



Thrive. For Life.

STRATEGIC PLAN

SCHOOL OF MANAGEMENT



SCHOOL OF MANAGEMENT STRATEGIC PLAN 2023-2028

GD Goenka University (GDGU) is a leading multidisciplinary institution in Gurugram, Delhi NCR. Established in 2013, it has been committed to academic excellence, innovation and societal impact. As a part of GDGU, School of Management (SoM) draws its strength and purpose from the larger institutional vision, as documented in the University's Institutional Development Plan (2023-2028). SoM's strategic plan is closely aligned with the University's Institutional Development Plan, while responding to the specific needs and opportunities of management education.

School of Management's Strategic Plan gives a clear direction for the School's growth and development over the next 5 years. Our goal is to achieve highest international standards of management education. This is linked to our core Vision to prepare globally competent management professionals through quality education, research and entrepreneurship. It is in this context that we have identified four Strategic Pillars

- 1. Enhancing School Reputation**
- 2. Advancing Curriculum Excellence**
- 3. Fostering Community Engagement**
- 4. Strengthening Faculty Research**

Each pillar is supported by measurable goals and objectives that will guide our journey. Together, these pillars represent our collective commitment to continuous growth and development and to serving the needs of our students, faculty and the wider community.

STRATEGIC PILLAR 1 : ENHANCING SCHOOL REPUTATION

- 1.1 Strengthen accreditations and rankings at national and international levels.
- 1.2 Enhance graduate outcomes through a continuous focus on curriculum relevance.
- 1.3 Improve admissions quality by attracting high-potential and diverse students.
- 1.4 Deepen stakeholder engagement by fostering sustained partnerships

STRATEGIC PILLAR 2 : ADVANCING ACADEMIC EXCELLENCE

- 2.1 Deliver high-impact teaching practices that foster Professional Competencies
- 2.2 Effectively engage with AI tools to enhance learning, teaching, and decision-making
- 2.3 Offer new and innovative programs that meet the economic and cultural needs of the country
- 2.4 Strengthen faculty qualifications and sufficiency through strategic recruitment and development

STRATEGIC PILLAR 3 : FOSTERING COMMUNITY ENGAGEMENT

- 3.1 Strengthen community outreach through socially responsible initiatives
- 3.2 Create impact through curriculum by integrating ethics, sustainability, and social responsibility
- 3.3 Increase intellectual contributions that contribute to societal development

STRATEGIC PILLAR 4 : STRENGTHENING FACULTY RESEARCH

- 4.1 Promote scholarly research outputs rooted in Indian Knowledge Systems
- 4.2 Acquire grants to enhance the resources available to faculty for improvement in research
- 4.3 Create faculty development opportunities that strengthen research capabilities and scholarly output

VISION

To prepare globally competent management professionals by imparting quality education and enabling research in business, management and entrepreneurship for sustainable growth and development.

MISSION

The mission of School of Management is to produce globally competent management graduates and entrepreneurs through

- Strong foundation in the fundamentals linking knowledge and skills through experiential learning
- An integrative educational experience that blends an industry oriented curriculum with academic best practices
- Technology enabled pedagogical tools that accentuate experiential learning, working in diverse areas including services sector, startups, MSMEs and established organisations
- Association with national and international institutions and leading corporates to facilitate exchange programmes and global exposure for students and faculty members
- Inclusion of sustainable development aspects into the teaching and learning processes
- Inculcation of a spirit of service, integrity and professionalism in business practices

CORE VALUES

- Excellence
- Innovation
- Integrity
- Global perspective
- Inclusivity

STRATEGIC PILLAR 1 : ENHANCING SCHOOL REPUTATION

Goal 1.1 -Strengthen accreditations and rankings at National and International levels

Objectives	Activities	Resources (Personnel, Facilities and Operational Funding)	Timeline (Develop ment and Impleme ntation)	Assessment Criteria (KPI)
Participate in accreditations and rankings at national and international levels	<ul style="list-style-type: none"> Academic infrastructure Upgradation Upskilling of faculty Addressing diverse needs of students Focussed thrust on research Industry collaboration Community outreach programme 	<ul style="list-style-type: none"> New Faculty and staff Expert advisors, BOS Members Up gradation of classroom and library infrastructure Budget for planned actions 	2025	NAAC accreditation
Strengthen international accreditation standing	<ul style="list-style-type: none"> To initiate the Schools membership process to AACSB Interact with AACSB accredited schools to get well versed with the process 	<ul style="list-style-type: none"> Budget for membership fee Workshops for faculty 	2025	AACSB Membership
Participate in national and international peer-reviewed rankings	<ul style="list-style-type: none"> Collaborate with IQAC for internal and external audits Maintenance of records on academics and administration 	<ul style="list-style-type: none"> Experienced administrative staff Budget to conduct internal and external audits 	Annual	NIRF and other rankings

Goal 1.2 -Enhance graduate outcomes through a continuous focus on curriculum relevance

Objectives	Activities	Resources (Personnel, Facilities and Operational Funding)	Timeline (Development and Implementation)	Assessment Criteria (KPI)
Align curriculum with emerging skills required in the industry to improve graduate employability	<ul style="list-style-type: none"> • Offer additional courses in AI, Business Analytics and Sustainability • Multiple internships, live projects, capstone projects, case studies in above mentioned domains • Prepare students to secure the premium placement opportunities 	<ul style="list-style-type: none"> • Business Innovation Labs, Simulation Labs • Up skilling of faculty and staff 	2028	New courses offered Student placements in these new areas
Strengthen industry-academia integration	<ul style="list-style-type: none"> • Two advanced specialisations in collaboration with industry corporate mentorship 	<ul style="list-style-type: none"> • Active panel of Industry experts ad corporate sponsors • Budget for events 	2027	Specialisations offered Experts invited
Ensure continuous curriculum review and innovation	<ul style="list-style-type: none"> • Invite professors from premium institutions to mentor the faculty members for curriculum up gradation • Sending faculty members to attend academic conferences for inputs 	<ul style="list-style-type: none"> • Budget for the honorarium of Professors • Enhanced budget for sending faculty members to attend conferences 	2024	Visits by Professors Events attended by the faculty members

Goal 1.3 -Improve admissions quality by attracting high-potential and diverse students

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
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Attract high-quality applicants from diverse background	<ul style="list-style-type: none"> • Develop targeted marketing campaigns and highlight Institutional Standing (Rankings, Placements, and Success stories) • Increase visibility in National and International educational fairs Conduct outreach and open house sessions for prospective candidates • Offer merit-based scholarships to diverse set of students Fee concession to students belonging to marginalized sections of society 	<ul style="list-style-type: none"> • Budget for marketing • Partnering with channels 	2027	Students from different states of India and from other countries Students from marginalised sections
Raise academic calibre of intake	<ul style="list-style-type: none"> • Conduct aptitude tests, case-based assessments, and structured interviews • Active engagement of faculty members in selection process 	<ul style="list-style-type: none"> • Test centres across India • Structured evaluation rubrics 	2028	Students with high scores in national and International admission entrance exams.

Goal 1.4 -Deepen stakeholder engagement by fostering sustained partnerships

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Build an active alumni community	<ul style="list-style-type: none"> • Plan Alumni Chapters both nationally and Globally Engaging alumni for academic and curricular activities • Plan short term courses for alumni 	<ul style="list-style-type: none"> • Budget for initiating chapters and meet ups • Robust platform to engage Alumni 	2028	Alumni chapters registered Alumni visited/engaged by school for various activities
Engage Parents through structured interactions	<ul style="list-style-type: none"> • Open house with Dean and Professors • Feedback to strengthen academic and support systems 	<ul style="list-style-type: none"> • Budget to conduct Activities 	Annual	Parents attending the Events and activities of the school
Long-term partnerships with potential employers of students	<ul style="list-style-type: none"> • Onboard corporate partners and sign MoUs for active collaboration Invite the corporates to the campus atleast once in a year for interactions 	<ul style="list-style-type: none"> • Budget for community engagement • Corporate Resource Centre 	2025	New industry partnerships Events to engage the recruiters

STRATEGIC PILLAR 2 - ADVANCING ACADEMIC EXCELLENCE

Goal 2.1 -Deliver high-impact teaching practices that foster Professional Competencies

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Develop Critical Thinking and Problem-Solving ability through Experiential Learning	<ul style="list-style-type: none"> For Competency-based assessment, integrate MOOCs as mapped learning activities Assess higher-order cognitive abilities using pedagogical tools such as simulations Implement 'closing the loop' workshops to revise the curriculum based on the evaluations Promoting student engagement in national and international symposia, conferences, and competitive forums to facilitate the dissemination of their research 	<ul style="list-style-type: none"> Active collaboration with global online platforms A library of rubrics used across the department to ensure consistency in measuring Critical Thinking or Problem Solving Business Simulation license fee 	2026	MOOC certification Simulations included in the program
Measure & improve student learning outcomes	<ul style="list-style-type: none"> Define and Map courses to measurable Course outcomes, program outcomes, Programme specific outcomes Continuous assessment of attainment of outcomes 	<ul style="list-style-type: none"> Outcome Based Education (OBE) framework tools and software Benchmarking Tools to compare students' critical thinking scores against global or national norms Budget for faculty training on updated tools and software 	2025	Students showing incremental increase in their grades Feedback from employers
Capture student feedback on learning outcomes	<ul style="list-style-type: none"> Conducting periodical student satisfaction surveys Incorporating feedbacks to the teaching and learning process 	<ul style="list-style-type: none"> Formation of Feedback Committees 	2024	Feedback incorporated in the curricular / extracurricular activities

Goal 2.2- Effectively engage with AI tools to enhance learning, teaching, and decision-making

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Integrate AI Tools into Teaching and Learning Practices to enhance course and programme outcomes	<ul style="list-style-type: none"> FDPs on rubric design, and AI-enabled assessment Assess students' ability to use AI ethically and effectively for improved learning A standardized AI Disclosure at the start of every assignment 	<ul style="list-style-type: none"> Budget for implementation of AI infrastructure Licence fee for plagiarism detection tools 	2027	Integration of AI tools across every phase of the instructional process Learners demonstrating competence in using AI

Goal 2.3 -Offer new and innovative programs that meet the economic and cultural needs of the country

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Promote student-driven Innovation and Entrepreneurship	<ul style="list-style-type: none"> Organize National level business pitch competitions Workshops on Intellectual property Rights for potential student-entrepreneurs Entrepreneur in Residence Program 	<ul style="list-style-type: none"> Prize money for the winnersSeed funding for Proof of Concept Budget to pay for professional mentors, legal advisors, and tax consultants to assist student startups Faculty mentorship time 	2027	Student startups incubated from the University Patents filed for product design
Dissemination of entrepreneurial culture	<ul style="list-style-type: none"> Curriculum integration by giving academic credits for student startup ventures Establish a dedicated incubation cell with workspace, internet, meeting rooms, and prototyping support Offer short term Workshops for the local entrepreneurs 	<ul style="list-style-type: none"> Panel of expertsSpace for Incubation Center Budget for conducting workshops 	2025-2028	Workshops offered for local community Student startups incubated

Curriculum innovation to solving real-world problems (SDGs) for positive social impact	<ul style="list-style-type: none"> • Launch a longitudinal Social Impact • Capstone where students work with MSMEs or NGOs to solve a specific sustainability challenge. • Encourage students to take up Internships with NGOs 	<ul style="list-style-type: none"> • Field visit, stay fee • Purchase of software, information, corporate/ Government reports 	2028	Tangible change in those organizations Students completing Internship with an NGO
Goal 2.4 Strengthen faculty qualifications and sufficiency through strategic recruitment and development				
Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Enhance Faculty Academic and Professional Qualifications	<ul style="list-style-type: none"> • Maintain a healthy mix of Academic and Practice faculty • Engage Industry experts as Supporting faculty and Additional Faculty • Align faculty qualifications with accreditation standards 	<ul style="list-style-type: none"> • Recruitment budget • Industry network • Professional Membership fee • Faculty Qualification Dashboard 	Annual	Hiring of faculty from QS-ranked global universities and Institution of Eminence Faculty Publication

STRATEGIC PILLAR - 3 FOSTERING COMMUNITY ENGAGEMENT

Goal 3.1 -Strengthen community outreach through socially responsible initiatives				
Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Engage students in structured community service through adoption and support of local communities	<ul style="list-style-type: none"> Develop a credit-based community service curriculum to contribute towards attainment of SDGs Explore community challenges through student-led field research Collaborate with social enterprises and diverse communities 	<ul style="list-style-type: none"> Dedicated Faculty instructor Network of NGO and Panchayats of Villages 	2025	100% of students participating in the 'credit-based community service curriculum Field-based societal impact projects.
Adoption of Sustainable practices by the institution	<ul style="list-style-type: none"> Admit students from economically-weaker and socially marginalized sections of the society Open the institution's green energy facilities for sustainable energy tours Vocational workshops for local youth 	<ul style="list-style-type: none"> Administrative support Funding for scholarships Budget for workshops 	2028	Students from economically weak/socially marginalized sections Local youth attending vocational training
Goal 3.2 -Create impact through curriculum by integrating ethics, sustainability, and social responsibility				
Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Curricular Integration of ESSI (Ethics, Sustainability, Social Responsibility, Innovation)	<ul style="list-style-type: none"> Credit-based Design Thinking workshop allowing students to develop low-cost prototypes for local civic issuesIntegrate either ethics or sustainability into the curriculum Conduct a comprehensive curriculum audit to map ESSI competencies across all core programs 	<ul style="list-style-type: none"> Faculty curriculum committee; external subject experts 	2025	Courses mapped with SDG.

<p>Mentor & support student, community startups and local MSMEs</p>	<ul style="list-style-type: none"> • Develop "Social Innovation" modules Student-driven consulting to MSME's and community start-up ventures • Annual review of Social Innovation project outcomes by the faculty board to update syllabus for the following year 	<ul style="list-style-type: none"> • Active incubation centre • Dedicated faculty mentors • Network of local NGOs and Panchayats. 	<p>2027</p>	<p>Local MSMEs/ start-up ventures showing increase in revenue generation Student entrepreneurial ventures for providing solutions to local community challenges</p>
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Goal 3.3- Increase intellectual contributions for societal development

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
<p>Impactful Intellectual Contributions (ICs) on societal development</p>	<ul style="list-style-type: none"> • Align Intellectual Contributions (ICs) with relevant SDG • Designing student projects highlighting community challenges and propose actionable solutions • On-site camps where faculty-student teams provide pro-bono consulting • Organize hackathon on the local civic issues 	<ul style="list-style-type: none"> • Budget for field-based research • Analytical tools and software 	<p>2026</p>	<p>ICs to be mapped with at least one UN SDG Research publications with a focus on SDGs Peer-reviewed journal articles /Case studies co-authored by the faculty and NGO partners or community leaders.</p>
<p>Promote research focused on local community in collaboration with industry</p>	<ul style="list-style-type: none"> • Create cross-functional research teams for industry consulting projects • Encourage faculty to undertake consultancy and industry funded research • Disseminate academic research into actionable insights for local MSMEs/NGO's 	<ul style="list-style-type: none"> • Active industry MOUs • Skilled faculty 		<p>Revenue generation through consultancy fee Funding for implementation of projects for local community development</p>

STRATEGIC PILLAR-4 STRENGTHENING FACULTY RESEARCH

Goal 4.1 -Promote scholarly research outputs rooted in Indian Knowledge Systems

Objectives	Activities	Resources	Timeine	Assessment Criteria (KPI)
Integrate Indian Knowledge Systems concepts in research	<ul style="list-style-type: none"> Conduct field research to document successful Indian business models utilizing traditional wisdom. Organize International Conferences, seminars, webinars on Ancient Wisdom for Contemporary Management Practices 	<ul style="list-style-type: none"> Trained facultyAdvisory panel on IKS Budget for IKS drivesBudget for hiring subject experts and procuring reference material 	2028	Publication of scholarly peer reviewed articles on Indian management philosophies

Goal 4.2 -Acquire grants to enhance the resources available to faculty for improvement in research

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Diversify and increase External Research Funding	<ul style="list-style-type: none"> Identify and apply for competitive grants from government bodies and international agencies Incentivize participation in conferences Earmark a percentage of grant overheads to acquire high-end research tools 	<ul style="list-style-type: none"> Budget for attending conferences Budget for research software's and tools 	2026	<p>Grant value sanctioned across the department</p> <p>Participation in international and national conferences</p>
Institutionalize Grant-Seeking Competency	<ul style="list-style-type: none"> Strengthen grant acquisition capabilities and proposal development Conduct workshops for faculty and scholars on grant writing, proposal development, budget compliance and impact-statement drafting Create an internal review and mentoring system for proposals 	<ul style="list-style-type: none"> Operational budget to cover the logistics of industry immersions and honorariums 	2028	<p>Applications submitted per academic year</p> <p>Success rate in securing funding</p>

4.3 -Create faculty development opportunities that strengthen research capabilities and scholarly output

Objectives	Activities	Resources	Timeline	Assessment Criteria (KPI)
Ensure structured faculty development programs for enhancing research quality	<ul style="list-style-type: none"> • Implement annual Research Impact Award for highly cited research • Organize Paper Development Workshops with journal editors to provide reviews of faculty working papers 	<ul style="list-style-type: none"> • Budget for Article Processing Charges (APC) for Gold Open Access • Financial reward for highly cited research papers • Budget for organising workshops 	Ongoing	Workshops on research related areas Number of research papers being accepted in ABDC-A, Scopus Q1, ABS 4 category journals
Facilitate international collaboration for faculty research	<ul style="list-style-type: none"> • Invite international experts for lectures and seminars • Upskilling of faculty for being eligible for exchange programs • Collaborate with international researchers with high H & i-10 index 	<ul style="list-style-type: none"> • Budget for International collaboration • Dedicated International office for liaison • International Travel Grants for faculty to present at reputed global conferences • Senior (external or internal) faculty as Research mentors for junior faculty 	2028	Publications in high impact journals co-authored with international researchers Median H-index