



Institute of
Management Technology

Dubai



STRATEGIC PLAN

2023-27



About IMT

Established in 2006 Institute of Management Technology Dubai (IMTD) was envisioned to become a leading institute for research and teaching in the field of management. To make an impact in the region and globally, IMTD was one of the earliest to obtain Commission for Academic Accreditation (CAA) recognition for all its programs from the Ministry of Education UAE. IMTD is an entrepreneurial, modern, research focused institute that is located in the heart of Dubai International Academic City (DIAC). IMTD boasts of a serene campus that has not only the best in class academic infrastructure and learning resources but also provides campus housing and extracurricular facilities for students that enable a world class living and learning experience.

In its continuous pursuit of excellence IMTD recruits qualified faculty from across the world with terminal degrees. Over the years this has enabled IMTD to offer high quality programs at graduate and under graduate levels and also maintain a steady focus on research and publications. The quality of programs at IMTD coupled with the scholarly contributions of the faculty has enabled us to take confident strides towards getting AACSB accreditation.

IMTD has an ever-growing network of international partners who bring both academic and cultural diversity to our programs. IMTD students continue to participate in international exchange programs with our partner institutes.

With over 2000 Alumni globally dispersed and engaged in large MNCs and government bodies, IMTD continues to make a mark in the world of business and society. Over the years our graduates have excelled in the corporate world and many have risen the ranks to become well known leaders in their respective industries. It is a testimony to the uncompromising commitment that IMTD has for student success and the quality of its human capital.

Vision

IMT Dubai aspires to become a leading university in the region for nurturing high quality professionals in management

Mission

Our mission is to impart quality education to prepare the next generation of **ethical business professionals**. We adopt interactive **teaching** pedagogies & undertake applied **research** by engaging in real issues of the **corporate and social sectors**.

Strategic Goals & Objectives

Strategic Goals and objectives are derived from the mission and vision and form the aspirational pillars of the strategic plan. These pillars along with the Strategic goals are as mentioned in table below.

| Pillars | Strategic Goals |
|--------------------------------|---|
| Program portfolio | Goal-1: Offer high quality programs relevant to business and Industry in the region. |
| Academic Environment | Goal-2: Create conducive and productive environment for student learning and professional development. |
| Recognition | Goal-3: Attain National, Regional and International Recognition for High Quality Academic Programs. |
| Collaboration | Goal-4: Foster partnership with industry and government bodies for experiential learning. |
| Internationalization | Goal-5: Promote international outreach with recognized universities and institutions. |
| Research and Innovation | Goal-6: Focus on applied business research relevant to industry, business and society. |

To achieve these Strategic Goals, the following objectives are identified:

Goal-1: Offer high quality programs relevant to business and Industry in the region.

Obj 1a: To design and deliver a portfolio of programs and courses in the areas of business, management, and allied fields.

Obj 1b: To sensitize students to sustainability, environmental and ethical issues related to business and society.

Goal-2: Create a conducive and productive environment for student learning and professional development.

Obj 2a: To adopt innovative pedagogical methods that will enrich student learning and experience.

Obj 2b: To actively pursue student and faculty mobility with international partner universities.

Obj 2c: To develop high quality teaching materials, text books, cases, and reference books to augment teaching and learning experience.

Obj 2d: To provide IT enabled processes for teaching, learning, and related activities.

Goal-3: Attain National, Regional and International Recognition for high quality Academic Programs.

Obj 3a: To benchmark and improve curriculum and academic processes every five years.

Obj 3b: To strive and achieve international accreditations for the programs.

Goal-4: Foster partnerships with industry and government bodies for experiential learning

Obj 4a: To offer executive education programs for professionals and executives.

Obj 4b: To engage with the industry for collaborative projects and strengthen the industry-academia interface.

Goal-5: Promote international outreach with recognized universities and institutions.

Obj 5a: To have a diversified mix of students and faculty from different geographical regions.

Obj 5b: To create and develop a partnership with institutions of repute.

Goal-6: Focus on applied business research relevant to industry, business, and society.

Obj 6a: To support high-quality applied research in corporate and social sectors.

Obj 6b: To encourage faculty and students' research publications in conferences and journals.

Strategic Targets 2023-2027

IMT Dubai has developed broad strategic targets for 2022-27 based on its vision and mission, strength, external environment analysis, and consultation with stakeholders. These targets are revised in the Current Strategic Plan 2023-27 with appropriate KPIs and measurable targets. A SWOT analysis leading to this strategic plan is presented in Appendix 1.

Goal -1: Offer high quality programs relevant to business and Industry in the region.

Targets for the two objectives of Goal -1 are as below:

| Goal | Objective | Targets | KPIs |
|---|---|--|--|
| Goal-1: Offer high quality programs relevant to business and Industry in the region. | Obj 1a: To design and deliver a portfolio of programs and courses in the areas of business, management, and allied fields. | To revise Four Year BBA and One Year MBA course curriculum by March 2023 and renewal of program accreditation. | Approval of curriculum by the Board of Governors Renewal of BBA & MBA program(s) accreditation by the CAA by April 2024. |
| | | To identify programs allied to business management programs offered like Information Technology, Computer Science, Business Analytics, Psychology etc. by 2025 | Approval of the identified new program(s) by the International Advisory Board and the Board of Governors. |
| | | To develop identified allied programs by 2027. | Approval of the structure and contents of the approved new program(s) by the International Advisory Board and the Board of Governors. |
| | | To develop a joint -degree undergraduate and master program in business in collaboration with an international partner university by 2025 | Identification of International Partner University by 2024 Approval of the structure and contents of the approved new program(s) by the International Advisory Board, International Partner University, and the Board of Governors. |
| | | To launch at least two new programs by 2027 | Obtaining accreditation by the CAA |

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|--|---|--|--|
| | | | Submission of the Revised Progress Report |
| | Obj 1b: To sensitize students to sustainability, environmental and ethical issues related to business and society. | <p>To introduce a course in BBA and MBA programs on Business Ethics, Governance, and Sustainability in the next curriculum revision i.e. March 2023.</p> <p>To Conduct workshops on Ethics, innovation, and sustainability - at least one workshop per semester.</p> <p>To conduct at least one community engagement activity related to sustainability and the environment.</p> | <p>Revision of the BBA & MBA Program Structure</p> <p>Obtaining CAA accreditation</p> <p>Above average workshop feedback, say 7 on a 10 scale</p> <p>Above average feedback on the community engagement event say 7 on a 10 scale.</p> |

Goal-2: Create a conducive and productive environment for student learning and professional development.

This goal has 4 objectives and it aims to provide a conducive teaching-learning environment for the students. IMT Dubai facilitates faculty to use innovative pedagogy in class. Faculty members are encouraged to participate in faculty development programs on a continual basis.

| Goal | Objective | Targets | KPIs |
|---|---|---|--|
| Goal-2: Create conducive and productive environment for student learning and professional development. | Obj 2a: To adopt innovative pedagogical methods that will enrich student learning and experience. | One In-house FDP on pedagogical methods every year before the beginning of the academic year | Application of innovative pedagogical in course syllabus to be evaluated through Course Portfolio Review, AOL Report, and feedback by students |
| | Obj 2b: To actively pursue student and faculty mobility with international partner universities. | Create opportunities for mutual exchange with International partner Institutions. | <p>No. of incoming outgoing exchange students</p> <p>No. of incoming and outgoing faculty under exchange</p> |
| | Obj 2c: To develop high quality teaching materials, text books, cases and reference books to augment teaching and learning experience. | <p>One text book/ reference book every two years</p> <p>Two book chapters every two years</p> <p>One case per academic year</p> | <p>Annual progress report prepared by the Research Committee / Dean</p> <p>Actual publication report</p> |

| | | | |
|--|---|--|---|
| | | (These targets are at the Institutional level) | |
| | Obj 2d: To provide IT enabled processes for teaching, learning and related activities. | Renovation and high-tech classrooms by August 2023 ERP implementation for academic management, keeping track of students' progress by August 2023 | Renovation and high-tech classrooms – work completion report Completion report of the ERP team |

Goal-3: Attain National, Regional and International Recognition for High Quality Academic Programs.

National and International recognition is essential for the institution to ensure that the programs are as per the required benchmark set by these agencies. International Accreditation is key to the global standing of the institute and IMTD has already initiated AACSB accreditation and also applied for recognition of its programs by other GCC countries, Iraq, and Kazakhstan. It is in the process of seeking recognition from selected North African Countries.

| Goal | Objective | Targets | KPIs |
|--|---|--|--|
| Goal-3: Attain National, Regional and International Recognition for High Quality Academic Programs. | Obj 3a: To benchmark and improve curriculum and academic processes every five years. | Benchmark all the programs with international and regional institutions for curriculum improvement by February 2023. | List of benchmarked institutions Benchmarking report |
| | Obj 3b: To strive and achieve international accreditations for the programs. | Obtain AACSB by 2024 Submission of documents – Already submitted to various consulates/ embassies | Submission of the revised progress report Obtaining final approval Progress report Obtaining final approval |

Goal-4: Foster partnerships with industry and government bodies for experiential learning

As a business school it is imperative for an institution to have partnership with industry and other government agencies. These partnerships benefit the students to link their learning to business and society. IMTD attracts industry professionals for guest lectures/workshops with the students.

| Goal | Objective | Targets | KPIs |
|--|---|---|--|
| Goal-4: Foster partnerships with industry and government bodies for experiential learning | Obj 4a: To offer executive education programs for professionals and executives. | To establish a center for continuing education and develop short-term certificate courses by June 2023. | Document submission to the NQC & obtaining approval |
| | Obj 4b: To engage with the industry for collaborative projects and strengthen the industry-academia interface. | Increase in no. of corporate and government bodies with which IMT Dubai OCS engages Enhanced engagement with Advisory Board for curriculum revision. | Five interactive sessions by industry professionals per semester At least one Corporate Meet per semester At least one Alumni Meet per two months At least one collaborative research project per two years At least one meeting quarter |

Goal-5: Promote international outreach with recognized universities and institutions

The focus of this goal is to promote internationalization by diversifying the faculty and students, and also to develop partnerships with accredited universities across the globe.

| Goal | Objective | Targets | KPIs |
|--|---|--|---|
| Goal-5: Promote international outreach with recognized universities and institutions. | Obj 5a: To have a diversified mix of students and faculty from different geographical regions. | A diversified mix of students by 2024– to achieve students from at least 5 different nationalities and to encourage gender diversity A diversified mix of faculty and staff by 2024 at least from 5 different nationalities and to encourage gender diversity of Male – Female ratio of 70:30 | Diversity report prepared by the Registrar Diversity report prepared by the HR Officer |
| | Obj 5b: To create and develop partnerships with institutions of repute. | Total of 30 MOUs with accredited universities/ institutions by 2027. | Annual MOU Report by the Chair, International Exchange |

Goal-6: Focus on applied business research relevant to industry, business, and society.

Research and innovation are key to success and IMT Dubai has initiated many schemes to support research and innovation which include -

- (i) seed grants for faculty research,
- (ii) grants for sustainability research;
- (iii) support for conference participation, and
- (iv) incentive for faculty publications.

| Goal | Objective | Targets | KPIs |
|--|--|--|--|
| Goal-6: Focus on applied business research relevant to industry, business, and society. | Obj 6a: To support high-quality applied research in the corporate and social sectors | At least one research project in three years Organizing at least one international conference every two years | Proposal submission Grant disbursement record Progress report Final report Published paper/project Report on public dissemination of the research findings Conference Proceedings No. of participation with affiliation |
| | Obj 6b: To encourage faculty and students to research publications in conferences and journals. | Participation in one International conference every two years and one national conference every year by faculty At least five papers per year in peer-reviewed journals including ABDC / Scopus ranked At least one paper every year out of students' dissertation | Faculty report Published paper / doi Published paper / Progress report by the Faculty Mentor |

Strategic Map and Implementation

The following table maps the strategic goals and objectives to various Departments and units within IMT Dubai highlighting those departments/ units that have a primary role in implementation.

Each department/ office contributes towards achieving strategic goals and has its own KPIs. The details can be seen in the Departmental KPIs which is given in **Section e of the Quality Assurance and Institutional Effectiveness (QAIE) Manual** . A snapshot is presented in the below table to ensure that each department has the responsibility towards the achievement of strategic goal(s).

| Strategic Goals mapped with Departmental goals | | | | | | |
|--|-----------------|--------|--------|--------|--------|--------|
| Department | Strategic Goals | | | | | |
| | Goal-1 | Goal-2 | Goal-3 | Goal-4 | Goal-5 | Goal-6 |
| QAIE | | | | | | |
| Registrar Office | | | | | | |
| Library | | | | | | |
| OCS | | | | | | |
| Accounts | | | | | | |
| IT | | | | | | |
| OSS | | | | | | |
| Facilities | | | | | | |
| Admission Office | | | | | | |
| HR | | | | | | |
| Program Office | | | | | | |
| Research and Development | | | | | | |
| Community Engagement | | | | | | |

Resources

The Board of Governors (BOG) has overall authority and responsibility to approve and provide for resources for the implementation of the strategic plan. The resources needed for the implementation are both financial and non-financial and can be classified under the following heads.

Non-Financial Resources

1. **Supporting Policy Environment** – The BOG has already demonstrated its commitment to providing adequate policy support by approving a significant revision to the PPM and other policies that support research, teaching, and services for the IMT community. All further changes in policy that would be needed to ensure that all hurdles for implementation are removed will be suggested to the BOG for approval from time to time.
2. **Human Resources** – IMT Dubai has always used a very rigorous process for faculty recruitment and this can be seen in the quality of faculty publications. While continuing to use the highest standards for faculty recruitment, it will also scout for the best talent for the various professional services to ensure that strategy implementation is well supported
3. **Workshops and Task Forces** –IMT Dubai will continue to have workshops for the dissemination of the plan and also create ad hoc task forces for the implementation of the specific areas.

Financial Resources

The BOG has already approved significant expenditures to support research, faculty development, campus services and overall growth of the institution. These include approving research grants, conference budgets, participation in international events by reputed accreditation agencies and providing for support services as evident from the policy and procedure manual. The BOG will be approached for additional financial resources as and when implementation targets are reached. IMT Dubai has adequate financial resources generated from internal sources to support the implementation of the strategic plan

Appendix-1: SWOT

IMT Dubai has created six task forces to delve deep into the various goals and objectives as outlined in the strategic plan. These task forces comprising of faculty and staff members of IMT were assigned one goal each for analysis. The task forces relied on their analysis and external consultations for suggesting targets. In the following paragraphs, we present the SWOT analysis that was an important factor in formulating the strategic plan.

Strengths

The key strengths are:

1. IMT Dubai is licensed by the Ministry of Education and all programs are accredited by the Commission of Academic Accreditation.
2. Research-focused faculty body – All faculty members have terminal degrees from reputed and accredited universities. The quality and quantity of faculty publications are testimony to their expertise in the chosen field.
3. Campus – IMT Dubai is housed in its own campus that is well equipped with modern facilities and located in Academic City, Dubai.
4. Industry Connect – IMT Dubai maintains a good connect with the industry that facilitates successful internship assignments and placements of its students.
5. International partners – IMT has a large number of international partner universities.
6. Culture - IMT Dubai has a strong culture of agility and openness that allows it to navigate challenges.
7. Financial strength – IMT Dubai has adequate resources to support its ongoing and new initiatives.

Weakness

IMT D has identified the following areas of improvement:

1. Inadequate Diversity –Diversity in the student population needs to be improved.
2. Absence of continuing education programs- IMT Dubai has no continuing education center and approved certificate courses.
3. Externally Funded research – IMT could not access to external funding for research projects.

Opportunities

There are significant opportunities present in the environment that IMT Dubai can benefit from:

1. UAE has emerged as a destination for higher education.
2. Focus of the Government on the higher education sector and encouragement for imparting high-quality education.
3. Growth and development of the UAE are factors for attracting students from the region and the rest of the world to study and work.

IMT Dubai can leverage its strength in this growing and conducive market and offer various contemporary business programs to sub-serve the economy.

4. Innovation and Entrepreneurship – UAE is becoming a global hub for creativity and innovation.

IMT Dubai has significant opportunities for offering specialized academic programs as well as engaging with the startup ecosystem.

Threats

IMTD identified the following threats:

1. Increasing competition in the higher education sector
2. Depreciation of currencies in developing and underdeveloped economies
3. Growth of on-line education globally.