

STRATEGIC PLAN 2025–2029 (1404–1408)

Faculty of Economic

Department of Business Administration (BBA)



Prepared by

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HOD's Message

The BBA Department at Salam University prepares students for a successful professional life in their field of choice. The BBA Department at Salam University—one of the leading Departments committed to producing knowledgeable, ethical, and competent professionals. In a time when Afghanistan faces complex economic and developmental challenges, we consider it both a responsibility and an opportunity to equip our students with not only academic knowledge, but also practical skills and a deep commitment to Islamic values and national development.

Through a rigorous curriculum, experiential learning opportunities, and a focus on Islamic ethics, we aim to produce graduates who are capable of making impactful contributions in business, public policy, entrepreneurship, and international organizations. Internships, study tours, seminars, and exhibitions further enrich our students' learning experience, bridging theory with real-world application.

With sincere dedication and collective effort, we are confident that BBA Department at Salam University will continue to grow in reputation—both nationally and internationally.

Zabihullah Wahab

Head of BBA Department

Concepts:

The concepts outlined for the BBA Department at Salam University are developed in alignment with the Department and University's overall mission and operations. Each concept has its own clear and defined meaning relevant to the Department's context.

Program:

The BBA program consists of academic and organizational activities designed to achieve educational, research, and service goals. These programs are tailored to address various fields such as improving educational quality, promoting research, and fostering the academic and professional growth of students.

Strategy:

The strategy of the BBA Department refers to the general path and approaches it adopts to achieve its goals. The Department aims to attract more students, strengthen international collaboration, and respond to national and local needs. This strategy is based on the Department's internal capabilities and the academic and social demands of its environment.

Strategic Plan:

The strategic plan of the BBA department includes the vision, mission, and overall goals that lead the Department toward success. This plan serves as a framework for decision-making in the areas of education, research, and community service.

Strategic Planning:

Strategic planning in the Department is a process that involves analyzing its current situation, identifying strengths and weaknesses, and exploring opportunities and threats. This process helps the Department to define appropriate goals and move systematically and sustainably toward development.

Formulation:

In the formulation phase, the BBA Department designs its strategies and programs to align with its core mission, vision, and values. This stage includes identifying specific goals and selecting appropriate methods and solutions to achieve them.

Implementation:

Implementation refers to the operational phase of strategic planning. This phase involves translating strategies and programs into action by coordinating various activities and taking specific steps to achieve the department's defined goals.

Evaluation:

Evaluation at the BBA Department involves assessing the success of strategies and programs. In this stage, the Department measures performance, analyzes achievements and challenges, identifies resources and problems, and implements necessary improvements to better align its efforts with its vision and mission.

Perspective (Outlook):

The BBA Department embraces a forward-looking and development-oriented perspective. This viewpoint envisions a clear intellectual and academic future for the department, aiming to transform it into a nationally and regionally distinguished center of learning and research. The Department aspires to become a reliable institution that produces scientific knowledge and qualified graduates committed to serving society. This vision guides Department members and stakeholders in clearly visualizing the goals and taking concrete steps toward realizing them.

Vision:

To be a leading BBA program in Afghanistan, recognized for developing visionary business leaders equipped with ethical values, innovative thinking, and practical skills to drive sustainable growth in local and global markets.

Mission:

To provide a transformative business education through a rigorous curriculum, industry-relevant research, and experiential learning. Our mission is to empower students with the knowledge, analytical skills, and entrepreneurial mindset needed to solve real-world business challenges.

Goal:

The Department's goal is practical and results-oriented. All Department activities are directed toward achieving this overarching goal. It reflects the Department's aspiration to fulfill its responsibilities and reach its defined objectives efficiently and effectively.

Core Values:

The core values of the BBA Department stem from fundamental beliefs and institutional philosophy. These values serve as general guidelines to steer the Department's actions and behavior. They are embedded in all academic and administrative practices within the faculty.

Internal and External Factors Matrix (IEM):

One of the most effective methods for analyzing and comparing internal and external factors is the Internal and External Matrix (IEM). This tool assists the Department in determining its strategic position and selecting appropriate strategic approaches.

SWOT Analysis:

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This method is one of the key tools in strategic planning and helps the Department to identify and classify internal and external factors that influence its strategic direction. Internal factors include the Department's strengths (such as qualified staff, infrastructure, or digital capacity) and weaknesses (like limited research output or funding constraints). External factors include opportunities (like partnerships or donor funding) and threats (such as regulatory constraints or competition).

SWOT provides a foundational analysis that helps determine the current situation of the Department, especially in its efforts toward achieving academic excellence, expanding access, enhancing research, and responding to societal needs.

Strategic Planning Tools:

1. SO Strategy (Strengths–Opportunities):

This strategy focuses on using the Department's internal strengths to benefit from existing opportunities. For instance, by utilizing its qualified academic staff and modern facilities, the Department can attract research funding or form academic collaborations with international partners.

2. WO Strategy (Weaknesses–Opportunities):

This strategy aims to overcome internal weaknesses by taking advantage of external opportunities. For example, weak Department development can be improved through external training and funding support.

3. ST Strategy (Strengths–Threats):

This strategy uses the Department's strengths to neutralize or minimize external threats. For example, strong administrative capacity might help reduce the risks posed by increasing competition from other institutions.

4. WT Strategy (Weaknesses–Threats):

This defensive strategy seeks to reduce internal weaknesses while avoiding or mitigating external threats. It's used in critical situations when both internal and external factors are unfavorable.

QSPM (Quantitative Strategic Planning Matrix):

The Quantitative Strategic Planning Matrix (QSPM) is a method that uses numerical scoring to prioritize the best strategic options for the Department. It evaluates alternative strategies based on internal and external factors and helps determine which ones are most beneficial. This model supports decision-making by identifying the most impactful actions for the Department's development in teaching, research, and community engagement.

Strategic Planning Framework

The strategic framework of BBA Department has been developed in three phases and seven steps, in accordance with the Ministry of Higher Education's Strategic Plan Development Guideline. The following is a detailed explanation, adapted for the BBA Department.

Phase One: Strategy Formulation

Step One: Introduction

This step begins with an introduction that includes the necessity and importance of a strategic plan, a brief overview of the BBA Department, its functions and activities, as well as a review of previous strategies and their level of success.

Step Two: Institutional Identity

This includes:

- Vision for the future direction of the BBA Department
- Mission of the Department
- Core values and strategic objectives that define the academic and administrative priorities.

Step Three: Situational Analysis

Divided into two components:

1. Environmental Factors Analysis: Assessing external opportunities and challenges impacting the BBA Department.
2. Alignment with the University Strategic Plan: Integrating the strategic objectives and priorities set by Salam University.

Step Four: Strategy Development

This step involves:

- Selection of possible strategies
- Prioritization of these strategies
- Finalizing the strategic direction for the BBA Department

Phase Two: Strategy Implementation

Step Five: Operationalization

- Short-term goals are set.
- Action plans are developed to reach the strategic objectives over the coming years.
- These plans include timeframes, budgeting, and human resources.

Step Six: Resource Allocation and Structural Adjustments

Includes:

- Potential restructuring of the Department.
- Allocation of financial and physical resources needed for implementation.
- Establishment of systems to ensure practical application of the strategic plan.

Phase Three: Strategy Evaluation

Step Seven: Monitoring and Evaluation Mechanism

- A monitoring system is established to assess the effectiveness of the strategic plan.
- Includes reporting protocols, performance tracking, and feedback mechanisms.
- Emphasis is placed on aligning ongoing activities with the strategic objectives and improving based on data analysis.

Implementation Steps at the BBA Department

Step 1: Formation of the Strategic Planning Committee

The Academic Council of the Department formed a **Strategic Planning Committee** consisting of Department members including:

1. Dr Abdullah Sadiq
2. Mr. Zabihullah Wahab

3. Dr Mohammad Qasim Ayaz
4. Mr. Safiullah Shinwari
5. Mr. Mohammad Tariq
6. Mr Asadullah Faizan

Step 2: Situational Analysis

Key activities included:

1. Identifying external factors (opportunities and challenges) affecting the BBA Department.
2. Assessing internal factors (strengths and weaknesses).
3. Conducting a comprehensive SWOT Analysis.
4. Determining appropriate strategies using strategic matrices and prioritizing them.
5. Areas covered: infrastructure, academic growth, quality enhancement, etc.

Specific actions taken:

- Questionnaires and workshops conducted to gather input from students, faculty, staff, and stakeholders.
- Multiple committee meetings to analyze collected data.
- Strategy selection based on the Department's current strategic position.
- Scoring and ranking strategic options to prioritize initiatives.

Step 3: Strategy Development

Based on the previously defined vision, mission, values, and objectives of the BBA Department:

1. Five strategic priorities were identified.
2. Detailed goals and initiatives for the next five years were set.
3. Key performance indicators (KPIs) were determined.
4. Specific activities for achieving the five-year goals were outlined.

Key activities:

- Several committee meetings held.
- Workshops to finalize strategic areas and priorities.
- Approval of detailed action plans.

Step 4: Strategy Execution

1. An annual plan was created to support long-term strategic goals.
2. Execution steps were divided based on timeline, budget, human resources, etc.

Actions taken:

- Committee held planning sessions to create a detailed annual implementation roadmap.
- Major efforts were made to ensure each strategic initiative has a corresponding execution mechanism.

Step 5: Monitoring & Evaluation

Two key components:

1. Establishing a monitoring system (including a supervisory committee) for tracking progress and analyzing reports.
2. Designing a quality control mechanism to ensure activities meet standards.

Monitoring was to be conducted:

- Through scheduled meetings, performance reviews, and quarterly reports from departments.
- The committee was tasked with evaluating alignment of activities with strategic goals and ensuring continuous improvement.

Introduction

Business Administration Department

The Department of Business Administration at Salam University offers both undergraduate and postgraduate degree programs, including the Bachelor of Business Administration (BBA) and Master of Business Administration (MBA). These programs are designed to prepare students for successful careers in business, management, and leadership across various sectors.

The BBA program has gained significant popularity among young professionals due to its practical relevance and alignment with industry needs. In recent years, the curriculum has been continuously enhanced to meet the expectations of core industries involved in business operations and human resource management. The program provides a solid foundation in business principles, focusing on the effective management of organizational functions and operations. It equips students with essential communication, analytical, and leadership skills required to thrive in today's competitive corporate environment.

The MBA program builds on the foundational knowledge acquired at the undergraduate level and is designed for professionals seeking advanced competencies in business strategy, decision-making, and organizational leadership. It emphasizes critical thinking, strategic planning, and real-world problem-solving, enabling graduates to take on higher-level managerial roles or entrepreneurial ventures.

Both programs cover a broad range of business disciplines. Key areas of focus include:

- Human Resource Management
- Finance
- Marketing

Through a blend of theoretical instruction and practical application, the Department aims to develop well-rounded, competent graduates capable of contributing meaningfully to the business world both locally and internationally.

Program Objectives

The Department of Business Administration offers both Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) programs, designed to develop students' intellectual capacity, managerial competence, and leadership potential at different stages of their academic and professional journeys.

The BBA program aims to prepare undergraduate students for entry-level managerial roles across a broad spectrum of organizations, including private enterprises, public sector institutions, consultancy firms, and non-profit organizations. It also fosters entrepreneurial thinking, enabling graduates to initiate and manage their own ventures. Furthermore, the program lays a strong academic foundation for those intending to pursue graduate-level studies in management or related fields.

The MBA program, on the other hand, is tailored for graduate students and working professionals seeking to advance their strategic, analytical, and decision-making skills. It focuses on cultivating leadership capabilities, global business awareness, and specialized knowledge necessary for senior-level management and executive roles. The program is designed to deepen students' understanding of complex business challenges and equip them to respond with effective, evidence-based solutions.

Upon successful completion of the programs, students will be able to:

- Apply analytical and reflective thinking techniques to identify and solve complex business problems, and make sound decisions.
- Utilize appropriate quantitative and qualitative methods in addressing organizational challenges.
- Demonstrate a comprehensive understanding of core business concepts, theories, and tools.
- Evaluate internal and external factors that influence decision-making in business environments.
- Formulate and assess viable strategic alternatives within local, regional, and global business contexts.
- Address key international and multicultural issues affecting global business operations.
- Acquire specialized skills and competencies in areas such as international business, finance, marketing, and human resource management.
- Exhibit leadership, strategic thinking, and innovation in managing organizations and business ventures.
-

Department Members

The Department has a lot of dedicated and competent professionals and teachers working as permanent and visiting. Most of the Department members of the department hold master degrees from national and international universities. All of the Department members are committed to have a community of socially responsible and ethically motivated businesses, competing in efficiency and quality, knowing that in this competitive world only those succeed who are the best.

Presently the following faculty members are working with the Department as permanent and visiting.

Permanent Department Members

S.No	Name	Father's Name	Qualification	Specialization	Subjects
1	Abdullah Sadiq	Ghulam Nabi	PHD	Finance	Accounting
2	Mohammad Qasim Ayaz	Mohammad Ayaz	PHD	HRM	M.M/ ENT/ITB/STM
3	Asadullah	Azeemullah	Master	Finance	FMI/ PM
4	Muhammad Tariq	Muhammad Idrees	Master	Economics	Micro/Macro Eco
5	Zabihullah Wahabs	Abdul Wahab	Master	Management	Management/HRM /ITB

Visiting Department Member

S.NO	Name	Father's Name	Qualification	Specialization	Subjects
1	Abdul Qahar Safi	Hashmatullah	PHD	Management	Management/Leadership
2	Nader sha Nader	Muhammadi Gul	Master	Finance	Accounting
3	Naimullah Amani	Amanullah Amani	Master	Finance	AIS/I.F/I.B
4	Abid Momand	Aqbal	Master	Management	BRM /SME

5	Nader sha Nader	Muhammadi Gul	Master	Finance	Accounting
6	Ahmad Zia	Ghulam Sarwar	Master	Management	Afg.Economy

Academic Facilities

The Department of Business Administration is committed to providing a comprehensive academic environment that supports learning, research, and professional development. To this end, a range of facilities and resources are made available to students, department, and researchers.

Library

The Department maintains a multidisciplinary library designed to support the academic and research needs of students, faculty, and staff. The library hosts a rich and diverse collection of print and digital resources, including textbooks, reference materials, journals, and access to online databases.

Bookshop

A dedicated departmental bookshop provides easy access to prescribed textbooks, supplementary learning materials, and essential stationery. This facility ensures that students and Department have the academic resources they need throughout the academic year.

Research and Development

The Department places a strong emphasis on research and innovation. It supports the advancement of knowledge in the fields of management sciences and business through research initiatives, applied projects, and collaborative academic development.

Computing and Internet Facilities

Students have access to modern computer laboratories equipped with up-to-date hardware and licensed software relevant to business studies. In addition, Wi-Fi connectivity is available in key academic areas to support online learning, research, and communication.

Classrooms and Auditorium

Classrooms and the department's auditorium are fully furnished and equipped with modern audio-visual aids to facilitate interactive and engaging learning experiences in line with contemporary pedagogical standards.

Workshops and Seminars

To enrich students' academic experience and expose them to practical insights, the Department regularly organizes workshops and seminars featuring distinguished scholars, industry experts, and practitioners. These events foster professional engagement and inspire innovation among students.

Study Tours

The Department arranges industrial visits and academic study tours to banks, corporations, manufacturing units, and other business institutions. These experiential learning opportunities enable students to connect theoretical knowledge with practical application in real-world settings.

Student Business Expos

An annual highlight of the Department's academic calendar is the Student Business Expo, which provides a platform for emerging entrepreneurs to simulate real business environments. Students gain hands-on experience in business planning, operations, marketing, customer engagement, and financial management through active participation.

Vision

To be a leading Department in economic and business education at the national and regional level, preparing competent, ethical professionals who contribute to the economic development of Afghanistan and beyond.

Mission

Preparing and sustaining a challenging academic environment that promotes excellence in economic and business research, and develops economists and business professionals who can address domestic and global challenges through research and innovative teaching and learning practices.

Core Values of the department:

- Professionalism and integrity
- Openness and transparency
- Creativity and innovativeness
- Academic freedom and enquiry
- Service to society
- Faithfulness
- Commitment
- Ethical values
- Moral Standards
- Social Responsibility

Situational Analysis:

For identifying the strategic priorities of the faculty, it was necessary to analyze the current position of the department. For this purpose, SWOT analysis has been used.

DepartmentStrengths:

- Qualified and dedicated academic and administrative staff
- Efficient organizational structure with clear governance
- Modern IT infrastructure and digital resources
- Advanced technological facilities
- Strong internal supervision and quality control mechanisms
- Commitment to organizational rules, ethics, and compliance
- Effective communication and information flow
- Positive work environment and strong team collaboration
- Research support and academic development opportunities
- Fairness and organizational justice

Weaknesses:

- Limited support from government and donor agencies
- Inadequate physical infrastructure (e.g., lack of green areas)
- Insufficient large presentation hall
- Absence of postgraduate programs (e.g., PhD)

- Limited access to research funding and resources
- Gaps in Department development and training opportunities

Opportunities:

- Growing demand for business and economic education in Afghanistan and the region
- Capacity to offer competitive, high-quality education and services
- Opportunities for international collaboration and academic partnerships
- Possibility to launch market-relevant postgraduate and professional programs
- Prospects for increased revenue generation through new academic and training initiatives

Threats:

- Internal and external brain drain of qualified academic and administrative staff
- Intense competition from other universities and private institutions
- Low quality of incoming student intake
- Limited national-level research funding and policy support for private universities