct different programs creatively	-Actions taken	-MUSOM management committee	-Outcomes seen	-2025	3 Lakh

### 10. Developing Center for Communication and International Collaboration

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for communication and international collaboration	-Set up the center for communication and international collaboration	-Center and activities in action	-Report and progress	-MUSOM center for Communication and international collaboration	-Outputs achieved	-2019-2030	Based on program

### 11. Emerging Undergraduate Development Priorities

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Launch new academic programs to meet changing times	-To begin BBA in Agribusiness management  -BBA in rural entrepreneurship and development  -BHM, BIM	-Programs in operation	-Ongoing programs	-MUSOM Governing council and Academic committee	-New programs conducted	-2020-2030	Base on program

## 12. Emerging Graduate Program Development Priorities

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Conduct new MBA programs	-Develop syllabus of MIT, Rural entrepreneurship, and agricultural management	-Programs in actions	-Progress of the programs	-MUSOM Governing council and academic committee	-Outputs of programs seen	2020-2030	Based on programs

## 13. MUSOM to the Community (Social Responsibility)

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for social attachment programs	-To launch specified social attachment projects	-Initiation of defined projects	-Report and community response	-MUSOM Management committee and academic council	-Projects conducted and outputs seen	2020-2030	10 Lakh

## 14. Technology Development Priorities

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for operation of world class digital learning	-Create environment for smart classes, research and publication	-Digitalized building constructed -Smart classrooms	-Report and seen activities	-MUSOM Management Committee	-hi-tech learning seen	-2020-2025	300 Lakh

## 15. World Class Research and Publication Priorities

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy and plan for world class research and publication	-Make guidelines available	-International research and publication	-Actions done	-MUSOM RMC and MUSOM management committee	-Outcomes seen	-2020-2025	10 Lakh

## 16. Undergraduate and Graduate Internship

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop clear policy for internship	-Provide internship guide to students	-Policy and guide prepared	-Guide provided	-MBA and BBA offices -MUSOM academic council	-Outputs achieved	-2019-2021	-2 Lakh

### 17. Undergraduate and Graduate GRP

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare GRP manual	- Provide students GRP manual	-Manual prepared	-Manual provided	-MUSOM academic committee and MBA Office	-Outputs seen	2019-2023	1 Lakh

### 18. Primary Health Care Service and Career Counseling

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare policy for health and career counseling	-Provide health care and counseling service to students and staff and community	-Policy made -Activities done	-Report	-MUSOM management committee	-Outputs seen	-2019-2025	-6 Lakh

### 19. Virtual and Video Conferencing Classes

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. By 2025 complete virtual and video conference classes	-Implement IT based teaching soon	-Conducts of smart classes	-Projects implemented	-MUSOM Management committee	-Outputs achieved	2020-2025	-50 Lakh

### 20. Alumni

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Prepare policy for effective alumni	-Set up alumni	Activities done by alumni	-Report	MUSOM alumni and MUSOM management committee	-Outputs made	2020-2025	-2 Lakh

### 21. MUSOM Sports and Foundation Day

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Plan for MUSOM sports and foundation day of MUSOM	-Celebrate MUSOM foundation day	-Declaration of foundation day	-Celebration of the foundation day	-MUSOM Management committee through MUSOM Governing council	-Function done	2019-2020	1 Lakh

## 22. Strategic Goal: Teacher's Welfare Council

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for teacher's welfare	-Set up teacher's welfare council	-Policy made -Council set up	-Activities done	MUSOM management committee	-Outputs achieved	-2020-2025	-2 Lakh

## 23. Strategic Goal: Student's Welfare Council

Strategic Goal	Strategic Objective	Key Action/Key Performance Area	Performance Measure	Responsible Agency	Performance Indicators	Time Frames	Budget
1. Develop policy for student's council	-Engage students into welfare activities	-Policy developed	-Actions made	-Student's council	-Outputs made	-2020-2025	5 Lakh
2. Develop policy for student's activities	-Make students develop projects for research, publication and presentation	-Policy prepared	-Actions made	-Student's council	-Outputs done	2020-2025	5 Lakh

## 10. Implementing Policies and Guidelines

This ten year strategic plan will provide the road map for overall development of MUSOM academic culture. MUSOM will be fully responsible for implementing the activities pointed out by the strategic plan. All concerned stakeholders will be invited to help in implementing the plan. On the basis of requirements the plan will be divided into the different phases.

Operational Plan will be prepared to execute strategic plan effectively.

The strategic plan will help in improving the MUSOM academic culture as under:

Teaching-learning

Collaboration

Social networking

IT facilities

Research and publication

Exam and faculty development

All MUSOM activities and works

## 11. Expected Outcomes after 10 Year

After implementation of the strategic plan, MUSOM will have the following shape:

- Center of Excellence for higher management education
- IT based digital building
- International level faculty
- World class research and publication
- Full operation of all MUSOM committees
- Strong collaboration