

Strategic Plan

Faculty of Management Sciences

Prince of Songkla University

2023 - 2027

(Revision edition 2023)

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Message from the Dean

Associate Professor Theerawat Hungsapruek

**Dean Faculty of Management Sciences
Prince of Songkla University**



As an academic division under the Prince of Songkla University, the Faculty of Management Sciences constantly aims to develop strategies and various activities that respond to the university's development strategies and the direction that the country (Thailand) is headed. In these areas, the Faculty has produced a large number of graduates with high potential and has produced quality research results in many disciplines in the fields of business administration, accounting, and public administration by passing on management knowledge in order to support changes and elevate the quality of society until the Faculty has become reputable and widely accepted by society, especially in the southern region.

To make the Faculty of Management Sciences' future direction and development policy clear, consistent, and responsive to Thailand's development goals and the southern region, the Faculty has reviewed its Strategic Plan for 2020-2023, which has received great cooperation from all areas, such as faculty executives, center directors, program directors, heads of departments, program chairs, major chairs, and supervisors. From now on, the Faculty aims for all departments within the Faculty of Management Sciences to use the Strategic Plan to drive operations and develop departments in all areas in order to achieve clear results and be confident that the Faculty of Management Sciences will play a part in driving the development of the country and the southern region towards sustainability, according to the development guidelines of Prince of Songkla University henceforth.

Associate Professor Theerawat Hungsapruek
Dean of Faculty of Management Sciences
Prince of Songkla University

Vision, Strategic Plans and Strategies of the Faculty of Management Sciences

Encouragement for the university to be a university of value to drive development and sustainability at the forefront of the world. According to Prince of Songkla University's Strategic Plan, the Faculty of Management Sciences must have a direction to drive towards accrediting international standards in education to become a leading academic organization in management, including the Education Criteria for Performance Excellence (EdPEX) and entering into the accreditation of business standards (Association to Advance Collegiate Schools of Business, or AACSB), etc. In addition, the operation must be in accordance with the directions shown in the 20-year development plan of the Faculty of Management Sciences (2023-2042), which consists of five main directions: 1) Human Resource Development for All Ages 2) create and develop knowledge, research, and innovation; 3) mission for society; 4) internationalization; and 4) enhancement of management system efficiency to be a framework for future operations. Therefore, we would like to present the vision, strategic plans, and strategies of the Faculty of Management Sciences that will serve as a framework to lead to a tangible drive that arises from brainstorming together within the faculty community as follows:

Faculty Vision 2023 – 2027

"A nationally leading educational institution in management for driving sustainable development."

Indicators of Vision level:

1. Continuous increase in cooperation with leading institutions both domestically and internationally
2. Research and management innovations that are utilized and beneficial
3. Consistently rising competitive rankings of faculties and university

Mission

1. To create academic leadership and management innovation with research as a base for the development of Southern Thailand and the country, and to foster links with society and international networks.
2. To produce graduates, executives, and entrepreneurs with academic and professional competence, morality, a public mindset, and support for global citizenship by applying knowledge based on experience from practice.
3. Develop the Faculty to be a community of management knowledge by driving communities and society towards sustainability and co-creating a society of opportunities and fairness based on multiculturalism.
4. Develop management education towards international excellence.

Core Competencies

1. Ability to integrate management sciences
2. Ability to apply practical knowledge through teaching, research and academic services

Core Values: PRIDE

P = Professionalism	- Professional performance
R = Research	- Solving problems with research guidelines
I = Integrity	- Upholding the principles of morality
D = Diversity	- Exchanging and integrating knowledge in various management sciences
E = Excellence	- Committed to excellence

Identity:

FMS :

Flexibility

Merit

Smart

Uniqueness

A leading institution with well-integrated disciplines of business administration, accounting, and public administration

Corporate Culture

Our Soul is for the Benefit of Mankind

Management Structure and Organization Structure

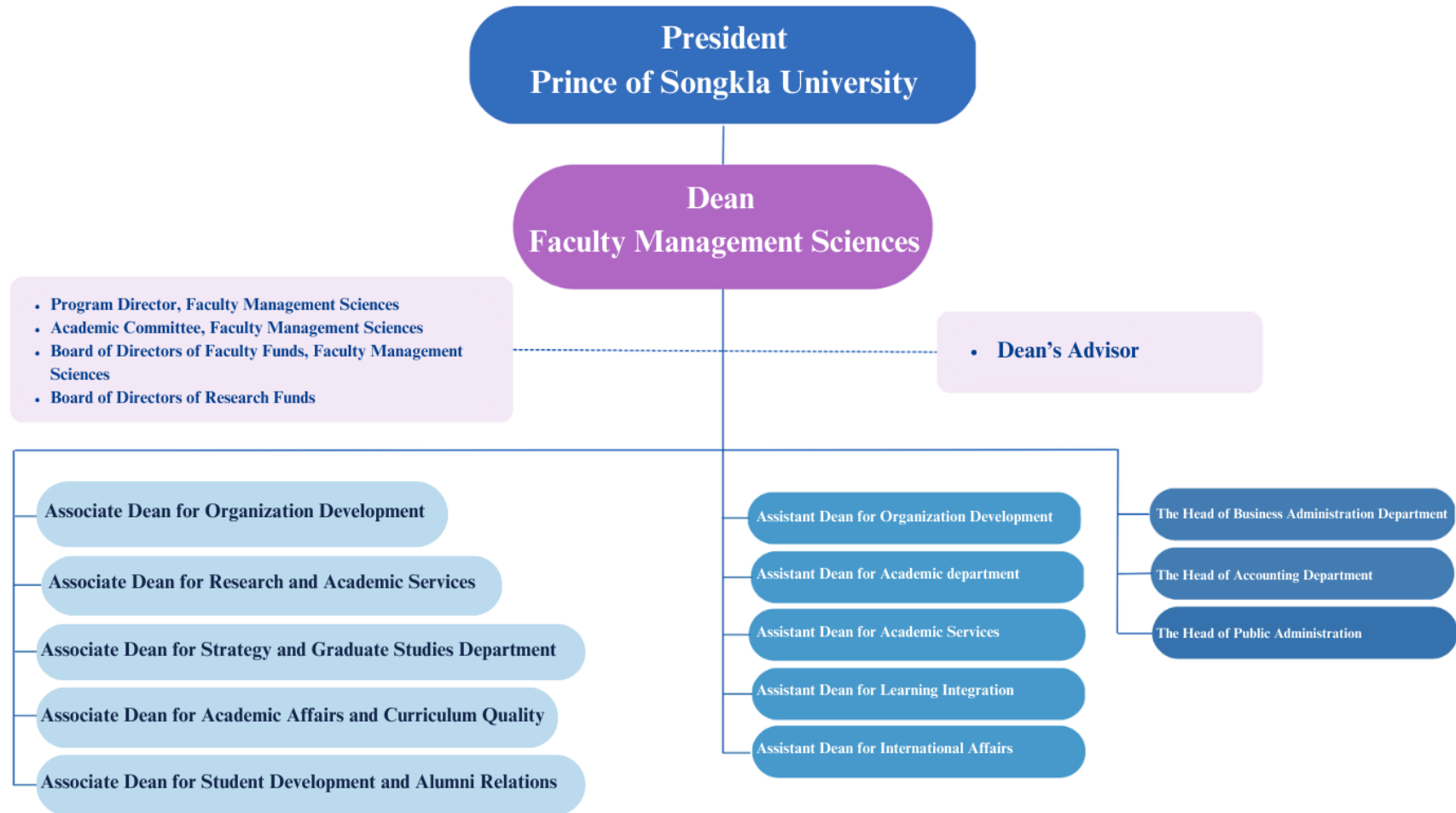


Figure 1: Management Structure of the Faculty of Management Sciences

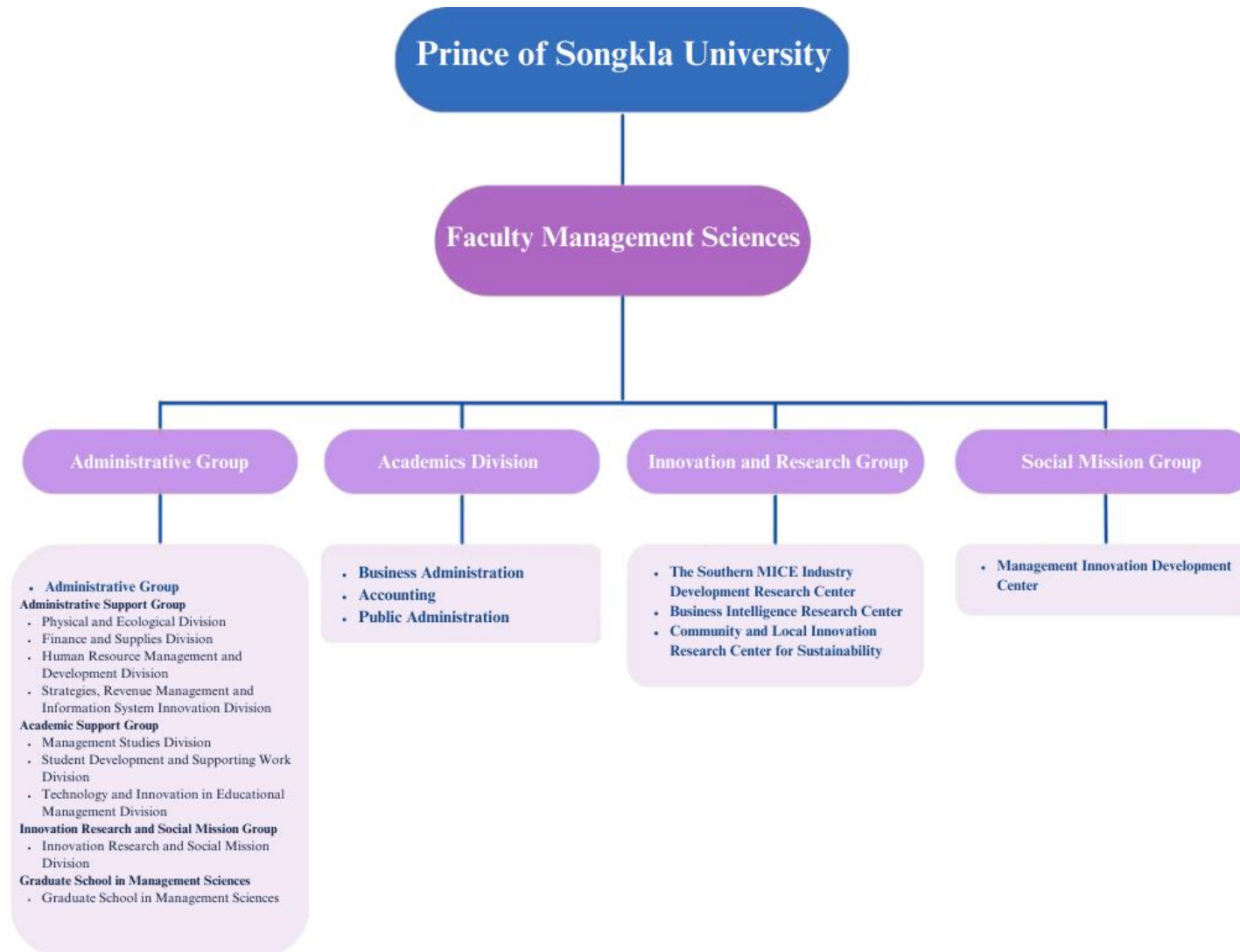


Figure 2: Organization Structure of the Faculty of Management Sciences

Resources of the Faculty of Management Sciences

● Personnel

In the Faculty of Management Sciences there are a total of 135 personnel (as of May 24, 2023), consisting of 64 individuals in the academic branch and 71 individuals in the administrative or professional branch.

Table 1: Shows the proportion of academic and administrative or professional personnel

Educational Qualification	Academic	Administrative or Professional	Professional Advancement
Undergraduate	-	13	Positions in academic branch: 7 associate professors, 10.94% 13 assistant professors, 20.31% Lecturers, 44 people 68.75% Advancement of the administrative or professional branch: Senior Professional 1 person Professional 16 persons Practitioner 29 persons General Administration 25 persons
Bachelor's degree	-	43	
Master's degree	26	15	
PhD or equivalent	38	-	
Total	64	70	
Average personnel age (years)	42.40	43.37	
Average working experience (years)	11.19	14.05	

Source: MIS-DSS information,
24 May 2023

● Courses

The Faculty of Management Science has 4 undergraduate programs and 5 graduate programs, consisting of

Bachelor:

Bachelor of Business Administration Program with 6 majors

1. Major in Finance and Investment
2. Major in Marketing
3. Major in Human Resource Management
4. Major in Business Information Systems
5. Major in Logistics and Supply Chain Management
6. MICE Management

Bachelor of Business Administration: Management and Entrepreneurship (International Program)

Bachelor of Public Administration

Bachelor of Accountancy

Master:*Master of Business Administration**Master of Business Administration (International Program)**Master of Public Administration**Master of Accounting***Doctor of Philosophy:***Doctor of Philosophy Program (Management)*

In the academic year 2022, there were a total of 2,955 students
(Bachelor's degree 2,669 people, Master's degree 256 people, Doctoral degree 30 people)

Table 2: shows the number of students at different levels compared between the academic years 2018 - 2022.

Level Year	Total number (people)				
	2018	2019	2020	2021	2022
1. Bachelor	2,957	2,812	2,748	2,701	2,669
2. Master	352	279	318	233	256
2. PhD	24	31	40	34	30
Total	3,333	3,122	3,106	2,968	2,955

Information as of February 23, 2023

- Budget**

The Faculty of Management Sciences has two sources of budget funds for the implementation of the fiscal year 2018 - 2022: 1) the state budget and 2) the revenue budget.

The budget database for the past 5 years is as follows:

Table 3: shows the budget proportion of the Faculty of Management Science from 2018 – 2022 (in Thai Baht)

Budget	Fiscal Year				
	2018	2019	2020	2021	2022
State Budget	3,065,800	3,029,200	1,014,700	964,400	821,400
Revenue Budget	63,995,900	62,673,800	60,167,300	51,907,700	55,214,500
Total	67,061,700	65,703,000	61,182,000	52,872,100	56,035,900

Source: Data from strategy, revenue management and information innovation

As of February 23, 2023

Science is having pride in production

In the production of graduates

Faculty of Management Sciences developed a teaching and learning system under a modern curriculum to produce professional, work-ready graduates with 21st-century learning skills and public mind by using the Educational Quality Assurance (AUN-QA) approach as a framework for supervising and monitoring operation results, with emphasis on project management that responds to the needs of the group of learners both at the bachelor's degree and graduate level.

In research

The Faculty of Management Sciences developed research results to create a body of knowledge in business administration, public administration, and accounting through its professional lecturers by promoting the integration of research into teaching and learning management, as well as developing research results that solve problems for society and communities in the southern region with the Journal of the Faculty of Management Sciences that passed the quality certification of the Thai Journal Citation Index (TCI) in group 1 journals: a collection of academic knowledge stored in electronic format for the ease of searching and publishing.

In academic services

The Faculty of Management Sciences has a policy to support academic service project activities for society by providing budgets for departments and agencies with the ability to provide academic services according to their fields of expertise, including identifying target communities that are consistent with the university's policy and mission. The Faculty focuses on providing academic services that benefit communities and society in the southern region, creating sustainability and strength for communities and society.

In preservation of arts and culture

The Faculty of Management Sciences promotes cultural values under the concept of "Technology is Pride" by creating the PRIDE values for students and staff to achieve professional operations (P), solve problems with research methods (R), adhere to virtue (I), share knowledge in integrated management science (D), and strive for excellence (E) by continuously organizing activities and projects that promote arts and culture for students and personnel

Table 4: shows research and academic services in the past 3 years.

Indicators	2020	2021	2022
The research results are published in journals according to the Announcement of the Civil Service Commission at the national level.	8	12	11
The research results are published in journals according to the Announcement of the Civil Service Commission at the international level.	11	29	32
Number of academic service projects	15	34	45
Academic service income (million baht)	41.68	27.82	22.49

In addition to teaching and learning, to produce graduates who are ready to work with morality, ethics, and English language skills in information technology and leadership with quality courses, the Faculty of Management Sciences also produces research results and creates new knowledge for the development of the South and the country with the aim to continuously develop knowledge in business administration, public administration, and accounting according to the conditions of the sources of both internal and external income by taking the problems in the southern region as research problems and applying the knowledge gained from the research. The research is published in academic journals and is used to correct concrete community and social problems in the southern region. In addition to providing academic services to create sustainability for the community and society on a multicultural basis with a commitment to development, the Faculty of Management Sciences is one of the leading faculties in the country and in the region and is part of the universities' role in driving and developing the country to be able to compete at the international level.

The 5-year operations strategy of the Faculty of Management Sciences

The 5-year drive of the Faculty of Management Science (2023-2024) aims to lead the Faculty of Management Sciences towards becoming an academic leader in management and drive the Faculty towards accreditation of international standards in education under the teamwork of a committed and dedicated management team and coordination of teamwork from all sectors of the community within the Faculty. To drive the plan to achieve the goals and strategies set, it consists of 4 strategies and 29 important strategies, as follows:

Strategy 1 Build a community of executives: Develop students' competencies to become professional executives that possess lifelong learning capabilities (Executive Community and Lifelong Learning)

Strategy 2 Research integration: Develop research and management innovation for utilization (Research and Innovation for Social Impact)

Strategy 3 Empowering societal service: Drive and strengthen communities and society through sustainable development (Social Engagement)

Strategy 4 Increase management system efficiency to meet international standards: Drive the organization to international standards (Global Standard)



Figure 3: Strategies for the operation of the Faculty of Management Science between the years 2023 - 2027.

Details of the strategy can be shown. and operational guidelines are as follows:

Strategy 1 Build a community of executives: Develop students' competencies to become professional executives and who have lifelong learning capabilities (Executive Community and Lifelong Learning)

Table 5: Objectives and Strategic goals according to Strategy 1

Objectives	Strategic goals
<ol style="list-style-type: none"> 1) To have administrative sciences that support executives, entrepreneurs, alumni, and people of all stages. including a proactive educational management system that promotes lifelong learning. 2) For students to have characteristics according to the skills of the 21st century and become global citizens. 3) To enhance the competence of the faculty by having modern skills and knowledge, keeping up with ever-changing technology, and being accepted within the community and society. 4) To build cooperation and integrate networks, academic cooperation enhances the capabilities of the Faculty. 5) For courses to be certified for quality according to international standards. 	<ol style="list-style-type: none"> 1.1 Provide education that encourages learners to excel in management, emphasizing cross-disciplinary integration and fostering skills that support global citizenship. 1.2 Develop/improve management courses that support executives, entrepreneurs, alumni, and people of all ages on the basis of practical experience and push the courses to be certified for quality according to international standards. 1.3 Promote the use of modern management technology, creating an environment conducive to lifelong learning under the progress of artificial intelligence (AI) and the changing state of the world. 1.4 Create educational opportunities for disadvantaged and vulnerable groups. 1.5 Promote/develop faculty members to become outstanding stars with expertise in specific areas (Champion) and create acceptance among the outside society. 1.6 Create an atmosphere and support by supporting academic activity management both nationally and internationally. 1.7 Promote and disseminate the FMS Knowledge Bank to the public by connecting entrepreneur networks, expanding alliances, academic cooperation networks, and alumni networks. that supports the direction of university and country development. 1.8 Prepare a simulated business to be a testing area (Sandbox) for business innovation and promote a social laboratory area (Social Lab) that creates learning and real experiences for students before graduation.

Table 6: Strategic Level Success Indicators (* University OKR)

Indicator	Target Value				
	2023	2024	2025	2026	2027
* 1. Percentage of students with proficiency in English					
● Year 4	100	100	100	100	100
● Year 3	80	85	90	90	90
● Year 2	60	70	80	90	90
● Year 1	50	50	60	70	80
* 2. Percentage of students with digital literacy per number of students in total	70	70	80	90	90
* 3. Percentage of instructors who pass the assessment competency of instructors at level 2 and up per amount of all full-time teachers	3%	3%	4%	5%	5%
* 4. Number of courses with online teaching (MOOC)	At least 1 course				
* 5. Academic Impact	15	15	18	20	20
* 6. Percentage of exchange students (Inbound /Outbound) per total number of students					
- Bachelor					
Inbound	0.25	0.25	0.25	0.25	0.25
Outbound	0.25	0.25	0.25	0.25	0.25
- Graduate					
Inbound	0.25	0.50	0.50	0.50	0.50
Outbound	0.25	0.25	0.25	0.25	0.25
* 7. Percentage of courses that are outcome-based education per total number of courses	90	90	95	95	100
* 8 Number of foreign professors working full time	2	2	2	2	2
* 9. Number of majors with international	2	2	2	2	2

students					
* 10. Percentage of increased scholarship amount	40%	45%	50%	50%	50%

Table 7: Strategy Level Success Indicators

Indicator	Target Value				
	2023	2024	2025	2026	2027
1. Number of courses integrated across disciplines	1	1	1	1	1
2. The number of courses that are taught together with entrepreneurs, society and communities	2	2	3	3	3
3. The number of courses offered as modules that support executives, entrepreneurs, alumni and people of all ages	2	3	3	3	3
4. Satisfaction of graduate employers in work skills management					
- Bachelor	4.21	4.40	4.40	4.50	4.52
- Master	4.21	4.30	4.35	4.40	4.42
5. Number of projects aimed towards student development of Global Citizenship	80	85	90	95	100
6. Satisfaction of graduate employers in leadership					
- Bachelor	4.21	4.75	4.75	4.80	4.82
- Master	4.21	4.40	4.45	4.45	4.50
7. Satisfaction of graduate employers in digital performance					
- Bachelor	4.25	4.25	4.30	4.35	4.35
- Master	4.00	4.10	4.15	4.20	4.20
8. Satisfaction of graduate employers in creativity					
- Bachelor	4.21	4.45	4.50	4.55	4.55
- Master	4.21	4.50	4.55	4.60	4.60
9. Number of projects/activities/business plans of students that received awards	35	40	40	40	40

10. Funding amount for vulnerable students (in million baht)	2.5	3	3	3	3
11. Number of instructors who received assessment results in teaching score of 4.50 or more	80	85	90	95	98
12. The number of textbooks or teaching materials that were published that year.	2	3	3	4	5

Indicator	Target Value				
	2023	2024	2025	2026	2027
13. Number of MOUs on education management or cooperative education/internships					
- Education management	10	13	15	15	15
- Cooperative education/internships	10	13	15	15	15
14. The level of success of development work course according to AACSB standards	2	2	3	4	5
15. Number of projects/activities that support entry into international standard	3	3	4	4	5
16. Percentage of courses with internal quality assessment (AUN QA) at the curriculum level from 3.25 or more	25	30	30	40	45
17. Percentage of qualified instructors following AACSB Standards	5	10	10	15	20
18. Number of projects/activities that create an atmosphere or academic activities that are consistent with being an international organization	2	3	4	4	5

Strategy 2 Research Integration: Develop research and management innovation and utilization (Research and Innovation for Social Impact)

Table 8: Objectives and Strategic goals according to Strategy 2

Objectives	Strategic goals
<p>1) In order to have more high-quality research with national and international recognition.</p> <p>2) To create an integrative research group for creating research and innovation management that is consistent with the direction of the country and the development and drive of the community/society.</p> <p>3) To achieve research and innovation results, management must maximize utilization and drive society.</p>	<p>2.1 Developing mechanisms and pushing forward publishing progress by leaps and bounds in national and international academic journals.</p> <p>2.2 Encourage the creation of a research cluster under the integration of management science and topics that are in line with the direction of the university and the direction of national development in five research groups, namely: 1) food security and agriculture sustainability for well-being 2) knowledge and innovations in health and medicine 3) sustainability of natural resources and the environment on two peninsulas 4) multicultural society and sustainable "Suvannabhumi" way 5) innovation-based economies, creative economy, and high-value tourism.</p> <p>2.3 Promote the building of researchers' potential and increase the capability of personnel to receive research grants from external funding sources.</p> <p>2.4 Create and promote administrative research management networks both domestically and internationally.</p> <p>2.5 Promoting specialized research centers to produce research results that are in line with the country's development direction and the needs of the community/society.</p> <p>2.6 Encourage research results and management innovations in the faculty leading to the use of intellectual property registration and create added value with the cooperation of network operators, government, and the private sector, including driving results to local public policy or the national level to create positive changes for society (Positive Social Impact).</p>

Table 9: Indicator of Strategic Success (* University OKR)

Indicator	Target Value				
	2023	2024	2025	2026	2027
* 1. Number of international publications	25	28	30	35	40
* 2. Number of publications that have received citations	15	18	20	23	25
* 3. External research funds (million baht)	4	5	5	6	6
* 4. Percentage of increased research income	8	9	10	10	10
* 5. Number of research works for commercial use	1	1	2	2	3

Table 10: Indicator of Strategic Success

Indicator	Target Value				
	2023	2024	2025	2026	2027
1. The number of published researchers has increased with the mentoring system	1	2	2	2	3
2. Number of research outputs of professors/staff/award winning students	1	1	2	2	2
3. The number of student development projects at graduate studies involving research skills	8	9	9	10	12
4. The number of research projects that are integrated across disciplines or together between the faculties with other agencies	5	5	6	7	7
5. Number of specialized research centers	2	2	2	3	3
6. Percentage of research that contributes to society and the community	3	3	5	5	6
7. The number of research results or innovations that have been applied beneficially	2	3	3	3	4

Strategy 3: Empowering societal service: Drive and strengthen communities and society through sustainable development (Sustainable Development Goals (SDGs))

Table 11: Objectives and Strategic goals according to Strategy 3

Objectives	Strategic goals
<p>1) To create social engagement (Social Engagement) that creates intimacy and synergy between the Faculty of Management Sciences and the community.</p> <p>2) To integrate teaching and learning, and research into academic services and upgrade the community and society.</p> <p>3) To support the creation of networks and cooperation to drive the economy, community, and society towards the Sustainable Development Goals (SDGs).</p>	<p>3.1 Drive academic services that engage with communities and society by focusing on upgrading the economic base, innovation, the creative economy, and high-value tourism, as well as building towards a multicultural society and the "Suvannabhumi" way of life in order to strengthen the long-term sustainability of the southern region and the country and achieve Sustainable Development Goals (SDG).</p> <p>3.2 Increase the academic service capacity of faculty personnel by using coaching and mentoring systems. (Coach and Mentor System).</p> <p>3.3 Support the enhancement of academic services by the faculty to become a counseling center of high-caliber management and recognition in the southern region and the country.</p> <p>3.4 Integration of teaching and learning, and research into academic services for community and social development.</p> <p>3.5 Promote networking and develop mechanisms for joint academic services among disciplines, faculties, campuses, and institutes.</p> <p>3.6 Actively seek income from academic services by expanding the network of cooperation from alumni, entrepreneurs, the private sector, and the government sector.</p>

Table 12: Indicator of Strategic Success (* University OKR)

Indicator	Target Value				
	2023	2024	2025	2026	2027
* 1. Number of short training courses	13	15	15	18	20
* 2. Percentage of income from academic services and more specific professions	Increase by 25%	Increase by 25%	Increase by 25%	Increase by 25%	Increase by 25%
* 3. The impact of academic service projects responding to the university's vision, government policy and public policy for advancing society	2	2	3	3	3

Table 13: Indicator of Strategic Success

Indicator	Target Value				
	2023	2024	2025	2026	2027
1. Number of academic service projects with community and society engagement	1	2	2	3	4
2. Percentage of academic service projects that generate income for agencies and universities	50	60	70	75	80
3. Number of service projects of a consultancy type	15	20	25	28	30
4. The number of projects or academic service activities that come from integration of teaching or research	1	1	2	2	3
5. The number of projects or academic service activities that come from integration across disciplines or departments	15	15	18	19	20
6. The number of projects or academic service activities that lead to Sustainable Development Goals (SDGs)	15	18	20	23	25
7. Number of academic service funding sources that continuously allocate funds	7	8	9	10	11

Strategy 4 Increase management system efficiency to meet international standards.: Drive the organization to international standards (Global Standard) with modern management system under the new normal and good governance.

Table 14: Objectives and Strategic goals to Strategy 4

Objectives	Strategic goals
<ol style="list-style-type: none"> 1) To provide the Faculty with management guidelines for international standard certification. 2) To provide personnel with the potential to respond to the comprehensive vision of the committee and university with a focus on proactive work. 3) To make the Faculty become a Smart Faculty and in line with the new way of life. 4) To have stability and sustainable self-reliance. 5) Recognize the potential of the Faculty. 	<ol style="list-style-type: none"> 4.1 Supporting management mechanisms according to development guidelines for the quality of education management to advance to excellence at the international level. 4.2 Push for the development of career advancement paths by supporting requests for academic or professional positions in both academic and administrative or professional branches. 4.3 Promote mechanisms based on good governance and being an agile organization to support flexibility and innovation in new ways of working. 4.4 Proactively promote the enhancement of personnel competency in order to become professional managers. 4.5 Support the creation of a happy organization (Happy Workplace) to create bonds and maintain talented people. 4.6 Drive the utilization of "Big Data" to build management support information systems for the storage of information and the expertise of staff and students, including strengthening the atmosphere of being a Smart Faculty that corresponds to the new way of life. 4.7 Strengthening financial stability and sustainable self-reliance. 4.8 Encourage measures to support emergency risks. 4.9 Create a new, modern image and support a communication-proactive organization.

Table 15: Indicator of Strategic Success

* University OKR

Indicator	Target Value				
	2023	2024	2025	2026	2027
1. Faculty passed the educational quality criteria for EdPEx300	-	-	Level 4	Level 4	Level 4
* 2. Percentage of administrative personnel or professionals employed with a bachelor's degree or higher that passed the English proficiency criteria (Tell Me More) Intermediate +, or E-Testing at rating level 5 and up	25%	30%	35%	35%	35%
* 3. Percentage increase in retained earnings	An increase of not less than 2 percent of the previous cumulative income				
* 4. Percentage of income from organizing an increasing number of different forms of education	1% increase	1% increase	1% increase	1% increase	1% increase
* 5. Social Network Visibility	2 points (21-40%)	2 points (21-40%)	3 points (41-60%)	4 points (61-80%)	4 points (61-80%)

Table 16: Indicator of Strategic Success

Indicator	Target Value				
	2023	2024	2025	2026	2027
1. Assessment results according to good governance principles	4.25	4.25	4.30	4.35	4.35
2. Percentage of accredited instructors	20	23	25	28	30
3. Number of instructors applying for positions in the academic positions	2	3	4	5	5
4. Number of instructors who have received academic positions	2	3	4	5	5
5. The number of administrative or professional personnel applying for a higher position	2	3	4	5	5
6. Number of administrative or professional personnel receiving a higher position	2	3	4	5	5
7. Number of personnel invited as executives or advisors to agencies outside the faculty	5	6	7	8	8

Indicator	Target Value				
	2023	2024	2025	2026	2027
8. The number of development projects of administrative or professional personnel (KAIZEN/LEAN)	8	10	12	15	18
9. The number of times personnel are invited to be speaker/expert with external qualifications	30	30	35	35	35
10. The number of projects that develop personnel potential	5	8	8	10	10
11. Average personnel engagement per organization					
- academic branch	3.30	3.40	3.45	3.50	3.50
- administrative or professional branch	3.30	3.40	3.45	3.50	3.50
12. The number of health promotion activities for personnel	1	1	2	2	2
13. The number of information systems that support management	30	33	37	40	45
14. Faculty's risk level	Low	Low	Low	Low	Low



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