STRATEGIC PLAN

2025-30

JAIPURIA INSTITUTE OF MANAGEMENT

NOIDA

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CONTEXT

The Indian management education sector is highly competitive, with several top B-Schools vying for students and faculty. To remain competitive and achieve its mission of providing learner centric education that focuses on developing learners as competent, ethical, and socially conscious management professionals, Jaipuria Institute of Management, Noida needs a well-crafted strategic plan to capitalise on its strengths and opportunities.

The Institute's strengths include its excellent reputation, experienced faculty, and commitment to learner centric education. The institute continues to lay emphasis on improving the quality of academic programs to meet international accreditation standards and prepare graduates for successful careers in a dynamic business environment. Additionally, it prioritizes investment in faculty development, focus on internationalisation by expanding its partnerships with foreign universities, and engage in meaningful and sustained practices and policies for environmental care and societal wellbeing.

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

Jaipuria Institute of Management, Noida, is a privately funded institution established by the Integral Education Society registered under the Societies Act 1860, Government of India. The Institute offers two-year Post-Graduate Diploma in Management (PGDM) and doctoral-level Fellow Program in Management (FPM). Post-graduate and doctoral programs offered are approved by the All-India Council for Technical Education (AICTE), a regulatory body of the Government of India. Accreditation has been granted to all the programs by the National Board of Accreditation (NBA), a statutory body of the AICTE, Government of India. The PGDM programs are also recognised as equivalent to a two-year MBA degree by the Association of Indian Universities (AIU). The institute has also earned consecutive certifications as a "Great Place to Work" by the Great Place to Work Institute for the past five years.

INSTITUTE'S ENDURING COMMITMENTS

Strategic Intent: To be ranked among the top 50 business schools in the country by 2030.

Vision: To be an educational institution of choice for all stakeholders which promotes human well-being through continuous learning.

Mission: To provide learner-centric education that focuses on developing learners as competent, ethical, and socially conscious management professionals through continuous improvement in the quality of the teaching-learning process and research.

INSTITUTE'S PRINCIPLES

1. **Student First**: All decisions prioritise the needs of students.
2. **One Jaipuria**: Harmonize activities to utilise diverse talent, experiences, and resources available across all campuses.
3. **Transparent Practices and Decision-Making**: All relevant information will be easily accessible in clear and lucid language.
4. **Candid Feedback**: Develop a culture which encourages the sharing of feedback and ideas across the organisation.
5. **Respect for Others**: Show empathy for others, disagree respectfully, express gratitude, and compliment the achievements of others.
6. **Embrace Diversity and Personal Choice**: Embrace diversity and encourage personal choices and independent decision-making.
7. **Innovation, Risk-Taking, and Change**: Encourage people to innovate, minimise fear of failure, and mitigate risks while taking chances.
8. **Lifelong Learning and Growth**: Gain new knowledge and skills for lifelong professional and personal development and fulfilment.
9. **Right Person for the Right Job**: Personal loyalties must not take precedence over 'Right Person for the Right Job'.
10. **Financial Prudence**: Exercise discretion and prioritise activities competing for finite financial resources.
11. **Sustainability and Concern for Society**: Contribute positively to society by adhering to environmentally and socially sustainable practices.

CONTINUITY IN STRATEGIC PLAN

The strategic plan 2025-30 has been formulated in the background of the strategic plan 2019-24 and represents a continuum in direction, commitment and priorities. Nevertheless, it has also been an opportunity to learn from experiences and consider a lot of new developments while setting the list of priorities. As Jaipuria Institute of Management, Noida charts its strategic course for the period 2025-2030, it reaffirms its commitment to excellence in management education, research innovation, and leadership development. Guided by its mission to foster holistic learning experiences and produce ethical and socially responsible business leaders, this strategic plan outlines the institute's strategic objectives, initiatives, and performance metrics aimed at achieving sustained growth and impact in the competitive landscape of management education in India.

In an era characterized by rapid technological advancements, economic transformations, and global interconnectedness, Jaipuria Institute of Management, Noida stands poised to capitalize on emerging opportunities and address challenges with foresight and agility. The strategic priorities focus on enhancing academic rigor, promoting innovation, expanding international collaborations, and deepening engagement with industry and community stakeholders.

Central to the Institute's strategic mission is the creation of an inclusive and supportive learning environment that nurtures talent and prepares graduates to excel in a dynamic global business environment. Through strategic investments in faculty development, cutting-edge research initiatives, and modern infrastructure, the institute aims to set new benchmarks in management education and research excellence.

With a commitment to integrity, diversity, and social responsibility, Jaipuria Institute of Management, Noida aims to empower its learners to become ethical leaders and changemakers in their respective fields. By leveraging its institutional strengths and embracing innovation in pedagogy and technology, the institute is dedicated to influencing the future of management education and contributing meaningfully to societal development. As the Institute embarks on this transformative journey, it joins hands with all stakeholders – faculty, students, alumni, industry partners, and the wider community – in realizing its shared vision and mission.

STRATEGIC PLANNING PROCESS

Strategic Planning Process (2019-24): The institute's strategic planning process for 2019-24 began with a workshop in December 2017 to revisit the vision and mission statements and develop a strategic plan for the period 2019-24 that is aligned with the new mission statement. The goal was to chart a course to achieve the institute's vision, mission, and aspirations. The strategic plan was meticulously crafted to align with institute's vision and mission statements. While maintaining continuity with the previous strategic plan, the institute also introduced substantial changes to remain agile and relevant in the competitive landscape of business education. The four following questions guided the institute's strategic process:

1. What are the core values of our institution?
2. Where are we now, and where do we want to be?
3. How do we get to our destination?
4. How do we measure our progress along the way?

The first question emphasised the need to understand and interpret the institute's vision and mission statements while identifying its core values. This answer guided all strategic deliberations and initiatives. The second question explored institute's aspirations and strategic ambitions, while the third examined the strategies and tactical goals needed to achieve its expected outcomes. Finally, assessing performance and gauging progress against carefully defined metrics and indicators were essential to answering the final question.The strategic plan at Jaipuria Institute of Management, Noida lays out a clear roadmap for success. It defines the overarching strategies the institute will pursue, translates them into specific and measurable goals, and outlines the anticipated results of these actions. This comprehensive approach ensures Jaipuria Institute of Management, Noida advances towards well-defined goals and has a clear vision for the future. These elements outline the institute's areas of focus and the methods, it will use to achieve its expected outcomes. Moreover, the plan incorporates comprehensive metrics to gauge institutional progress towards strategic goals, enabling the institute to define and assess its expected outcomes. institute's strategic planning process was an all-encompassing activity that engaged key stakeholders at every stage, including the governing board, faculty and staff, alumni, and industry experts. To refine its strategic plan and ensure it addressed all key areas, Jaipuria Institute of Management, Noida circulated a draft for review by its key stakeholders. This facilitated open dialogue, feedback, and valuable insights before finalising the plan.

Strategic Planning Process (2025-30): The strategic planning process for the institute's next cycle (2025-30) commenced with a close look at its existing vision, mission, and core values (known as the Jaipuria Principles). This exercise was aimed to assess their relevance in the current context. Initiated during the annual pan-campus faculty retreat at the Mount Lavinia Hotel in Colombo, Sri Lanka, on July 6-7, 2023, the process engaged over a hundred faculty members in collaborative sessions. In the two weeks leading up to the retreat, they collaborated with alumni and industry partners to synthesise their ideas into a cohesive presentation for an expert panel and the senior management team. The collective sentiment from this exercise strongly advocated for the retention of the existing statements. Participants underscored their continued relevance, emphasising their alignment with the Institute's values, culture, and ethos.

STRATEGY FORMULATION

Following the validation of the vision and mission statements, a series of stakeholder meetings followed to carry out an environmental scan and SWOC (Strength-Weakness-Opportunity-Challenges) analysis of the Institute and conduct a comprehensive risk assessment, represented visually through a heat map and formulate strategies consistent with the Institute's mission and risk assessment. The process of strategy formulation is depicted in the figure here. In February 2024, the Board of Management (BoM) reviewed and finalised a set of growth-oriented strategies and expected outcomes for Jaipuria Institute of Management, Noida for 2025-30 as presented below. Faculty teams were tasked to develop strategic goals and action plans based on the defined strategies which were discussed during the faculty retreat during May 9-11, 2024, at Kasauli, Himachal Pradesh. These are presented in Section VI.

Strategy 1: **Enhance Student Learning Experiences and Academic Outcomes.**

Expected Outcomes: Develop innovative, specialised programs aligned with NEP 2020 to target emerging industries and meet evolving job market demands. Exceed the mandated 3000 student enrollment threshold while prioritising teaching quality and student success.

Strategy 2: **Enhance Faculty Capacity for Research and Heighten Research Impact through National and International Collaborations.**

Expected Outcomes: Enhance faculty capacity in research, teaching, collaboration, and outreach to elevate the institute's global reputation and attract partnerships with prestigious institutions.

Strategy 3: **Strengthen Industry Partnerships, Executive Education and Training, and Leverage It for Placements, Internships and Research.**

Expected Outcomes: Strengthen executive education, corporate training, and consultancy by developing strategic partnerships with leading corporations and organisations to facilitate internships, collaborative research projects, and guest lectures to enhance student employability and placement opportunities, both domestically and internationally.

Strategy 4: **Increase International Collaborations.**

Expected Outcomes: Establish partnerships with top-ranking, AACSB accredited international business schools for student exchange programs, joint research initiatives, and faculty development opportunities.

Strategy 5: **Pursue Technological Investment and Adaptation for Enhanced Support and Quality of Service to All Stakeholders.**

Expected Outcomes: Upgrade campus facilities, classrooms, and technological resources to create a conducive learning environment. Strengthen technology-enabled innovative teaching ecosystem to enhance the quality of education and stay up to date with technological advancements towards service to all stakeholders.

Strategy 6: **Promote Holistic Education, Societal Concern, Sustainability, Well-being, and Employee Welfare.**

Expected Outcomes: Embed sustainability and wellness principles into the core curriculum and campus culture to cultivate a holistic approach to education, preparing students to become responsible leaders. Prioritise employee care and welfare, focus on the 'great place to work' culture and foster a supportive workplace environment through programs and policies.

SECTION II. ENVIRONMENTAL ANALYSIS

Understanding the external environment is crucial for the strategic planning and long-term success of Jaipuria Institute of Management, Noida. This section on environmental analysis evaluates the economic, socio-cultural, technological, regulatory, and competitive factors impacting the institute. By examining these factors, Jaipuria Institute of Management, Noida can identify opportunities for growth and development, as well as mitigate potential risks. This comprehensive analysis provides insights into how the institute can align its strategies with external trends and maintain its position as a reputed business school in India.

ECONOMIC FACTORS

1. Economic Growth:

India's GDP growth rate has been a crucial determinant of economic prosperity, impacting the affordability and demand for higher education. With GDP growth projected at 7.7% in 2023-24 (Source: Economic Survey 2023-24), there is optimism for increased disposable incomes and student enrolment in PGDM programs. A critical aspect of India's Viksit Bharat (Developed India) vision for 2047 is its economic projection. According to various economic analysts and think tanks, if India maintains a steady annual GDP growth rate of 7-8%, the country's GDP could surpass USD 30 trillion by 2047. This projection is based on consistent policy reforms, infrastructure development, technological advancements, and enhanced human capital. Achieving this target would position India among the top three economies globally, reflecting its significant economic influence and capacity. Key to this economic transformation is the enhancement of human capital. By investing in education and skill development, India is planning to harness the potential of its young population. Initiatives like the New Education Policy (NEP) 2020 focus on holistic and multidisciplinary education, preparing students for a dynamic global economy.

2. Employment Trends:

The business school sector closely follows employment trends, especially in sectors such as technology, finance, and healthcare. The rapid growth of digital transformation and fintech sectors has created a demand for specialized management education, driving enrollment in relevant PGDM programs. The Government of India's 'Make in India' initiative aims to boost manufacturing, and it is expected to create substantial employment opportunities. The manufacturing sector aims to generate 100 million jobs by 2025. According to India Brand Equity Foundation Report (IBEF), online shopping and expansion of retail markets has been a substantial source of employment and employment in the e-commerce sector is expected to grow by 8 million jobs by 2030. Likewise, various reports and analysis indicate that there will be substantial growth of employment in healthcare sector, sports and tourism. According to the International Renewable Energy Agency (IRENA) Report, the strong push towards sustainable energy, the renewable energy sector is likely to create around 1 million jobs by 2030. A buoyant economy and growing employment opportunities are definitely a good news for business schools in India and the driver for its growth.

3. Cost of Education:

While the cost of education in India, especially in professional courses has been increasing, the funding of such costs has not been a problem for a potential student. Student financing options, including scholarships and loans, government mandate to banks and financial institutions are pivotal in shaping enrollment trends. With increasing availability of educational loans and scholarships, more students are pursuing professional degrees like PGDM to enhance their employability.

SOCIO-CULTURAL FACTORS

1. Demographic Shifts:

India's young demographic profile is a significant driver of demand for higher education, including PGDM programs. With over 50% of the population below 25 years (Source: Census of India 2021), there is a growing aspirational demand for quality management education to secure lucrative career opportunities. Yet another heartening change happening is in terms of rise in female's share in gross enrolment ratio in the higher education. The All-India Survey on Higher Education (AISHE) 2020-21 reports a GER of 27.3% for females in higher education, indicating significant progress over the past decade.

2. Educational Aspirations:

Societal values in India prioritize education as a means of social mobility and career advancement. The pursuit of professional degrees like PGDM reflects these aspirations, with students increasingly opting for institutions that offer comprehensive industry exposure and robust placement opportunities.

3. Cultural Preferences:

Cultural preferences influence educational choices and learning preferences. Business schools must adapt curriculum and teaching methodologies to align with local values, emphasizing practical skills, ethical leadership, and global perspectives.

TECHNOLOGICAL FACTORS

1. Online Education:

The adoption of online and hybrid learning models has accelerated due to technological advancements and the COVID 19 pandemic. As of 2023, the online education market in India is projected to grow to USD 5.7 billion by 2025 (Source: Red Seer Consulting), indicating a shift towards flexible and accessible learning options for PGDM programs.

2. Infrastructure Needs:

Investment in state-of-the-art technology infrastructure is crucial for delivering high-quality education and supporting digital learning platforms. Business schools must continually upgrade IT facilities and enhance connectivity to facilitate seamless online interactions and research collaborations.

3. Technological Integration:

Integration of emerging technologies such as AI, data analytics, and virtual reality into curriculum enhances learning outcomes and prepares students for evolving industry demands. Business schools must stay abreast of technological advancements to maintain competitiveness and relevance.

REGULATORY AND LEGAL FACTORS

1. Accreditation Standards:

Accreditation by bodies such as NAAC, NBA, AACSB, AMBA and others ensure program quality and enhances institutional credibility. Compliance with accreditation standards is critical for attracting students and maintaining competitive advantage in the crowded B-school market.

2. Government Policies:

Government policies and initiatives impact higher education funding, scholarship schemes, and regulatory frameworks. For instance, initiatives like NEP 2020 emphasize holistic education reform, promoting flexibility, innovation, and global competitiveness in higher education institutions.

3. Compliance and Governance:

Adherence to legal requirements regarding admissions, fee structures, faculty qualifications, and student welfare ensures transparency and accountability. Business schools must uphold governance standards to build trust among stakeholders and foster a conducive learning environment.

COMPETITIVE ENVIRONMENT

1. Market Competition:

The landscape of business education in India is characterized by a diverse array of institutions offering PGDM (Post Graduate Diploma in Management) programs. These institutions range from standalone business schools to those affiliated with universities, each vying for market share and differentiation. As of 2023, there are over 3,500 management institutions in India, including standalone B-schools, university-affiliated colleges, and IIMs (Indian Institutes of Management) (Source: AIMA).

2. Unique Selling Proposition (USP):

Identifying and promoting unique strengths such as specialized faculty expertise, innovative pedagogy, and strong industry linkages enhances market positioning. Business schools must effectively communicate their USP to prospective students and corporate partners to maintain competitive edge.

3. Partnerships and Collaborations:

Strategic partnerships with industry leaders, international universities, and research institutions enrich curriculum content, faculty development, and placement opportunities. Collaborative initiatives strengthen institutional reputation and broaden student perspectives in the globalized business environment.

SECTION III. SWOC ANALYSIS

This section offers a comprehensive overview of the institute's internal capabilities and external environment. This analytical framework helps identify the institute's core strengths, areas needing improvement, potential opportunities for growth, and challenges that must be addressed. This section provides an in-depth SWOC analysis to guide Jaipuria Institute of Management, Noida in making informed decisions.

STRENGTHS

1. Established Reputation:

Jaipuria Institute of Management, Noida has built a strong reputation over the years as a premier business school in India. Its legacy of excellence in management education is recognized by students, alumni, and the corporate world.

2. Diverse Program Offerings:

The institute offers a variety of specializations within the PGDM program, catering to the diverse interests and career aspirations of students. This breadth of programs helps attract a wider student base.

3. Experienced Faculty:

Jaipuria Institute of Management, Noida has highly qualified and experienced faculty, some of whom are industry veterans and renowned academics. Their expertise enhances the quality of education and mentorship provided to students.

4. Strong Industry Connections:

The institute has robust industry connections, facilitating internships, live projects, and placement opportunities for students. Collaborations with leading companies ensure that the curriculum remains relevant and aligned with industry needs.

5. Alumni Network:

A strong and active alumni network provides valuable support to current students through mentoring, networking opportunities, and placement assistance. Alumni success stories also enhance the institute's reputation.

6. Strategic Locations:

Jaipuria Institute of Management, Noida is an important educational and industrial hub. This location provides strategic advantages in terms of industry linkages and student recruitment.

WEAKNESSES

1. Limited Global Presence:

While Jaipuria Institute of Management, Noida is well regarded in India, its global presence and international collaborations are relatively limited. This can affect its attractiveness to international students and global corporate partners.

2. Research Output:

The institute's research output, in terms of publications in high impact journals and funded research projects, may not be as high as some leading global business schools. Enhancing research capabilities is essential for academic prestige.

3. Infrastructure:

Although the institute has made significant investments in infrastructure, continuous upgrades are necessary to keep pace with technological advancements and changing educational needs.

4. Financial Constraints:

Dependence on tuition fees as a primary revenue source may limit the institute's ability to invest in new initiatives, faculty development, and infrastructure without increasing the financial burden on students.

OPPORTUNITIES

1. New Education Policy (NEP) 2020:

The New Education Policy 2020 provides opportunities for the institute to innovate in curriculum design, interdisciplinary programs, multi-disciplinary approach in education, and digital education. Embracing these reforms can enhance the institute's educational offerings.

2. Global Collaborations:

Expanding international partnerships with reputed global universities can enhance the institute’s academic standards, provide exchange programs, and increase its global footprint.

3. Technological Integration:

Investing in digital infrastructure and online learning platforms can cater to the growing demand for flexible learning options. Hybrid learning models can attract working professionals and international students.

4. Emerging Specializations:

Introducing new specializations in areas like data analytics, digital marketing, fintech, and sustainability can attract students interested in emerging fields and meet industry demands.

5. Executive Education:

Expanding executive education programs can tap into the corporate training market. Customized programs for companies and short-term certification courses can generate additional revenue and strengthen industry ties.

6. Research and Consultancy:

Enhancing research capabilities and offering consultancy services to businesses can improve the institute's reputation and provide practical learning opportunities for students.

CHALLENGES

1. Intense Competition:

The Indian business school sector is highly competitive, with numerous institutions vying for the same pool of students. Differentiation through unique program offerings and superior outcomes is crucial.

2. Regulatory Changes:

Frequent changes in government policies and regulatory frameworks can pose challenges in maintaining compliance and adapting quickly to new requirements.

3. Economic Fluctuations:

Economic downturns and uncertainties can affect student enrollment and placement opportunities. Financial stability is a concern during such periods.

4. Rapid Technological Change:

Keeping pace with rapid technological advancements in education and industry requires continuous investment in faculty training and infrastructure upgrades.

5. Student Expectations:

Increasing expectations from students for high-quality education, modern facilities, and excellent placement outcomes require continuous improvement and innovation.

SECTION IV. RISK ASSESSMENT AND RISK MITIGATION

In the dynamic and competitive landscape, identifying and managing risks is essential for Jaipuria Institute of Management, Noida to ensure stability and continued growth. This section focuses on a comprehensive risk assessment, analyzing potential threats that could impact the institute's operations, reputation, and strategies. By understanding the likelihood and severity of these risks, Jaipuria Institute of Management, Noida can develop effective mitigation strategies to minimize adverse effects. The following analysis presents a detailed heat map of risks, their impacts, and corresponding mitigation strategies to support institute's commitment to excellence and innovation.

The heat map visually represents the severity and likelihood of various risks. The higher the risk, the more critical it is for the Institute to address it.

HEAT MAP

HEAT MAP KEY

- Low Likelihood (Probability) / Low (Negligible) Impact: Green
- Medium Likelihood (Probability) / Medium (Modest) Impact: Mustard
- High Likelihood (Probability) / High (Severe) Impact: Red

Risk Assessment Table

Jaipuria Institute of Management, Noida Risk Assessment Map				
Risk Category	**Likelihood**	**Impact**	**Risk Rating**	**Mitigation Strategy**
Financial Sustainability	**Low**	**Medium**	**Low**	- Diversification of revenue sources through executive education programs and consultancy. -Introduction of online MBA program. - Establishing a contingency fund for unexpected financial challenges. - Regularly review and adjust tuition fees to align with market conditions.
Student Enrolment Decline	**Low**	**Low**	**Low**	- Enhanced marketing and recruitment efforts to attract more students. - Attractive scholarships and financial aid packages. -Focusing on Tier 2 and Tier 3 cities in India. -Focus on foreign students enrolment, especially post AACSB accreditation.
Faculty Turnover	**Medium**	**High**	**High**	- Implement competitive compensation packages for faculty and performance based annual appraisal system. -Maintain a pipeline of suitable candidates throughout the year. - Provide opportunities for professional development and career advancement. - Develop a positive work culture and recognition programs, focusing on Great Place to Work.

Accreditation Risks	**Low**	**High**	**Medium**	- Establish a dedicated team for accreditation preparation and compliance. - Conduct regular mock accreditation visits and self-assessments. - Allocate resources for faculty training and strengthening accreditation standards.
Technological Disruption	**High**	**High**	**High**	- Investing in emerging technologies and infrastructure upgrades and creating a Center for AI in Management Education. - Provide faculty and staff with ongoing training on new technologies and creation of smart classrooms. - Implement robust cybersecurity measures to protect sensitive data.
Reputation Damage	**Low**	**High**	**Medium**	- Establish a crisis communication plan to address reputation risks promptly. - Monitor social media and online platforms for potential reputation threats. - Implement proactive measures to maintain a positive public image. -Robust feedback from stakeholders on regular basis.
Competition from Other Schools	**High**	**High**	**High**	- Conduct regular market analysis to identify competitive threats and opportunities. - Enhance program offerings and experiential learning opportunities to differentiate from competitors. - Strengthen alumni engagement and networking initiatives to foster loyalty and support.
Program Obsolescence	**Medium**	**High**	**High**	- Curriculum review committee to regularly assess program relevance and update course content. - Incorporate emerging trends and industry developments into program design and delivery. - Foster partnerships with industry leaders to ensure program alignment with evolving market needs.
Student Placement	**Medium**	**Medium**	**Medium**	- Strengthen career services and placement support for students through workshops, networking events, and internship opportunities. - Forge strategic partnerships with corporate recruiters and alumni networks to expand job placement opportunities. - Monitor industry trends and employer expectations to tailor academic programs to meet market demand.
Business School Ranking	**Medium**	**High**	**High**	- Enhance academic quality and research output to improve rankings in key publications and surveys. - Invest in faculty development and research support to increase scholarly contributions and citations. -Maintain healthy faculty-student ratio. -Maintain a healthy and diverse mix of faculty. - Enhance student experience and alumni engagement to bolster school reputation and brand recognition.
Turnover of Academic Administrators and Leaders	**Low**	**Medium**	**Low**	- Develop leadership pipeline and leadership development programs to groom internal talent for future leadership roles. - Provide competitive compensation and incentives to attract and retain experienced academic administrators. - Foster a collaborative and supportive organizational culture to minimize turnover and maintain institutional continuity.

EXPLANATION OF TABLE COMPONENTS AND CONTINGENCY PLAN

The explanations and plan hereunder outline strategies to address various risks identified through a comprehensive risk assessment process.

1. Risk Mitigation Strategies:

A. Competition from Existing and New Business Schools:

The competition for B-schools may intensify in view of two factors – One, the introduction of New Education Policy (NEP) 2020 and Two, a liberal entry window likely to be adopted by the Government of India for the entry of foreign educational institutions.

a. Jaipuria Institute of Management, Noida has developed a comprehensive marketing efforts to create a differentiation with competitive schools by highlighting its unique value proposition.
b. The institute's Strategic Plan 2025-30 envisions strategic partnerships with industry towards enhanced job profiles and to attract top talent from industry for teaching and research.

B. Program Obsolescence:

With the advent of generative AI and LLM, business schools are likely to be disrupted greatly and in various ways. This may as well render many courses and programs obsolete. Jaipuria Institute of Management, Noida has started taking steps to safeguard the interest of its stakeholders and to stay ahead of the curve.

a. Provision has been made to create a 'Center for Artificial Intelligence in Management Education' with an investment of USD 650,000.
b. A provision of investment of USD 120,000 has been made to create smart classroom infrastructure as part of its strategic intent.
c. There is a provision of annual review and updating of the curriculum to ensure alignment with industry trends and demands.
d. The institute has made a substantial commitment to invest in faculty development programs to equip educators with the latest knowledge and teaching methodologies.

C. Student Job Placement:

Jaipuria Institute of Management, Noida prepares students with a great learning experience and for job market as a mission-driven imperative. There is a provision for campus-interview process for job placement.

a. Jaipuria Institute of Management, Noida has strengthened career services and placement support to enhance student employability and job placement rates, which is already more than 95% of the batch size getting placed with top companies. International job placements are not happening in big numbers as of now, which is considered as a possible opportunity to work upon, especially leveraging the AACSB accreditation.

b. Jaipuria Institute of Management, Noida is entering into strategic partnerships with a diverse range of companies to expand job opportunities for students across sectors.
c. India is making its marks as one of the top start-up destinations. This has also opened avenues for job opportunities for business school students. A new focus has been created to explore job opportunities and placement opportunities for Jaipuria Institute of Management, Noida students with the top start-up companies.

D. Business School Ranking:

In India, ranking of business school has become more and more competitive, especially with the NIRF (National Institutional Ranking Framework), Government of India system. There is a large number of business schools participating in the NIRF ranking, which has increased the competition even further.

a. NIRF ranking is the most important indicator of quality in the eyes of stakeholders in India, and it is of critical importance to Jaipuria Institute of Management, Noida. The institute has a plan to work towards improving NIRF ranking in a significant manner.
b. The focus of ranking improvement plan is on key performance indicators identified by ranking agencies, such as faculty-student ratio and research output.
c. Simultaneously, strategic initiatives have been put in place to enhance academic excellence, infrastructure, and student satisfaction, which are some of the critical components of ranking.
d. Focus on AACSB accreditation has been a harbinger of big positive change for Jaipuria Institute of Management, Noida. A continued focus has brought about process improvements and several excellent outcomes. The institute will maintain a continued commitment to AACSB and quality improvements.

E. Turnover of Academic Administrators and Leaders:

A leadership pipeline is critical to long term success and Jaipuria Institute of Management, Noida is committed to it. Leadership development is an integral part of institute's culture.

a. Institute's Annual Leadership Development Program (LDP) is designed to keep abreast with the latest trends and focus on change management.
b. Institute has developed internal senior faculty and paved their way to the position of director and deans. This kind of opportunity has created a clear pathway and a pipeline for a smooth transitions and continuity of leadership in the event of key personnel changes.
c. Institute invests in leadership development programs to groom internal talent and mitigate the impact of leadership turnover. Top leaders have been sent to attend programs at Harvard-USA, IIM-Ahmedabad and ISB-Hyderabad (Indian School of Business) and many more.

2. Contingency Measures:

A. Scenario: Unexpected loss of key faculty members.

a. ***Action:*** There is provision for a rapid recruitment process to fill vacant positions and maintain teaching quality.

b. ***Steps:*** Identify interim faculty members or external consultants to cover essential courses temporarily. Expedite the hiring process to minimize disruption to academic schedules. There is also a pool of industry resources and adjunct faculty to support any such contingency. The institute also maintains pipelines of potential candidates.

B. Scenario: Decline in student enrollment due to external factors.

a. ***Action:*** Implement targeted marketing campaigns to attract prospective students and diversify recruitment channels.

b. ***Steps:*** Offer scholarships, financial aid, or flexible payment options to incentivize enrollment. Enhance virtual campus tours and online information sessions to engage with potential students remotely.

3. Communication Plan:

a. There is a provision to create a crisis management team responsible for coordinating communication efforts during a risk event. Institute's Board of Management (BoM) is comprised of directors, and heads of various function verticals. The BoM is chaired by the Vice-Chairman of the group. The BoM quickly meets and takes steps for any contingency situation. A glaring example of crisis management was COVID-19 management. The institute took all necessary steps and managed the transition from in-person to online mode without any loss of learning as well as wellbeing and safety.
b. Communication protocols have been established for disseminating information to stakeholders, including students, faculty, staff, and external partners.

7. Resource Allocation:

a. Funds have been allocated for contingency measures, such as recruitment drives, marketing campaigns, and leadership development initiatives.
b. Personnels have been identified and made responsible for executing each contingency measure and provide necessary training and support.

8. Activation Triggers:

a. Thresholds and criteria have been defined that will trigger the activation of specific contingency measures.
b. A clear guidelines have been established for assessing the severity and urgency of risk events to determine appropriate responses.

9. Monitoring, Evaluation and Documentation:

a. Mechanisms have been developed for monitoring the effectiveness of contingency measures in mitigating risks.

b. Regular reviews and evaluations are done to assess the impact of risk events and identify opportunities for improvement. Schedule periodic reviews are designed to incorporate lessons learned from past risk events. The institute makes sure that the plan remains current and relevant by updating it in response to changes in internal and external environments.

c. Jaipuria Institute of Management, Noida maintains documentation of the contingency plan, including revisions, updates, and implementation records and also prepares reports on the status of risk mitigation efforts and communicate findings to relevant stakeholders.

10. Approval and Authorization:

The authorization of the contingency approvals rest with the BoM, wherein the group Vice-Chairman finally approves the plan and expenses. Even in the regular budget, there is a provision that in excess to the tune of 5% of the approved budget can be made at the campus level without any special approval from the top management. The institute ensure that key stakeholders are involved in the approval process to garner support and commitment.

SECTION V. STRATEGY FORMULATION

Effective strategy formulation is a critical process that sets the foundation for an organization's future direction and success. It involves defining the organization's long-term goals, identifying the necessary actions to achieve these goals, and allocating resources to implement the plans. A robust strategy formulation process ensures that the organization's vision, mission, and values are closely aligned with its strategic objectives.

One of the key aspects of strategy formulation is the alignment of risk assessment and the organization's mission. By thoroughly assessing potential risks and understanding the core mission, organizations can develop strategies that not only aim for growth and success but also mitigate potential threats and align with the organization's fundamental purpose. This alignment ensures that strategic initiatives are realistic, achievable, and sustainable, fostering a cohesive approach to achieving the institution's overarching goals.

MISSION

"To provide learner-centric education that focuses on developing learners as competent, ethical, and socially conscious management professionals through continuous improvement in the quality of the teaching-learning process and research."

Key Dimensions of the Mission Statement:

M1: Providing Learner-Centric Education.

M2: Integrating ethics and societal concerns along with professional development.

M3: Continuous improvement in teaching-learning process through innovative teaching methods and research.

ALIGNMENT OF STRATEGIES WITH THE MISSION AND RISKS

Strategy 1: Enrich student learning experiences and improve academic outcomes

Elements:

- Implement innovative programs aligned with NEP 2020.
- Target emerging industries and job market needs.
- Exceed 3000 student enrollment threshold.
- Enhance teaching quality and student success through customized interventions.

Alignment with Mission:

- Learner-Centric Education: Focuses on student development and customized interventions, aligning with the mission’s emphasis on learner-centric education.
- Continuous Improvement: By introducing innovative programs and improving teaching quality, this strategy aligns with the mission’s commitment to continuous improvement.

Alignment with Risks:

- Intense Competition (High Probability / Severe Impact): By introducing specialized programs aligned with NEP 2020 and targeting emerging industries, the institute can differentiate itself and attract more students, addressing the competitive landscape.
- Student Expectations (High Probability / Modest Impact): Enhancing teaching quality and providing customized student support will meet increasing student expectations and improve satisfaction.
- Demographic Shifts (Low Probability / Negligible Impact): Tailoring programs to diverse student needs ensures alignment with changing demographics.

Strategy 2: Build capacity of faculty to strengthen research, publications, and enhance impact

Elements:

- Focus on faculty development in research, teaching, collaboration, and outreach.
- Engage in high impact intellectual contributions.
- Attract collaborations with renowned institutions.

Alignment with Mission:

- Continuous Improvement: Enhancing faculty capacity in research and teaching aligns with the mission's focus on improving the teaching learning process.
- Ethically Aware and Socially Conscious Professionals: Faculty development and high impact research contribute to creating a more knowledgeable and ethically aware faculty, which in turn benefits students.

Alignment with Risks:

- Research Output (Medium Probability / Modest Impact): By strengthening faculty capacity in research and encouraging high impact publications, Jaipuria Institute of Management, Noida can improve its research output and academic prestige.
- Limited Global Presence (Medium Probability / Modest Impact): Enhancing faculty capabilities and engaging in international collaborations can elevate the institute's global reputation.

Strategy 3: Strengthen industry partnerships, executive education, and training

Elements:

- Strengthen executive education, corporate training, and consultancy.
- Build strategic partnerships with leading corporations.
- Facilitate internships, collaborative research projects, and guest lectures.

Alignment with Mission:

- Professional Development: Real-world exposure through industry partnerships aligns with the mission's goal of developing competent management professionals.
- Social Responsibility: Engaging with industries and communities integrates social responsibility into professional development.

Alignment with Risks:

- Intense Competition (High Probability / Severe Impact): Strong industry partnerships and executive education programs can differentiate the institute and improve student employability.
- Economic Fluctuations (Medium Probability / Severe Impact): Diversifying revenue streams through executive education and consultancy can mitigate financial risks during economic downturns.

Strategy 4: Increase international collaborations

Elements:

- Establish partnerships with top-ranking international business schools.
- Focus on student exchange programs, joint research initiatives, and faculty development.

Alignment with Mission:

- Learner centric Education: International collaborations promote inclusivity by exposing students to diverse global perspectives.
- Continuous Improvement: Joint research initiatives and faculty development align with the mission's focus on continuous improvement.

Alignment with Risks:

- Limited Global Presence (Medium Probability / Modest Impact): Expanding international collaborations directly addresses this risk by enhancing institute's global footprint.
- Research Output (Medium Probability / Modest Impact): Joint research initiatives with international partners can improve research output and quality.

Strategy 5: Pursue technological investment and adaptation

Elements:

- Upgrade campus facilities and technological resources.
- Strengthen tech-enabled innovative teaching ecosystems.

Alignment with Mission:

- Innovative Teaching Methods: Investing in technology and innovative teaching aligns with the mission's commitment to cutting-edge educational practices.
- Quality of Teaching Learning Process: Enhancing technological resources improves the overall quality of education, in line with the mission.

Alignment with Risks:

- Rapid Technological Change (High Probability / Modest Impact): Investing in technological upgrades and innovative teaching methods will help Jaipuria Institute of Management, Noida stay current with technological advancements.

- Infrastructure Needs (Low Probability / Modest Impact): Regular upgrades and investments in infrastructure ensure Jaipuria Institute of Management, Noida remains a modern and competitive institution.

Strategy 6: Promote holistic education, societal concern, sustainability, wellbeing, and employee welfare

Elements:

- Embed sustainability and wellness principles into the curriculum and campus culture.
- Focus on employee care and welfare: A. Employee Social Security benefits like provident fund, pension fund (NPS-National Pension Scheme), employee health, and gratuity; B. Support in psychological wellbeing through 'Employee Assistance Program (EAP).
- Promote a 'great place to work' culture.

Alignment with mission:

- Ethically Aware and Socially Conscious Professionals: Embedding sustainability and societal concern into education aligns with the mission's goal of fostering ethically aware and socially conscious professionals.
- Learner centric Education: A focus on employee welfare and a positive work culture contributes to a supportive environment for both students and staff, promoting inclusivity.

Alignment with Risks:

- Student Expectations (High Probability / Modest Impact): A holistic approach to education that includes societal concern and sustainability will appeal to students and meet their evolving expectations.
- Compliance and Governance (Low Probability / Modest Impact): Promoting employee welfare and a positive work culture aligns with governance standards and improves institutional trust.

Summary

Alignment with Mission

- Learner Centric Education: Strategies 1 and 5 directly enhance student learning experiences and technological support, ensuring a learner centric approach.
- Ethically Aware and Socially Conscious Professionals: Strategies 2, 3, and 6 integrate ethical awareness, social responsibility, and holistic education into professional development.
- Continuous Improvement: Strategies 1, 2, 4, and 5 emphasize continuous improvement through innovative programs, faculty development, international collaborations, and technological advancements.

Alignment with Identified Risks

Each strategy is designed to mitigate the identified risks while leveraging opportunities for growth and improvement:

1. ***Strategy 1*** addresses competition and student expectations by enhancing program offerings and student support.
2. ***Strategy 2*** improves research output and global presence through faculty development and collaborations.
3. ***Strategy 3*** strengthens industry ties and diversifies revenue, mitigating financial and competitive risks.
4. ***Strategy 4*** expands international collaborations, boosting global presence and research quality.
5. ***Strategy 5*** ensures technological relevance and infrastructure upgrades to stay competitive.
6. ***Strategy 6*** meets student and employee expectations while aligning with governance standards.

SECTION VI. STRATEGIC GOALS AND IMPLEMENTATION AND MONITORING PLANS

Based on the mission statement and strategies, here are the strategic goals, metrics, targets, and implementation and monitoring plans for Jaipuria Institute of Management, Noida for the period from 2024 to 2030:

STRATEGY 1: ENRICH STUDENT LEARNING EXPERIENCES AND IMPROVE ACADEMIC OUTCOMES

STRATEGIC GOAL 1.1: BROADEN ACADEMIC OFFERINGS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
New academic programs	-	-	-	1	-	1	Prepare for launching UG program and a possible Dual Degree Program. Regular curriculum reviews: annual report on new programs introduced.

Budget: INR 25 million

STRATEGIC GOAL 1.2: INCREASE STUDENT ENROLLMENT AND EXPANSION OF PHYSICAL INFRASTRUCTURE

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Student enrolment*	694	739	825	880	923	966	Quarterly enrolment reports; targeted marketing and outreach campaigns.
Fund allocation for expansion of physical infrastructure to support the increase in student enrolment, faculty and other facilities (INR/million)	30.00	30.00	32.50	32.50	35.00	35.00	Infrastructure planning and project initiation; Annual budget allocation on capex side; Quarterly monitoring; Revision in outlay as per situation.
Fund allocation for targeted marketing and outreach campaigns	37.00	40.00	43.25	46.75	50.50	54.50	Enrolment reports, targeted marketing and outreach campaigns.

**Excluding New Programs*

Budget: INR 466.75 million

STRATEGIC GOAL 1.3: EXPAND INSTRUCTIONAL INNOVATION AND SUPPORT FUND

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Funding allocation for instructional innovation (in INR/million)	1.25	1.50	1.50	1.75	1.75	2.00	Annual budget review and adjustment based on outcomes.
Number of faculty trained in innovative teaching methods	50%	60%	60%	70%	70%	80%	Faculty development programs and regular feedback sessions.
Intellectual Contributions (ICs) on teaching-learning, as a percentage of total ICs	20%	20%	20%	22%	22%	25%	Track and promote faculty research and ICs activities on teaching-learning.

Budget: INR 108 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	14.75	16.00	17.25	18.50	20.00	21.50	108

STRATEGIC GOAL 1.4: REFINE AOL/CONTINUOUS IMPROVEMENT FRAMEWORK

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of curriculum reviews conducted	1	1	1	1	1	1	Annual curriculum review sessions; feedback from stakeholders.
Number of IQAC (Internal Quality Assurance Cell) reviews	3	3	3	3	3	3	After Every Trimester, feedback, review.
Percentage of courses with updated AOL measures	70%	80%	85%	90%	95%	100%	Annual review and update of AOL measures based on best practices.
Faculty participation in AOL/OBE training (%)	60%	60%	70%	70%	75%	80%	Regular AOL/OBE training workshops; track and report faculty participation.
External accreditation or re-accreditation status	Yes	Yes	Yes	Yes	Yes	Yes	Maintain continuous improvement for ongoing accreditation readiness.

Budget: INR 88 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	3.75	3.00	3.25	3.50	4.00	4.25	22

STRATEGIC GOAL 1.5: IMPROVE STUDENT EMPLOYABILITY AND PLACEMENT

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Placement rates	95%	95%	95%	95%	95%	95%	Track placements annually; employer feedback; improve training programs.
Placement Salary (Y-O-Y)	+8%	+8%	+8%	+8%	+8%	+8%	Track placements annually.

Budget: INR 50.50 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	7.00	7.50	8.00	8.75	9.25	10.00	50.50

STRATEGY 2: BUILD CAPACITY OF FACULTY TO STRENGTHEN RESEARCH, PUBLICATIONS, AND ENHANCE IMPACT

STRATEGIC GOAL 2.1: IDENTIFY FUNDED RESEARCH OPPORTUNITIES

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of grant-writing workshops	1	1	1	1	1	1	Schedule and conduct quarterly workshops; collect participant feedback.
Amount of funds for research support and publication (INR/Million)	0.125	0.135	0.145	0.158	0.170	0.183	Allocate budget annually; evaluate and award funding based on proposal quality.

Budget: INR 1.625 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	0.225	0.250	0.250	0.275	0.300	0.325	1.625

STRATEGIC GOAL 2.2: ENHANCE FACULTY RESEARCH CAPABILITIES/ INTELLECTUAL CONTRIBUTIONS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of PRJs	+5%	+10%	+10%	+10%	+10%	+10%	Regular research workshops; biannual publication tracking and reporting.
Other ICs (other than PRJs)	+5%	+5%	+5%	+5%	+5%	+5%	Biannual publication tracking and reporting.
Fund allocation towards Research support (INR/million)	9.975	10.750	11.625	12.550	13.550	14.650	Annual budget allocation, quarterly review; incentivize quality publications.
FDP (internal/ external) INR/million	2.300	2.500	2.675	2.900	3.125	3.375	Allocate budget annually, monitoring allocation quarterly.
Conference/Seminar (National and International) INR/million	1.400	1.500	1.625	1.750	1.900	2.050	Allocate budget annually; monitoring allocation quarterly.

Budget: INR 100.16 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	13.65	14.75	15.90	17.20	18.60	20.06	400.8

STRATEGY 3: STRENGTHEN INDUSTRY PARTNERSHIPS, EXECUTIVE EDUCATION, TRAINING, AND RESEARCH

STRATEGIC GOAL 3.1: BUILD ALUMNI AND CORPORATE RELATIONS INFRASTRUCTURE

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Development of alumni database (%)	50%	50%	60%	60%	70%	80%	Build and maintain comprehensive alumni database; ensure data accuracy and completeness.
Number of alumni events organized	2	2	2	2	3	3	Plan and execute alumni events; collect feedback for continuous improvement.
Alumni newsletter frequency (per year)	4	4	4	4	4	4	Publish quarterly newsletters; track engagement and adjust content based on feedback.
Number of Alumni participation in campus life (such as guest lectures, student mentoring etc)	25	31	38	50	57	63	Invite alumni as guest speakers; gather and act on attendee feedback.
Number of alumni chapters established	1	2	3	3	3	3	Establish regional alumni chapters; support activities and monitor their impact.
Corporate relations database completion (%)	70%	80%	90%	90%	90%	90%	Develop and update corporate relations database; track relationship-building efforts.
No of CXOs visiting campuses for various engagement	13	15	18	20	23	25	Pursue relationship building efforts with high corporate officials, maintain database, monitor progress quarterly.

Budget: INR 8.25 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	1.25	1.25	1.25	1.50	1.50	1.75	8.25

STRATEGIC GOAL 3.2: ENHANCE EXECUTIVE EDUCATION AND CORPORATE TRAINING

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of programs conducted	13	13	15	15	25	25	Develop and promote programs; annual feedback and adjustment.
Gross Revenue from Executive Education (INR/million)	11.0	12.25	13.75	15.25	17.25	19.25	Focus on high value programs, strategic partnership for executive education.
No of knowledge events organized for corporates	1	1	1	1	1	1	Focus on contemporary issues, invite key persons from corporates, choose strategic location for program, monitor quarterly.

Budget: INR 55.25 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	6.75	7.50	8.50	9.50	10.75	12.00	55.25

STRATEGIC GOAL 3.3: PROMOTE JOINT RESEARCH BETWEEN INSTITUTE AND CORPORATE PARTNERS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Research projects funded by corporate partners / Government	1	1	1	1	1	2	Facilitate grant-writing workshops; strategic partnership with industry and government; promoting practice research.
Number of corporate-sponsored research/training events	1	1	1	1	1	1	Organize symposiums, webinars, and lectures; invite corporate participation and sponsorship.
Faculty participation in corporate conferences	3	3	4	4	5	5	Support and track faculty participation in corporate conferences; share insights and outcomes.
Develop case studies with a focus on India-centric cases	5	5	5	7	7	7	Develop, document and share case studies with corporate partners; bring India-centric cases to classroom teaching.

Budget: Rs. 9.00 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	1.25	1.25	1.50	1.50	1.75	1.75	9.00

STRATEGY 4: INCREASE INTERNATIONAL COLLABORATIONS

STRATEGIC GOAL 4.1: CREATE DEAN-INTERNATIONAL COORDINATOR POSITION

Establish a position dedicated to facilitating international experiences and broader globalization efforts.

STRATEGIC GOAL 4.2: ESTABLISH PARTNERSHIPS WITH TOP-RANKING INTERNATIONAL BUSINESS SCHOOLS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of partnerships	1	2	2	2	2	3	Setup an international relations office; sign multipurpose MoUs; annual partnership reviews

Budget: INR 1.25 million

STRATEGIC GOAL 4.3: PROMOTE STUDENT EXCHANGE PROGRAMS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Student exchange (both immersion and credit transfer, incoming and outgoing)	8	13	15	19	22	25	Step-up international mobility; create echo-system and work on mindset; quarterly review; Track participation and feedback.

Budget: INR 0.50 million

STRATEGIC GOAL 4.4: PROMOTE JOINT RESEARCH AND PUBLICATIONS INITIATIVES

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Number of research and publications collaborations with international faculty	5	7	8	9	10	13	Monitor progress; provide support; annual review of initiatives.

Budget: INR 7.50 million

STRATEGY 5: PURSUE TECHNOLOGICAL INVESTMENT AND ADAPTATION

STRATEGIC GOAL 5.1: UPGRADE CAMPUS FACILITIES AND TECHNOLOGICAL RESOURCES

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Amount invested in leveraging AI (INR/million)	2.0	2.5	3.0	3.5	4.0	4.5	Establishing a Centre for AI in Management Education; Regular assessments; annual report on investments and upgrades.

Budget: INR 19.5 million

STRATEGIC GOAL 5.2: STAY UPDATED WITH TECHNOLOGICAL ADVANCEMENTS

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Invest in tech integrations (INR/million)	16.00	17.50	18.75	20.25	22.00	23.75	Smart classroom; tech integration through Centre for Teaching and Learning; Track technological advancements; quarterly review of tech integration.

Budget: INR 118.25 million

STRATEGY 6: PROMOTE HOLISTIC EDUCATION, WELLBEING, AND EMPLOYEE WELFARE

STRATEGIC GOAL 6.1: ENHANCE COMMUNITY SERVICE-BASED LEARNING COURSE OFFERINGS- STRENGTHEN PARTNERSHIPS WITH NGOS AND GOVERNMENT AGENCIES

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Community service- based learning engagement of students (no of hours per student)	5	5	10	10	10	10	Develop modules in collaboration with partners; review and update annually.
Number of partnerships with NGOs	10	10	15	15	15	15	Identify and establish partnerships with NGOs; monitor and assess partnership effectiveness.

Number of partnerships with government agencies	1	1	1	1	2	2	Establish and strengthen collaborations with government agencies; evaluate impact.
Number of community projects completed	1	1	1	1	1	1	Plan and execute community projects; document and analyze outcomes.
Faculty & Staff involvement in community engagement (%)	10%	10%	10%	10%	10%	10%	Encourage and support faculty participation; provide training and resources.
Number of initiatives- Contribute to identified SDGs	1	1	1	2	2	2	Develop sustainability task force; annual review of initiatives.

Budget: INR 3.75 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	0.50	0.50	0.625	0.625	0.75	0.75	3.75

STRATEGIC GOAL 6.2: ENHANCE EMPLOYEE ENGAGEMENT

Metric	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Implementation & Monitoring
Employee engagement survey participation (%)	90%	90%	90%	90%	90%	90%	Conduct annual engagement surveys; encourage participation through communication campaigns.
Employee satisfaction score (out of 100)	90	90	90	90	90	90	Analyze survey results; develop and implement improvement plans based on feedback. GPTW (Great Place to Work) trust score.
Retention rate (%) of faculty	90%	91%	92%	92%	92%	92%	Track and analyze turnover rates; create retention programs.
Retention rate (%) of staff	85%	85%	86%	86%	87%	87%	Track and analyze turnover rates; create retention programs.
Professional development opportunities to	95%	95%	95%	95%	95%	95%	Increase the number of training and development programs offered; monitored progress;

staff members (%)							recognize and award the best performers including digital.
Health and wellness programs participation (%)	80%	80%	80%	90%	90%	90%	Promote health and wellness initiatives; track participation and outcomes.
Faculty and staff recognition events	4	4	4	4	4	4	Organize regular recognition events to acknowledge achievements.
Inclusivity and diversity score (out of 100%)	77	80	83	85	85	85	Promote diversity and inclusivity initiatives; ensure all voices are heard from GPTW (Great Place to Work) / similar survey.
Overall GPTW / Similar certification status	Yes	Yes	Yes	Yes	Yes	Yes	Maintain GPTW certification and improve standards annually.

Budget: INR 54.5 million
Spread of the estimated allocation across years

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
INR / million	7.70	8.00	8.75	9.25	10.00	11.00	54.5

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Key Contributors

Mr. Sharad Jaipuria
Chairman, Jaipuria Group

Mr. Shreevats Jaipuria
Vice Chairman, Jaipuria Institute of Management

Dr. Subhajyoti Ray
Director, Jaipuria Institute of Management, Noida

A – 32A, Sector – 62, Noida (Delhi – NCR) – 201 309 P. +91 – 120 – 4638300 F. +91 – 120 – 2403378
Email: noida@jaipuria.ac.in Web: https://www.jaipuria.ac.in/noida/