



Institutional Development Plan 2024-2030

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VISION

To emerge as an institution of technical excellence imparting professional education for sustainable development of society.

MISSION

- To provide quality education through state-of-the-art infrastructure and well qualified faculty.
- Inculcating managerial skills and entrepreneurship in students through strong industry interaction.
- Focus on specialized practical oriented teaching to enhance the analytical skills for higher studies and best employability.
- To imbibe ethical values and social responsibility among students.

VALUES

To achieve the institute's vision and drive academic leadership to realize the mission, CSB defines and adopts its core values as below.

Quality: We remain committed to excellence in facilities and resources, ensuring a conducive learning, training and research environment that meets the industry expectations and social aspirations. Also, CSB continuously strives to remain focused on the quality standards as prescribed by different national and international accreditation agencies / bodies.

Empathy: CSB shall be empathetic to understand and acknowledge the challenges students face in meeting academic and financial expectations. It involves providing support, open communication, and resources to help them navigate difficulties, fostering a compassionate learning environment.

Expertise: We shall continuously strive to hire highly qualified faculty who can provide specialized knowledge and mentorship, enhance academic and professional growth of the students and contribute substantially to knowledge building, improvement of practice and overall quality of the institution.

Holistic Development: CSB is committed to nurturing students' personal, social, and emotional skills alongside academic achievements. The Institute is also committed to support students' aspirations in the field of games and sports, and provide relevant opportunities to adopt and adapt to different academic requirements in the campus.

Industry Relevance: CSB will continuously work as a bridge between industry and Academia to enhance course curriculum to meet industry requirement, learning experience and Industrial Standard preparing students for real-world challenges and opportunities.

Overview of CSB Strategy

Over a period of more than a decade, CSB has evolved as an academic institution committed towards holistic development of the students with a sharp focus on quality teaching and learning, modest placement opportunities and ensuring their employability. We have been trying to contribute significantly towards impactful knowledge and research for industry and the society at large, and in that pursuit we strive to continuously improve students' learning experience through innovation and incorporation of participatory and experiential teaching and learning methodologies. The 6-Year Strategic Plan sets forth distinct objectives aimed at enhancing the quality of learning and student experiences. It also focuses on developing new capabilities that will actively involve our faculty in research, designing new courses, writing case studies, delivering executive education and MDPs, and consulting practices.

Student Enrolment:

We will continuously work on students' quality and deliverables. It is proposed that we will nearly double our student intake over the next 6 years by pursuing an aggressive growth strategy. We remain committed to drive our growth and development by substantially adhering to the principles and guidelines laid in the NEP-2020. We aspire and drive our efforts towards creating new learning opportunities, keeping us focused on building managerial and entrepreneurial mindset among students, and ensuring their employability over a period of time. We enhance incorporate drives for in-house skill development, introducing new

courses, multi-disciplinary and flexible curriculum infused with experiential learning. Also, we shall bring in a new assessment model that will definitely contribute towards an exceptional learning experience for our students, enabling them to achieve their career goals, fueling our growth in student intake.

Diversity, Quality & Internationalization Focus

We have students from 26 states and 19 countries. We will be ensuring quality Academic Delivery to increase diversity in terms of National and International students.

CSB is committed to emerging as a HEI with a convergent focus on quality education, training and research. We prioritize the internationalization of our curriculum and programs, through benchmarking best practices from across the globe, and by increasing enrolment of foreign students on campus and ensuring diverse student representation and enriching exposure to intercultural learning experiences. CSB aspires and sets the following targets for the next six years.

1. Providing multiple opportunities for our students to study in international locations through Student Exchange programs, twinning programs, doing two-modules abroad, Erasmus+ Scholarships, Study Visits abroad, participating in international competitions abroad, International Internships, etc.
2. Enabling internationalization at home with students doing virtual collaborative international projects with universities abroad, participating in international competitions held by Global Business School Network (GBSN) and similar organizations.

Our aim for the next five academic years is to significantly boost the enrollment of international students in India while expanding opportunities for Indian students to engage in international projects and study abroad. We believe this fosters immense learning benefits for students globally and cultivates an outstanding educational environment on our campus. The positive impact of having international students has been evident each time they join us.

Industry-CSB Partnership

We are inviting more than 800 companies for placements. Regular sessions from Industry experts is working as a booster for the students. We are working as a bridge between industry and academia. In the next 5 academic years, the institute will work on proposals and plans to engage with the industries and corporate organizations for mutually beneficial objectives. The initiatives shall range from inviting senior corporate officials /industry experts to join Board of Studies, to deliver guest lecture and mentor students, participate and deliver sessions in conferences / seminars, collaborate for research studies with faculty / students etc. Also, CSB wants to build continuous partnership with the industry and corporate organizations to understand and assess their skill requirements, so that there could be effective execution of internship programs, placement drives and consulting opportunities.

To achieve measurable industry impact, we shall expand our Corporate Relations team. This includes offering Management and Executive Development programs, coaching initiatives, faculty consulting opportunities, and developing primary industry case studies. We will also foster capabilities for sponsored industry research projects and attract endowments to support these efforts. This strategic focus will enable CSB to initiate the process of generating revenue streams.

Faculty Profile

We firmly believe that adequately qualified and experienced faculty could be the game changers in any HEI. Hence, CSB has already initiated the process of hiring and retaining quality faculty, having profound teaching and research records. Also, we shall look forward to gradually improve faculty student ratio. We strongly believe in *Diversity, Equity, and Inclusion* (DEI) principles, and so moving forward to maintain diversity in terms of gender, State of Domicile, and domains of expertise. Also, we shall create space to invite international faculty to teach our students. We shall continue to encourage our faculty to register and participate in FDPs at the campus of premier management institutes and other leading

universities / institutes. Alongside, CSB shall regularly conduct in-house FDPs by inviting experts from premier institutions.

It is also proposed to significantly improve our Faculty Retention by providing an open, transparent, collaborative and innovative culture with mutual respect, which will reward excellence and allow the faculty to further their academic and intellectual pursuits through participation in the prospective industry related projects.

Development of Pedagogy and Teaching-Learning Process

CSB shall continually pursue its efforts to transform pedagogy into andragogy for ensuring better and improved students' engagement in the classroom teachings, learning outside classrooms including different online and digital platforms. We shall continuously practice empathy to accommodate our teaching-learning process with the students' backgrounds, knowledge, experiences, and the contexts in which they learn, alongside the goals established by both students and faculty. We shall evolve to incorporate various pedagogical approaches, including inquiry-based learning, reflective learning, collaboration and integration. This will further require diverse techniques such as whole-class discussions, structured group work, guided learning, and individual activities, all aimed at promoting higher-order thinking and metacognition through effective dialogue and questioning.

The teaching and learning process involves creating course descriptors that outline program outcomes and align course objectives with Bloom's taxonomy levels of complexity. Techniques like demo-lessons, buzz groups, brainstorming sessions, and role-plays will be effectively used in program delivery. Additionally, online and offline quizzes, case-based assignments, and class participation through oral and visual infographic presentations, along with mid-term and end-term evaluations, will be used to enhance student learning experiences.

Building Capability and Employability of the Students

CSB is sincerely thinking not to remain confined to the placement assistance programs, but to help students building their capabilities and employability, so

that they become more self-reliant and responsible professionals. Following are some of the proposed initiatives by the CSB.

1. To provide opportunities for generalist, specialist and customised learning opportunities to the students.
2. The focus of placement assistance will not remain restricted to job placements, but enhancing students' employability by offering them a number of functional, quantitative, and analytical skills, including liberal arts and advanced technologies, so that they emerge as more resilient and adaptive to meet the responsibilities and challenges of the future.
3. To initiate and provide continuous learning opportunities for the members of alumni association.
4. To facilitate students to become socially responsible and sensitive towards ethical and sustainability issues in economy and environment.
5. Foster a spirit of inquiry, problem-solving, critical evaluation of, and experimentation with new ideas, information, approaches, assumptions and frames of reference;
6. Promote original thinking and the critical examination of prevailing concepts as opposed to merely conforming to existing notions and approaches;
7. Generate cross functional perspectives and mind sets, systemic orientation, and system thinking;
8. Develop the proficiency to take concepts from thoughts to reality by outlining, organizing, executing, and reviewing each idea systematically.

SWOC Matrix for CSB

SWOC Matrix for CSB	
<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Commitment from the founders and top management. 2. Legacy and Brand Value in Punjab and North India. 3. Alumni Network. 4. Campus & Infrastructure. 5. Human Resources. 6. International Collaboration. 7. Credible performance in Sports 8. Wide differentiation in terms of courses offered. 9. Well led training and placement. 10. Student & Faculty Diversity 	<p><u>Weakness</u></p> <ol style="list-style-type: none"> 1. Revenue generation through Consultancy 2. Lack of core-competency 3. Improve research quotient 4. Enhance Skill training through Industry Collaboration 5. Deeper Industry collaboration.

<u>Opportunities</u>	<u>Opportunity-Strength Strategies</u>	<u>Opportunity-Weakness Strategies</u>
<ol style="list-style-type: none"> 1. Growing Industry. 2. Demography advantage. 3. Emerging market for skill development. 4. Rise of entrepreneurship 5. Scope for Industry Linkages 6. Social entrepreneurship growth 	<ol style="list-style-type: none"> 1. Develop more skill-based labs. 2. Leverage Incubation cell 3. Leverage Corporate Network. 4. Promote entrepreneurship. 5. Executive education and MDPs. 	<ol style="list-style-type: none"> 1. Develop brand outside Mohali/Punjab. 2. Generate more funding opportunity through networks. 3. Develop consultancy as a funding resource. 4. Increase brand reach outside Punjab. 5. Find and strengthen core competence. 6. Create infra to retain outside faculty.
<u>Challenges</u>	<u>Challenge-Strength Strategies</u>	<u>Challenge-Weakness Strategies</u>
<ol style="list-style-type: none"> 1. Students' attitude towards learning. 2. Technology Disruption like MOOC. 3. Students' preference for job-oriented learning. 	<ol style="list-style-type: none"> 1. Develop brand outside Punjab. 2. Focus on outcome-based learning to attract prospective students. 3. Strengthen Internship to deliver more value. 4. Build technology capability for enhanced teaching and learning. 	<ol style="list-style-type: none"> 1. Branding and promotion outside India to get more foreign students. 2. Inclusion of flexibility in Fee Policy to retain students. 3. Induction of Online Learning /MOOC as strategic learning component. 4. Create Research centers in all departments.

Strategic Objectives 2025-2030

1. Be known as one of the top 10 Business Schools in North India.
2. To be recognized as one of the most Highly Respected institutions in the fields of Teaching, Learning and Research by 2030.

3. Emerge as a preferred destination for entrepreneurial learning and training in North India.
4. Sustain and enhance excellence in scholarship, research, sports and social impact.
5. Expand the diversity and global footprint by having students from around the globe enrolling in programs offered by CSB.
6. To create a sustainable, world-class, infrastructure that creates an effective learning environment.

The 10 GOALS

1. CSB aims to be in the top 75 business schools as per the NIRF Ranking for the next 5 years. The institute aims to improve its rating in the NAAC accreditation framework in the next cycle. CSB aims to get its MBA program NBA accredited by 2027.
2. Maintain its student-faculty ratio (1: 15), strive to improve that further, skill and attribute-based curriculum and high-quality faculty resources (PhD >50%).
3. Develop and nurture student diversity by attracting students from various parts of the country with a diversity ratio > 15% of total intake. The school will be aiming for global mix of students with an enrolment of international students >2% of intake per programs.
4. CSB wants to develop itself as a center of excellence in sports education, extracurricular activities, research, knowledge creation and dissemination.
5. Improve the quality of research publications per faculty from each department. The goal is to achieve a minimum 2 high index publications per faculty member in an academic year.

6. The school aims to focus more on creation of patents and intellectual properties.
7. CSB aims to be a center of excellence in the sports education, Sustainable Development Goals and Corporate Social Responsibility.
8. CSB aims to improve and increase the intake of students as envisaged in the NEP 2020 by 2027.
9. CSB aims to admit students through different State and National level admission tests including MAT and other reputed entrance examinations.
10. Develop CSB as a reputed educational brand primarily in north and then in other parts of India through showcasing its practice and commitment to quality education, principles of DEI and ESG (environment, social and governance) principles.

Action Plan to Achieve Goals

CSB shall strengthen the administrative processes and governance mechanisms through benchmarking the good practices of leading institutes in India and abroad. Some of the prominent proposed actions are listed below.

1. Active governing body, council and board of studies by inviting and including eminent academicians and industry experts.
2. Restructuring the school through program-wise and domain-wise focus in teaching-learning process.
3. Proper succession planning with tenure track rotations among Class-Coordinators, Program Heads, Area Chairs and other relevant roles across programs. This will provide opportunities to faculty members for showcasing their administrative and leadership skills.
4. Defining each role with implied responsibility and accountability, and formulation of administrative policies for ensuring transparency and integrity in the process and governance.
5. Encourage diversity among the top administrative positions and ensure equitable representation of gender in key roles.

6. Embrace and uphold quality standards as prescribed and suggested by different national and international agencies, including benchmarking with ISO quality management and international accreditations.
7. Encourage each program to strive for accreditation and higher rankings in their respective domains. Strengthening the program heads/area chairs deans through delegation and proper authority and allocation of resources.
8. Ensure that key roles are handled by people with experience and competency through transparent and efficient CAS and recruitment wherever deemed necessary.
9. Building financial capability of the institute by better fee regulation and collection, earning through consultancy services, UGC/AICTE funding, including research/project grants, alumni support and other possible sponsorship programs.
10. Strategic utilization of MoUs signed with foreign universities/institutes. Strengthening the office of international relations with more manpower and resources to foster new tie-ups with reputed universities / B-Schools abroad.
11. Initiate student and faculty exchange programs with networked institutions.
12. Develop and promote collaborations with reputed national and foreign universities and institutes for educational, cultural and research endeavors.
13. Continuously strive for skill development among the student community and building their key competencies like leadership, teamwork, business communication, public speaking, social responsiveness etc. CSB will aim to develop key Graduate Attributes through appropriate interventions and measurement being guided by the principles of outcome-based learning process.
14. Practice and promote diversity among students and faculty across programs of the institute.
15. Promote physical and mental health of the students and staff through upgrading existing facilities and creating new avenues for better engagement and support services by medical professionals, counsellors and wellness coach.

16. Ensuring better alignment of teaching, training, and mentoring of the students, both day scholars and resident students.
17. Encourage and guide students to take up projects, internships and assignments on ESG principles and practices, to develop a favorable attitude towards sustainability and green practices.
18. Continuously improvising pedagogy and emerge as one of the best learning campuses in India. Encourage faculty for and promote student-centric learning methodologies.
19. CSB will introduce multidimensional learning opportunities to the students, where students will be allowed to choose some of the optional/value added courses from other departments / programs or disciplines.
20. CSB aims to design and launch 'sports management' certificate / diploma / degree programs in collaboration with renowned foreign universities / institutes (i.e. *Nynerode Business School, Amsterdam, and Lock Borough University, UK.*)
21. CSB aims to develop a center of excellence in industry focused research and 'Analytics Based Competency Development' for students, faculty and corporate executives.
22. Promote convergent thinking among the faculty and management representatives for designing events, seminars, conferences, webinars, workshops and training programs to enhance the perception of CSB as a Centre of excellence.
23. CSB aims to better nurture its Alumni connection and establish alumni chapters across the country and abroad, and organize networking events.
24. Integrate relevant content and teaching for furtherance of ESG principles and Sustainable Development Goals-2030.
25. Undertake and promote outreach programs through partnering and collaboration with NGOs / CBOs and CSR initiatives by industries.
26. By the end of academic year 2024-2025, CSB will come out with a detailed plan and 'Performance Measurement Matrix' to evaluate periodical performance in terms of 'objectives, initiatives, and targets achieved' by different departments of the institute and its programs/courses.

Performance Measurement Metrics

(Under construction. Will be ready by the end of Academic year 2024-2025)

Strategic Performance Management Dashboard

(Under construction. Will be ready by the end of Academic Year 2024-2025)

Appendix-Financial Strategy

(Will be ready by January 2025)