

STRATEGIC PLAN
2025-2030



FACULTY OF
BUSINESS & ENTREPRENEURSHIP

DAFFODIL INTERNATIONAL UNIVERSITY

Daffodil Smart City, Savar, Dhaka-1216, Bangladesh

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LIST OF ABBREVIATIONS

AACSB : Association to Advance Collegiate Schools of Business	IA : International Affairs Office
AI : Artificial Intelligence	ICT : Information and Communication Technology
AoL : Assurance of Learning	IIC : Industrial Innovation Centre
AR : Augmented Reality	IQAC : Institutional Quality Assurance Cell
BDT : Bangladeshi Taka	IP : Instructional Practitioner
BoT : Board of Trustees	KPI : Key Performance Indicator
BRRC : Belt and Road Research Centre (Lab)	LEARN : Leadership, Engagement, Advancement, Research, Networking
CDC : Career Development Center	MoU : Memorandum of Understanding
CFO : Chief Financial Officer	NGO : Non-Governmental Organization
DIU : Daffodil International University	OSA : Office of the Students' Affairs
DIUMC : DIU Micro-Credentials	PA : Practice Academic
DIE : Department of Innovation and Entrepreneurship	PSAC : Program Self-Assessment Committee
DoR : Division of Research	RoI : Return on Investment
ESG : Environmental, Social, and Governance	SA : Scholarly Academic
FBE : Faculty of Business and Entrepreneurship	SDG : Sustainable Development Goals
HoD : Head of the Department	SME : Small and Medium Enterprise
HR : Human Resources	SP : Scholarly Practitioner
HRDI : Human Resource Development Institute	VC : Vice Chancellor
	VR : Virtual Reality

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Outstanding students are recognized at the Dean's List Award Ceremony, celebrating academic achievement and excellence.



Message From The DEAN

Professor Dr. Mohammad Rokibul Kabir Dean, Faculty of Business and Entrepreneurship Daffodil International University

Since the establishment of Daffodil International University in 2002, business education has remained one of its foundational academic priorities. What began with the Department of Business Administration has since evolved into the Faculty of Business & Entrepreneurship (FBE)—today one of the University's oldest and largest academic units, comprising eight departments: Business Administration, Accounting, Finance & Banking, Marketing, Management, Innovation & Entrepreneurship, Tourism & Hospitality Management, and Real Estate.

Over more than two decades, the FBE has grown from a traditional business school into a multidisciplinary center for business education, entrepreneurship, and applied research, marked by steady expansion in student enrolment, academic programs, faculty recruitment, and industry and international partnerships. This evolution has been guided by a sustained commitment to entrepreneurship education, technology-integrated curricula, Outcome-Based Education, and experiential learning through business incubation, internships, and industry collaboration alongside growing research emphasis on sustainable business, digital transformation, FinTech, and ESG, and active pursuit of international accreditation, including AACSB.

Building upon this institutional legacy, it is my privilege to present the Faculty's Strategic Transformation Plan 2025-2030, a framework that charts our trajectory toward becoming the foremost business school in South Asia. At a pivotal juncture in Bangladesh's economic development, this plan reaffirms our commitment to cultivating leaders who not only secure employment but generate it for others.

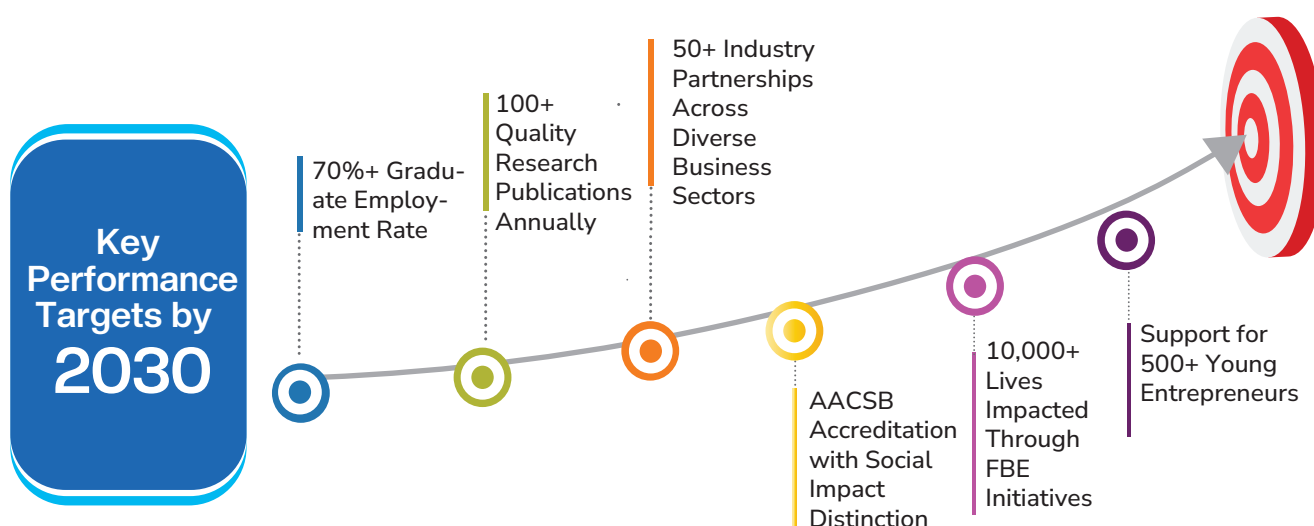
Our strategic direction is anchored in five interrelated pillars encapsulated within the LEARN framework: Learning Excellence, Engagement, Advancement, Research, and Networking. By 2030, the faculty aspires to facilitate the creation of over 3,500 jobs through graduate-led enterprises, integrate artificial intelligence across the entirety of its academic programs, and strengthen partnerships with more than fifty industry leaders.

To our faculty, students, industry partners, and the broader community, this plan stands as a testament to our enduring commitment to academic excellence and to the sustainable development of Bangladesh.

2. Executive Summary

The Faculty of Business and Entrepreneurship (FBE) at Daffodil International University presents its comprehensive Strategic Transformation Plan 2025-2030, designed to establish FBE as South Asia's premier business school. This enhanced plan positions FBE for AACSB accreditation while creating measurable impact on Bangladesh's sustainable economic development through innovative industry partnerships, foundational research development, and comprehensive societal impact initiatives.

Total Strategic Investment	BDT 73,000,000 (USD 594,705)
Expected Outcomes	AACSB accreditation; Top South Asian ranking
Timeline	6-year implementation with annual milestones
SDG Alignment	Contributing to five UN Sustainable Development Goals



Dr. Md. Sabur Khan, Founder and Chairman of the Board of Trustees, Daffodil International University (DIU), shares his entrepreneurial journey with the Class of 2026 during the Graduation Ceremony.

3. Vision and Mission Framework



3.1 Vision Statement

To be a leading South Asian business school recognized for developing ethical leaders and entrepreneurs advancing sustainable development.



3.2 Mission Statement

To develop ethical business leaders and entrepreneurs for advancing sustainable development in Bangladesh and South Asia through innovative business education, societal impact, and digital competencies that address local and regional challenges and emerging opportunities.



3.3 Strategic Positioning

FBE positions itself as the leading business faculty in Bangladesh, committed to developing business leaders who drive sustainable economic development through innovative, technology-enhanced education, robust industry partnerships, and measurable societal impact.



3.4 LEARN

LEARN = • Leadership • Engagement • Advancement • Research • Networking
LEARN for Bangladesh, Connect with the World

L = Leadership

Learning Excellence for Employability & Social Impact

Engagement with Industry & Community Partnerships

E = Engagement

A = Advancement

Advancement in Digital Transformation, Market-based Curricula & Faculty Excellence

Research Development and Scholarly Innovation

R = Research

N = Networking

Nexus for Regional Leadership & Global Recognition



Prof. Dr. M. R. Kabir, Vice Chancellor of Daffodil International University inaugurates the Grand Finale of the Cara Biz Case Battle, promoting innovation and experiential learning.

4. Strategic Themes and Implementation

4.1 Strategic Theme 1: Learning Excellence for Employability & Social Impact

GOAL : Enhance employability through innovative curriculum.

Objective	Key Results	Owner	Timeline	Relevant Academic & Administrative Units
Enhance graduate employability	• 70% Graduate Employability • Facilitating 500+ Entrepreneurs • Effective 50+ partnerships with employers for job and internship • One Job/Career Fair annually	Dean, FBE HoD CDC	2025-2030	FBE Dean Office Career Development Center (CDC) HoD
Technology-enhanced innovative curricula	• 100% programs curricula revised based on market needs • Integrate AI in all academic programs • Adoption of micro-credentials in all academic programs	Dean, FBE Academic Council, DIU	2025-2030	FBE Dean Office Dean Academic Affairs Office Board of the Academic Council, DIU

Table 1: Strategic Theme 1 - Learning Excellence for Employability & Social Impact

4.2 Strategic Theme : Engagement with Industry & Professional Partnerships

GOAL : Building robust industry connections and professional networks to bridge academia with business practice and enhance skills-focused programs.

Objective	Key Results	Owner	Timeline	Relevant Academic & Administrative Units
Comprehensive industry partnerships	• Continuation of engagement with Industry Advisory Board for all academic programs • Effective 20+ partnerships for market-driven curricula development	Dean, FBE Director, CDC Director, IIC	2025-2030	FBE Dean Office Career Development Center (CDC) Head Industrial Innovation Centre (IIC)
Skills-based professional certifications	• 10+ micro-credential certifications for FBE programs	Director, DIUMC HoD	2025-2030	DIU Micro-Credentials (DIUMC) HoD
Innovation-driven entrepreneurship (seed funding and training)	• Support 50+ startups • Financing for 50+ entrepreneurs • Enhance the entrepreneurship ecosystem through industry partnerships	IIC Dept. of DIE	2025-2030	DIE Office Treasurer Office FBE Dean Office

Table 2: Strategic Theme 2 - Engagement with Industry & Professional Partnerships



4.3 Strategic Theme 3: Advancement in Digital Transformation & Faculty Excellence

GOAL : Build faculty members' capacity to develop technology-enhanced learning that supports student success.

Objective	Key Results	Owner	Timeline	Relevant Academic & Administrative Units
Faculty development	- Recruit PhD faculty across disciplines to reach and maintain 50% SA faculty 80% faculty retention rate - Build faculty excellence culture through professional development in all disciplines	Dean, FBE Director, HR Director, HRDI	2025-2030	FBE Dean Office Human Resources Office Human Resource Development Institute (HRDI)
Quality assurance systems	Ensure continuous improvement through 100% alignment of AoL process for all FBE programs	Director, IQAC AoL Committee	2025-2030	DIU Institutional Quality Assurance Cell (IQAC) Board of the AoL Committee

Table 3: Strategic Theme 3 - Advancement in Digital Transformation & Faculty Excellence

4.4 Strategic Theme 4 : Research Development and Scholarly Innovation

GOAL : Build research capacity in sustainable development areas.

Objective	Key Results	Owner	Timeline	Relevant Academic & Administrative Units
Research infrastructure development	- Establish specialized research center - Increase the research fund by 20% annually - Strengthen the capacity of the BRRC Lab	Dean, FBE Director, DoR	2025-2030	FBE Dean Office Career Development Center (CDC) Industrial Innovation Centre (IIC)
Scholarly competency building	- Train 50+ faculty in advanced research methodologies - Host 8+ international visiting research professors yearly	Dean, FBE Director, HRDI Director, IA	2025-2030	FBE Dean Office Human Resource Development Institute (HRDI) International Affairs Office (IA)
Research engagement	- Host one national/international conference and/or research colloquia annually - Publish 100+ quality papers annually (Scopus or peer-reviewed) 70% faculty producing publications - Strengthen student engagement in research and publication	Dean, FBE Director, IA Director, OSA	2025-2027/ 2026-2030	FBE Dean Office International Affairs Office (IA) Office of the Director of Students' Affairs OSA Office

Table 4: Strategic Theme 4 - Research Development and Scholarly Innovation

4.5 Strategic Theme 5 : Nexus for Regional Leadership & Global Recognition

GOAL : Achieve AACSB accreditation and maintain national accreditation.

Objective	Key Results	Owner	Timeline	Relevant Academic & Administrative Units
Accreditation excellence	• Achieve AACSB accreditation by 2030 • Continue participation in AACSB Conference and Seminar/Webinars	Dean, FBE Director, IQAC Convener, AACSB/PSAC	2025-2030	FBE Dean Office DIU Institutional Quality Assurance Cell (IQAC) FBE Accreditation Office
Global partnership network	• Establish 30+ international academic partnerships • Introduce joint degree programs, collaborative research initiatives, dual degree programs, and faculty exchange programs	Dean, FBE Director, IA	2025-2030	Dean Office International Affairs Office (IA)
Societal impact	• Host 100+ exchange participants • Initiate social impact initiatives positively affecting 10,000+ lives • Establish SDG Club	Dean, FBE Director, OSA	2025-2030	FBE Dean Office OSA Office

Table 5: Strategic Theme 5 - Nexus for Regional Leadership & Global Recognition



The FBE hosts an ACCA collaborative seminar on professional qualifications and career advancement, reflecting its commitment to industry collaboration, professional development, and graduate career success.

5. FBE Strategic Initiatives Investment Portfolio 2025-2030

Theme	Strategic Initiatives	Total Estimated Investment	Expected Source of Funds
Theme1: Learning Excellence for Employability & Social Impact	- Graduate Employability Enhancement Program - Technology-Enhanced Curriculum Integration: AI integration across all programs with market-based curriculum revision	₳ 6,500,000 (USD 52,953)	University
Theme 2: Engagement with Industry & Professional Partnerships	Professional Certification Foundation: Core micro-credentials and basic entrepreneurship support framework	₳ 5,000,000 (USD 40,733)	University
Theme 3: Advancement in Digital Transformation & Faculty Excellence	- Comprehensive Faculty Excellence Program: Recruit 20+ PhD faculty with 70% retention and advanced research capabilities - Digital Learning Transformation Initiative: Blended learning delivery with cutting-edge technology integration - Quality Assurance & Innovation Systems: Real-time analytics and continuous improvement frameworks	₳ 30,000,000 (USD 244,399)	University
Theme 4: Research Development and Scholarly Innovation	- Research Infrastructure & Publication Excellence: Establish specialized research center with 100+ annual publications (Scopus or peer-reviewed) - Advanced Faculty Research Development: Training in methodologies, international collaboration, and policy engagement - Research Funds, Impact & Knowledge Dissemination: Conference hosting, visiting scholars, and research community building	₳ 20,000,000 (USD 162,933)	University; Research Grants (National/International); Government Research Funding
Theme 5: Nexus for Regional Leadership & Global Recognition	- AACSB Accreditation & Global Partnership Initiative: 30+ international partnerships and top South Asian ranking - Societal Impact & Recognition Program: Impact 10,000+ lives with social business initiatives and international recognition	₳ 11,500,000 (USD 93,686)	University
Total Strategic Investment		₳ 73,000,000 (USD 594,705)	

Table 6: Strategic Initiatives Investment Portfolio

* Source: Bangladesh Bank Exchange Rate. Conversion rate used: 1 USD = BDT 122.75 [Exchange rates are subject to change over time.]



Industry visit to Walton Hi-Tech Industries and r-pac Bangladesh Ltd. strengthens experiential learning and academia-industry collaboration.

5.1 Investment Distribution by Theme

Theme	Investment Amount	Percentage of Total	Primary Focus Area
Theme 3: Digital Advancement & Faculty Excellence	₹ 30,000,000 (USD 244,399)	41.1%	Technology Integration & World-Class Faculty
Theme 4: Research Development	₹ 20,000,000 (USD 162,933)	27.4%	Research Infrastructure & Publications
Theme 5: Global Recognition	₹ 11,500,000 (USD 93,686)	15.8%	AACSB Accreditation & International Partnerships
Theme 1: Learning Excellence	₹ 6,500,000 (USD 52,953)	8.9%	Employment-Focused Education
Theme 2: Industry Engagement	₹ 5,000,000 (USD 40,733)	6.8%	Basic Industry Partnerships

5.2 Implementation Priority Matrix

Priority	Initiative	Investment	Timeline	Expected ROI
Highest	Faculty Excellence Program	₹ 15,000,000 (USD 122,200)	2025-2030	20+ PhD faculty, 70% retention
Highest	Digital Learning Transformation	₹ 10,000,000 (USD 81,466)	2025-2027	100% blended delivery
High	Research Infrastructure	₹ 15,000,000 (USD 122,200)	2026-2030	100+ annual publications
High	Technology Infrastructure	₹ 5,000,000 (USD 40,733)	2025-2027	AI/VR/AR integration
High	Graduate Employability	₹ 4,500,000 (USD 36,660)	2025-2027	70% employment rate
High	Research Development	₹ 5,000,000 (USD 40,733)	2026-2029	Faculty research capacity
High	AACSB Accreditation	₹ 8,000,000 (USD 65,173)	2025-2030	International recognition
Medium	Industry Partnerships	₹ 5,000,000 (USD 40,733)	2027-2030	Basic advisory framework



Sports and extracurricular activities enhance learner success by developing leadership, teamwork, communication, and resilience while fostering an inclusive and student-centered campus community.

5.3 Financial Initiatives Framework

The Financial Initiatives Framework translates FBE's five strategic themes into a fiscally grounded, AACSB-aligned investment plan. The table below summarizes FBE's projected income, expenditure, and operating surplus across the plan period, sourced from the FBE Budget 2025–2030.

Particulars	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030
Total Income (BDT) (A)*	589,762,739	639,640,570	665,226,193	678,019,004	703,604,627
Revenue Expenditure (BDT) (B)	418,977,393	540,273,528	561,884,469	572,689,940	594,300,881
Capital Expenditure (BDT) (C) **	107,685,869	84,797,106	88,188,991	89,884,933	93,276,817
Total Expenditure (B+C) (BDT) (D)	526,663,262	625,070,634	650,073,460	662,574,872	687,577,698
Operating Surplus (A–B) (BDT)	170,785,346	99,367,042	103,341,724	105,329,065	109,303,746
Surplus as % of Income	29.0%	15.5%	15.5%	15.5%	15.5%
Income Growth vs 2025–2026 Baseline	Base	+8.5%	+12.8%	+15.0%	+19.3%

* A. Academic Income (Revenue from Students), Non-Academic Income (Others Fees), and Research Income

** Capital expenditure includes infrastructure, equipment, lab setup, and software etc.

Source: FBE Budget 2025–2030.

Over the five-year period, FBE projects a cumulative total income of **BDT 327.6 Crore** and a cumulative operating surplus of **BDT 58.8 Crore**, providing a sustainable financial base to absorb all strategic investments. The strategic total investment of **BDT 7.30 Crore** (across five themes) represents approximately 12.4% of the average annual operating surplus - ensuring all strategic priorities are funded without compromising operational continuity.

6. AACSB Standards Compliance Matrix

The following matrix maps FBE's five strategic themes against the AACSB 2024 Standards for Business Accreditation, demonstrating alignment between institutional priorities and accreditation requirements.

AACSB Standard	Primary Themes	Compliance Status	Key Metrics
Standard 1: Strategic Planning	All Themes	Mission-driven	stakeholder engagement, integration of technology, enhance employability
Standard 2: Resources	Themes 2, 4, 5	Innovation-enabled	Industry partnerships, research infrastructure
Standard 3: Faculty Resources	Themes 3, 4	Excellence-oriented	20+ PhD faculty, research capacity
Standard 4: Curriculum	Themes 1, 2, 5	Innovation-enhanced	Technology integration, industry partnerships
Standard 5: Assurance of Learning	Themes 1, 4, 5	Outcome-focused	70% competency achievement, real-time analytics
Standard 6: Learner Progression	Themes 1, 2, 4	Career-guaranteed	70%+ employment, industry partnerships
Standard 7: Teaching Effectiveness	Themes 1, 2, 5	Technology-enhanced	AI integration, professional partnerships
Standard 8: Impact of Scholarship	Themes 3, 4, 5	Development-focused	Research capacity, policy engagement
Standard 9: Engagement and Impact	All Themes	Impact-driven	10,000+ lives impacted, SDG contributions

Table 7: AACSB Standards Compliance Matrix



Cultural Fest featuring dance and music promotes student engagement, creativity, teamwork, and an inclusive campus culture.

7. SDG Alignment and Societal Impact Framework

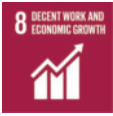
SDG goal	FBE Contribution Strategy	Target Impact by 2030	Measurement Framework
	Innovative business Education, digital literacy	10,000+ educated through FBE programs	Learning outcome assessment, access metrics
	Employment guarantee, skills development	3,500+ quality jobs, 70% graduate employment	Employment tracking, wage improvement
	Technology innovation, industry partnerships	50+ industry partnerships, 50+ startups incubated	Partnership effectiveness, innovation tracking
	Inclusive education, diversity initiatives	40% female leadership, 30% rural participation	Diversity metrics, inclusion assessment
	Global academic partnerships, alliances	50+ partnerships, 30+ international collaborations	Partnership effectiveness, collaboration impact

Table 8: SDG Alignment and Societal Impact Framework



Alumni-University Leader Dialogue strengthens stakeholder engagement, lifelong partnerships, and institutional impact.

8. Key Performance Indicators Dashboard

#	KPI	Theme	Baseline 2025	Target 2030	Frequency	Owner
1	Graduate Employment Rate	Theme 1	55%	70%	Annually	Dean FBE
2	Student Satisfaction Rate	Theme 1	65%	80%	Annually	FBE AOL Com
3	Industry Partnerships	Theme 2	20+	50+	Annually	FBE IAB
4	Professional Certifications	Theme 2	5+	10+	Annually	HRDI, HoD
5	Research Publications	Theme 4	60	100+	Annually	FBE Research Committee
6	External Research Funding	Theme 4	BDT 1 Crore	BDT 4 Crore	Annually	Research Division & FBR Research Committee
7	International Partnerships	Theme 5	10+	30+	Annually	International Affairs Division
8	Lives Impacted	Theme 5	3,000+	10,000+	Annually	FBE Social Impact Committee
9	Faculty Retention Rate	Theme 3	70%	80-85%	Annually	DIU HR
10	Technology Integration	Theme 3	70%	100%	Annually	IIC, Dean, Future DIU Office

Table 9: Key Performance Indicators Dashboard

9. Implementation Roadmap

Phase	Duration	Standards Focus	Priority Themes	Key Milestones
Phase 1: Foundation	2025-2026	Standards 1, 6, 9	Themes 1, 2	AACSB eligibility, industry partnerships, employment framework
Phase 2: Capacity Building	2026-2027	Standards 2, 3, 7	Themes 2, 3	Faculty excellence, technology integration, research infrastructure
Phase 3: Excellence Development	2027-2028	Standards 4, 5, 8	Themes 3, 4	Research centers, curriculum innovation, quality systems
Phase 4: Recognition	2028-2029	All Standards	Theme 5	International partnerships, ranking achievements
Phase 5: Leadership	2029-2030	All Standards	All Themes	AACSB accreditation, Top 3 ranking

Table 10: Implementation Road Map Phase-wise Breakdown

10. Risk Management and Quality Assurance

Risk Category	Probability	Impact	Mitigation Strategy
Funding Shortfall	Medium	High	Diversified funding, industry partnerships, phased implementation
Faculty Shortage	Medium	High	International recruitment, competitive packages, visiting scholar program
Industry Engagement	Medium	Medium	Strong advisory board, multiple partnership channels
Regulatory Changes	Medium	Medium	Government engagement, compliance monitoring
Market Competition	High	Medium	Unique positioning, continuous differentiation
Research Capacity	High	High	Faculty development, mentorship programs, international collaboration

Table 11: Strategic Risk Assessment

11. Monitoring Framework

Review Type	Frequency	Focus Areas	Responsible Authority
Operational Metrics	Annually	Attendance, system performance, industry engagement	HoD
Academic Progress	Annually	Learning outcomes, satisfaction, faculty development	Dean Academic Affairs, Departmental Pathocrom Committee
Financial Performance	Annually	Revenue, expenses, ROI, partnership returns	CFO & Finance Committee
Strategic Progress	Annually	KPIs, milestone achievement, stakeholder feedback	Dean & Strategic Committee
Comprehensive Review	Annually	External evaluation, AACSB alignment, impact assessment	Board of Trustees (BoT)

Table 12: Monitoring Framework



12. Success Commitment

By 2030, FBE will be a globally recognized, AACSB-accredited institution that has:

- Established 200+ strategic industry partnerships
- Built foundational research capacity with policy influence
- Impacted 50,000+ lives through sustainable development initiatives
- Achieved top ranking in South Asian business schools
- Contributed to the creation of 3,500+ jobs through graduate success and entrepreneurship
- Contributed measurably to 5 UN Sustainable Development Goals

13. References

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The transformation begins now. The impact will last generations.