

HANOI SCHOOL OF BUSINESS AND MANAGEMENT (HSB)
VIETNAM NATIONAL UNIVERSITY, HANOI

STRATEGIC PLAN
&
RISK MANAGEMENT PLAN

Period: 2025 - 2030

PART I: STRATEGIC PLAN

1. Mission, Vision, and Core Values

1.1. Mission

HSB educates young talents to become the leaders, executives, and managers for both Public and Private sectors.

1.2. Vision

HSB is always a reputable School of Business & Management in Vietnam and in the World for interdisciplinary research and training combining 3 academic pillars of Management, Technology, and Security.

1.3. Core Values: I - P - Q

INNOVATION	PIONEERING	QUALITY
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1.4. HSB Student Core Values

Health	Ethics	Will	Talent	Love	Duty
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2. Long-term Strategic Goals and Objectives

HSB strives to be a Top 100 Business School in Asia by 2030 and Top 500 Worldwide by 2045.

Goal 1: Alignment with International Quality Standards

- Maintain ACQUIN accreditation continuously throughout 2025-2030 with zero major non-compliance findings
- Achieve and sustain a minimum QS Stars Rating of 4 Stars by 2026
- Submit AACSB eligibility application by 2027, complete 70% of iSER requirements by 2029
- Position HSB among the Top 100 Business Schools in Asia by 2030

Goal 2: Development of Management of Non-Traditional Security (MNS)

- Implement at least 10 MNS-related research projects by 2030, with minimum 2 international projects
- Publish at least 50 MNS-related peer-reviewed articles in WOS/Scopus indexed journals by 2030
- Establish formal collaboration with at least 3 international MNS institutions by 2030
- Organize at least 2 international MNS policy forums during 2026-2030

Goal 3: Expansion of Global Academic Networks

- Expand global partner network to at least 30 active international institutions by 2030
- Implement student exchange programs involving at least 10% of enrolled students by 2030
- Organize at least 1 international academic activity per year from 2026-2030
- Facilitate at least 2 faculty exchanges per year from 2026-2030

Goal 4: Digitalization and AI Implementation

- Digitalize at least 90% of internal administrative procedures by 2027
- Digitalize at least 90% of academic procedures by 2028
- Integrate AI-supported tools into at least 80% of all academic programs by 2030 (50% by 2027)
- Provide annual digital and AI competency training to 100% of staff

Goal 5: Improving Employability for HSB Students

- Review and innovate all curricula at least twice during 2025-2030
- Organize at least 1 career fair per year and engage with minimum 30 companies per year
- Maintain graduate employment rate of at least 90% within 12 months of graduation
- Ensure at least 50% of newly enrolled students achieve minimum B2 level of English proficiency

3. Balanced Scorecard - Action Plan

The Balanced Scorecard is designed across 4 perspectives: Financial, Customer (Students/Partners), Internal Process, and Learning & Growth.

3.1. Financial Perspective

Objective (KPO)	KPI	Target	Freq.	Owner	Action Plan
Increase training revenue	Revenue growth rate	≥10%/year	Annual	Finance and Planning Dept.	Expand enrollment, new programs
Diversify revenue sources	Research/consulting revenue %	≥20%	Annual	FOM/FONS/FOM C /ITM	Research projects, consulting
Budget efficiency	Investment/total spending	≥30%	Quarterly	Finance and Planning Dept.	Cost optimization, focused investment

3.2. Customer Perspective (Students/Partners)

Objective (KPO)	KPI	Target	Freq.	Owner	Action Plan
Enhance admission quality	Students with B2 English	≥50%	Annual	Admissions Committee/UPMO	EQ interviews, pool of applicants to raise standards
Student satisfaction	Student Evaluation	≥4.2/5.0	Semester	Student Affairs/UPMO	Collect feedback, improve services
Graduate employment	Employment within 12 months	≥90%	Annual	Quality Assurance	Career fairs, on-site company engagement interviews
International partnerships	Active international partners	≥30	Annual	Intl Office	Sign MOUs, implement exchanges

3.3. Internal Process Perspective

Objective (KPO)	KPI	Target	Freq.	Owner	Action Plan
Curriculum innovation	Curriculum reviews	≥2 per 5 years	Biennial	Academic Committee	Experts, market, and students' responses
Digitalization	Digitalized processes	≥90%	Annual	IT	Implement ERP, e-workflows

AI integration	AI implementation in teaching and administration activities	≥80%	Annual	Academic	Faculty training, AI tools
Maintain ACQUIN	Periodic review results	0 major findings	Per cycle	QA Dept/Intl Office	Documentation, continuous improvement
AACSB preparation	iSER completion progress	≥70%	Annual	QA Dept/Intl Office	Submit eligibility 2027, iSER 2029

3.4. Learning & Growth Perspective

Objective (KPO)	KPI	Target	Freq.	Owner	Action Plan
Faculty development	Faculty with doctoral degrees	≥85%	Annual	HR	Scholarships, academic exchanges
International publications	WOS/Scopus articles/year	0.5/lecturer/year	Annual	Academic department	Funding support, writing workshops
Digital competency	Staff trained in AI/digital	100%	Annual	IT Center	Internal training programs/manuals
Innovation culture	Innovation initiatives/year	≥5	Annual	CEI	Innovation contests, recognition

PART II: RISK MANAGEMENT PLAN

4. Risk Identification

Risks are classified into 4 main categories: Strategic Risks (SR), Operational Risks (OR), Financial Risks (FR), and Compliance Risks (CR).

Code	Category	Risk	Description
SR1	Strategic	Failure to achieve AACSB accreditation	Unable to complete iSER requirements or rejected during evaluation
SR2	Strategic	Loss of ACQUIN accreditation	Failure to meet standards during periodic review
SR3	Strategic	Limited financial resources	International and private schools attracting students and faculty
SR4	Strategic	QS Stars rating decline	Failure to maintain minimum 4-star QS rating
OR1	Operational	High-quality staff continuity	Unable to recruit/retain internationally qualified faculty
OR2	Operational	Digital transformation failure	Unable to implement digitalization systems
OR3	Operational	Cybersecurity and data risks	Cyberattacks or data leakages affecting students and research
OR4	Operational	Curriculum innovation failure	Unable to maintain curriculum innovation with market requirements, students feedback, and AI targets
OR5	Operational	Student exchange program failure	Unable to achieve 10% student exchange rate by 2030
OR6	Operational	Faculty retention	High turnover of internationally qualified faculty because of competitive pressures
OR7	Operational	AI ethics violations	AI ethical framework violations
OR8	Operational	English proficiency	Failure to achieve 50% of students reaching B2 English level

FR1	Financial	Enrollment revenue decline	Missing enrollment targets due to competition or economic changes
FR2	Financial	Investment budget inefficiency	Insufficient and non-optimized financial resources for strategic projects
CR1	Compliance	Accreditation standard violations	Non-compliance with ACQUIN/AACSB standards
CR2	Compliance	Data privacy violations	Non-compliance with personal data protection regulations
CR3	Compliance	International publication shortfall	Failure to improve international publication ratio (currently 29%) and achieve 50 MNS publications
CR4	Compliance	International student recruitment failure	Inability to increase international student ratio above current 6% level

5. Risk Assessment Matrix

Risk assessment based on 2 criteria: Likelihood (1-5) and Impact (1-5). Risk Score = Likelihood × Impact. HIGH (12-25), MEDIUM (6-11), LOW (1-5).

Code	Risk	Likelihood	Impact	Score	Level
SR1	Failure to achieve AACSB accreditation	3	5	15	HIGH
SR2	Loss of ACQUIN accreditation	2	5	10	MEDIUM
SR3	Limited financial resources	3	4	12	HIGH
SR4	QS Stars rating decline	2	5	10	HIGH
OR1	High-quality staff continuity	2	4	8	MEDIUM
OR2	Digital transformation failure	2	5	10	MEDIUM
OR3	Cybersecurity and data risks	3	4	12	HIGH
OR4	Curriculum innovation failure	3	4	12	HIGH
OR5	Student exchange program failure	2	3	6	MEDIUM
OR6	Faculty retention	4	3	12	HIGH

OR7	AI ethics violations	2	3	6	MEDIUM
OR8	English proficiency	3	2	6	MEDIUM
FR1	Enrollment revenue decline	2	4	8	MEDIUM
FR2	Investment budget inefficiency	2	3	6	MEDIUM
CR1	Accreditation standard violations	2	5	10	MEDIUM
CR2	Data privacy violations	2	5	10	MEDIUM
CR3	International publication inefficiency	4	3	12	HIGH
CR4	International student recruitment failure	3	3	9	MEDIUM

6. Risk Mitigation Strategies

Code	Risk	Mitigation Strategies	Responsible Unit
SR1	Failure to achieve AACSB accreditation	Hire AACSB consultants, train staff, implement AoL system (AACSB)	QA Dept
SR2	Loss of ACQUIN accreditation	Maintain QA system, internal audits, increase internationalization rate and increase research outputs	QA Dept/Intl Office
SR3	Limited financial resources	Diversify revenue sources from provincial consultancy and projects, short-term certificates in ITM and mid-career managers, develop modern and interdisciplinary programs	FOM/FONS/FOMC/ITM
SR4	QS Stars rating decline	Enhance student support services (academic writing lab/computer lab) and career counseling. Upgrade classroom, library, physical health center, and research support.	Rectors' Board/Administrative Office/IT Team
OR1	High-quality staff continuity	Partner with top universities for joint PhD programs; establish Publication Support Center for editing and methodology support for more doctoral students	Rectors' Board/ FOM/FONS/FOMC
OR2	Digital transformation failure	Hire ERP consultant and experts for process innovation, invest in more robust internet and wifi system, more robust and user-friendly self-developed learning platforms, regular backups, incident response plan	QA Dept, Laws
OR3	Cybersecurity and data risks	Maintain compliance with Decree 13/2023/NĐ-CP and establish Cybersecurity Emergency Team	IT Team
OR4	Curriculum innovation failure	Develop unique interdisciplinary programs (MNS, MBA/MOTE specializations), biennial curriculum review	Rectors' Board
OR5	Student exchange program failure	Expand partner network and two-way exchange program by 20 institutions by 2030 and simplify exchange application from HSB to host institutions	Academic Affairs Department

OR6	Faculty retention	Competitive salary, career development plan, more research grants, and performance-based salary increases (10% annually)	HR
OR7	AI ethics violations	Establish AI committee and require AI statement for students' submissions	Academic Affairs Department/FOM/FONS/FOMC /UPMO/POMO
OR8	English proficiency	English preparation programs (B1/B2); partner with other English Centers to support proficiency.	Academic Affairs Department/UPMO/POMO
FR1	Admissions revenue decline	Design variations in HSB-MBA, MNS and MOTE programs, including full-time MBA, MNS, and MOTE, Executive MBA and MOTE, Weekend MBA and MOTE. Full-time is 24 months and executive is 18 months Develop advanced specializations for interdisciplinary masters' programs, for example, MBA and MOTE in Digital Marketing and E-Commerce, Technology Management (tech company), Healthcare Management, Finance Management (international finance centers), Sustainable Business and ESG, etc.,	Rectors' Board/Academic Affairs Department
FR2	Investment budget inefficiency	Optimize costs through digitalization and prioritize strategic projects: collaborative classrooms to encourage students collaboration, research grants and spaces between lecturers and students, and students' resources such as physical health center and students academic support center	Finance and Planning Dept./Academic Affairs Department/UPMO/POMO
CR1	Accreditation standard violations	Conduct regular standards review against ACQUIN/AACSB requirements; establish Ethics Committee	Intl Office/Academic Affairs Department
CR2	Data privacy violations	Data minimization, employee and staff training	IT Team
CR3	International publication inefficiency	Provide conference participation support (max 1000\$/faculty/year); expand resources for research such as data and statistical softwares, expand specialized research teams (lecturers vs. lecturers, students vs. lecturers);	Rectors' Board / FOM/FONS/FOMC/Academic Affairs Department

		develop research assistant and teaching assistant programs.	
CR4	International student admissions failure	Develop admissions strategy for Laos, Cambodia, Thailand, African nations; expand scholarship for international students	UPMO, Intl Office, ITM

7. Risk Reporting System

The risk management reporting structure and responsibilities are established at 3 levels:

Level 1: Board of Trustees (Risk Oversight)

- Approve risk management framework and and risk hresholds
- Receive quarterly risk reports from different departments
- Make decisions on high-level risk response measures

Level 2: Risk Management Committee

- Composition: Heads of key departments
- Monthly meetings to assess risk status
- Coordinate risk mitigation across different departments
- Report to Board of Trustees quarterly

Level 3: Functional Units (Risk Owners)

Risk Category	Lead Unit	Reporting Frequency
Strategic Risks (SR)	Risk Management Comittee	Quarterly
Operational Risks (OR)	Administrative Department/HR Department	Monthly
Financial Risks (FR)	Finance and Planning Dept.	Monthly
Compliance Risks (CR)	Legal Dept/Laws	Quarterly

8. Implementation Timeline (2026-2030)

Year	Key Activities	Milestone
2025-2026	Complete QA system per ACQUIN standards; Achieve QS Stars 4-star rating; Hanoi University of Business and Management ; Digitalize 50% of administrative processes; Implement risk management framework; 90% of academic processes	QS 4★
2027	Submit AACSB Eligibility Application; Digitalize 90% of administrative processes; Integrate AI into 50% of programs; Expand to 25 international partners	AACSB
2028	Complete 50% of iSER requirements; ACQUIN periodic review; 5% students in international exchange	International Exchange 7%
2029	Complete 70% of iSER requirements; 8% students in international exchange; 30 MNS publications on WOS/Scopus; Host International MNS Forum	iSER 70% (AACSB)
2030	Achieve Top 100 Business Schools in Asia; 10% students in international exchange; 80% programs with AI integration; 30 active partners; 50 MNS publications	TOP 100 ASIA

Hanoi School of Business and Management (HSB)

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