



College of Management
Mahidol University



Strategic Plan

Fiscal Year 2025 - 2029

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Our Situation

The higher education sector in Thailand is undergoing significant transformation due to demographic, economic, and technological shifts. A declining birth rate and an aging population, as reported by the National Statistical Office (NSO) and the World Bank, have led to a continuous decline in graduate program enrollments. This trend presents challenges for institutions that must adapt to a shrinking pool of prospective students while maintaining academic excellence and financial sustainability.

At the same time, the rapid evolution of artificial intelligence, automation, and digital platforms is reshaping industries, creating new demands for lifelong learning, interdisciplinary skills, and executive education. Organizations increasingly seek professionals with strong analytical, leadership, and adaptability skills, driving the need for universities to offer more flexible, market-relevant programs. Additionally, global economic uncertainties and intensified competition from both domestic and international institutions necessitate strategic positioning and innovation in higher education.

In response to these evolving challenges, the College of Management, Mahidol University (CMMU or the College) has developed a comprehensive five-year strategic plan (2025–2029) to effectively address the needs of its stakeholders, enhance its academic offerings, and capitalize on emerging opportunities to position itself as a preferred institution of choice. Additionally, the strategic plan aims to strengthen the College's agility and facilitate the achievement of its overarching objective of sustainable growth.

The strategic planning process commenced with deliberations by CMMU's Dean and Executive Committee, who examined Mahidol University's current vision and mission in conjunction with the College's strategic framework. This process resulted in the identification of three key strategic directions:

- 1) Enhancing CMMU's research and education to generate real-world impact
- 2) Ensuring excellence in management for sustainable growth through innovation, domestic and international collaboration, and high-quality services
- 3) Fostering a strong organizational culture to improve management quality and operational efficiency through technology.

In alignment with these strategic directions, formulating the College's strategic plan involved faculty and staff being assigned to strategic planning working groups to brainstorm. These groups analyzed, revised, and adapted insights from the previous strategic plan (2021–2025) to incorporate contemporary trends and disruptive changes within their respective situations. Additionally, they conducted extensive market analyses, examining key competitors and technological advancements. Also, the expectations of students, prospective employers of

CMMU graduates, and alums concerning academic quality, research impact, and career readiness were assessed, ensuring the strategic plan aligned with market demands. Furthermore, the working groups evaluated CMMU's educational offerings and stakeholder perceptions, focusing on critical areas such as curriculum differentiation, student experience, research contributions, brand positioning, and the strategic allocation of institutional resources. The groups established sub-goals through five workshops, conducted a comprehensive SWOT analysis, and formulated strategic initiatives for the 2025–2029 action plan. Once a consensus was reached on the proposed strategies, designated faculty members and administrators outlined specific objectives, strategic action plans, and key performance indicators, which senior executives reviewed and finalized.

To ensure the effectiveness of these initiatives, enhance the College's competitive positioning, and maintain adaptability in an increasingly complex environment, CMMU has implemented systematic monitoring and evaluation processes to facilitate continuous improvement and timely adjustments. While the College is widely recognized for its high-quality research outputs, practice-oriented teaching methodologies, diverse academic programs, and international collaborations through student exchange and institutional partnerships, these emerging challenges necessitate ongoing strategic adaptation to sustain its competitiveness and institutional excellence. Taking the challenging contexts into consideration, the College has laid out five key business-level strategies as follows:

- + Strategy 1: Research & Innovation for Real-World Impact
- + Strategy 2: Innovative Education & Authentic Learning
- + Strategy 3: Excellent & Impactful Academic Services
- + Strategy 4: Management Innovation for Sustainability
- + Strategy 5: Internationalization

Transforming Lives, Organizations, and Society: CMMU's Strategic Roadmap

CMMU is committed to creating lasting impact by empowering individuals, driving organizational excellence, and fostering societal progress. Through innovation and collaboration, we continue to explore new market opportunities and proactively respond to global trends. The following strategic initiatives will enhance CMMU's competitive advantage and ensure long-term sustainability while transforming lives, organizations, and society.

Moving Ahead: Expanding Opportunities for Impact

To meet evolving learner needs and industry demands, CMMU will align its programs with global trends by segmenting markets based on students' diverse interests and career aspirations:

- 1) **Empowering Future Leaders with a Doctor of Business Administration (DBA):** Introducing a DBA program will expand opportunities for experienced professionals and executives, enabling them to develop cutting-edge insights and drive meaningful change in their industries.
- 2) **Empowering Learners through Personalized Learning (CM M Credit) :** CMMU will provide short learning experiences through the CM M credit (MAP-C) for professionals who need to upskill or reskill their expertise within a short period. These programs are flexible and personalized to meet learners' needs. Participants can accumulate credits and apply them toward a degree in the future.
- 3) **Expanding Program Offerings:** CMMU will provide a broad range of academic programs that cater to diverse student groups rather than focusing on a single market segment, e.g., expanding the 4+1 accelerated program in collaboration with various faculties within Mahidol University.
- 4) **Recruiting More International Students:** Targeted efforts will be made to attract students from neighboring ASEAN countries and China.
- 5) **Strengthening Global Partnerships for Greater Impact:** Expanding collaborations with leading business schools and industry partners worldwide will enhance academic reputation, research impact, and student opportunities on a global scale.

Scaling Up: Enhancing Value and Strengthening Competitiveness

To sustain long-term growth and enhance its competitive positioning, CMMU will focus on improving the value of its existing products and services. Key strategic initiatives include:

- 1) **Driving Research Excellence for Real-World Impact:** Strengthening collaborations with existing partners to address pressing societal and business challenges while reinforcing CMMU's position as a leader in high-impact research.
- 2) **Integrating AI and Innovation in Education:** Leveraging artificial intelligence and advanced educational technologies to enhance teaching methodologies, personalize learning experiences, and optimize academic services.
- 3) **Increasing CMMU Visibility and Brand Awareness:** Expanding CMMU's visibility through collaboration and enhanced social media engagement and targeted digital marketing strategies.

Moving Forward: Commitment to Organizational Sustainability

CMMU is dedicated to fostering a culture of transparency, integrity, and continuous development within the organization, ensuring that its operations and personnel align with principles of sustainable growth. The following strategic initiatives will drive this commitment:

- 1) **Accelerating Digital Transformation for Operational Excellence:** Implementing AI-driven digital platforms and data-driven decision-making processes to enhance operational efficiency and improve staff experience.
- 2) **Developing Health and Welfare Programs:** Establishing comprehensive well-being initiatives to support faculty and staff.
- 3) **Enhancing Employee Development and Engagement:** Strengthening professional growth opportunities and fostering an inclusive work environment.
- 4) **Strategic Workforce Planning Workforce Planning:** Optimizing human resource management to ensure a well-balanced faculty and support staff structure.
- 5) **Sustained Stakeholder Engagement:** Establishing ongoing collaborations with key stakeholders.

The successful implementation of the Five-Year Strategic Plan (2025–2029) will be driven by the collective commitment of faculty, staff, and the executive leadership team. With a strong emphasis on collaboration and strategic execution, CMMU is well-positioned to achieve sustainable growth and continue contributing to society in alignment with Mahidol University’s mission.

The College of Management Mahidol University

February 19, 2025

Our Background

1996	The College of Management, a self-governing institution which operates under the framework and policy of Mahidol University, was founded on October 1, 1996 and was located at SCB Park Plaza at the Ratchayothin intersection. The first Master's Degree offered was the Master of Management (International Program). Assistant Professor Dr. Om Huvanandana was the first Director.
2000	The Master of Management (Thai Program) was launched and operated at the Rajanakarn Building, Sathorn Road and at the Ayutthaya Campus.
2001	The Bachelor of Management Program (Thai Program) was launched at the Kanchanaburi Campus.
2002	The Bachelor of Management (Thai Program) was launched at the Nakornsawan Campus.
2003	Professor Liangchai Limlomwongse, Ph.D. was appointed as Director of the College of Management.
2006	Both the SCB Park Plaza and Sathorn Centers were moved to the MU Building on Vibhavadee Rangsit Road. The Ph.D. Program in Management was launched and began the first batch of admissions in the second trimester of the year.
2008	Professor Chai-anan Samudavanija, Ph.D. was appointed as Acting Dean of the College of Management.
2009	CMMU became an autonomous institution of Mahidol University according to the decision of Mahidol University Council, No. 424 (2/2009). Dr. Hermann Gruenwald was appointed as Dean.
2010	Professor Prasit Watanapa, M.D. was Acting Dean of the College of Management and brought about organizational restructuring.
2011-2012	Professor Rassmidara Hoonsawat, Ph.D. was appointed as Acting Dean of the College of Management and was in position from April 1, 2011 to September 30, 2012.
2012-2016	Associate Professor Dr. Annop Tanlamai was appointed as Dean of the College of Management and was in position from October 1, 2012 to September 30, 2016.
2016-2017	Clinical Prof. Suwat Benjaponpitak, M.D. was appointed as Acting Dean of the College of Management and was in position from October 1, 2016 to January 31, 2017.
2017-2021	Assistant Professor Dr. Duangporn Arbhasil was appointed as Dean of the College of Management and was in position from February 1, 2017 to January 31, 2021.

2021-2024	Associate Professor Dr. Vichita Ractham was appointed as Dean of the College of Management from February 1, 2021, to July 9, 2024.
2024-2024	Associate Professor Dr. Vichita Ractham was appointed as Acting Dean of the College of Management from July 10, 2024, to September 30, 2024.
2024-present	Associate Professor Dr. Prattana Punnakitikashem was appointed as Dean of the College of Management from October 1, 2024, until the present.

Our Structure

The College's structure was slightly reorganized in October 2024 to support the College's five-year strategic plan (2025-2029). The organizational structure consists of academic and support groups.

The academic group consists of the Thai programs, International programs, and Ph.D. programs, which focus on managing curriculum subjects to be modernized and standardized, streamlining the teaching and learning process and monitoring the process efficiency, evaluating the quality of subject content and instructors, as well as developing academic collaborations with other institutions.

The support group under the Dean's office consists of the following functions:

- *Academic Affairs* mainly administers the process of academic operations (e.g., student admission and registration, teaching & learning support during study periods until graduation). The units that handle various jobs include Admission and Registration, Academic Administration, and Curriculum Development Support
- *Academic Services* provides training courses to top or middle-level executives of public and private organizations and also offers consulting services. The units include Corporate Training and Consulting Services.
- *Research* facilitates the research grant application, supports research activities of the faculty members, develops and maintains a research database, monitors the progress of faculty's research, and supports the development of research clusters. The units include Research Support, Knowledge Management, and Library.
- *Administration* provides services and support for implementing the College's units. These units include Finance/Accounting/Budgeting & Procurement, Human Resources and Organization Development, Information Technology and General Affairs and Environmental Administration.
- *Other Units* include Planning and Strategy, Accreditation and Quality Assurance, International Relations, Marketing and Corporate Communications, Business and Community Relations, and Alumni Relations.

(Organization Chart is attached in Appendix I)

Our People

As of January 31, 2025, CMMU employed a total of 82 staff members, 22 are academic and 60 are non-academic personnel as shown below:

	Person
Dean	1
Programs (Academic staff)	21
Dean's Office (Support staff)	60
- <i>Academic Affairs</i>	<i>15</i>
- <i>Academic Services</i>	<i>5</i>
- <i>Research</i>	<i>1</i>
- <i>Library</i>	<i>3</i>
- <i>Administration</i>	<i>27</i>
- <i>Accreditation and Quality Assurance</i>	<i>3</i>
- <i>International Relations</i>	<i>1</i>
- <i>Marketing and Corporate Communications</i>	<i>4</i>
- <i>Business and Community Relations</i>	<i>1</i>
Total	82

The College's management team comprises the Dean and four Deputy Deans (all from the academic staff), who oversee Academic Affairs, Academic Services, Research, and Administration, respectively. Additionally, two Program Directors (also from the academic staff) are responsible for managing curriculum subjects and internationalization & overseas recruitment. Furthermore, six Assistant Deans—four from the academic staff and two from the support staff—support various functions, including International Relations, Sustainable Development, Business and Community Relations, Academic & Innovation & Lifelong Learning, Administration, and Accreditation & Quality Assurance.

CMMU Strategic Plan: A Formulation Process

CMMU's Strategic Plan for 2025–2029 was formulated and refined through a systematic and structured process. The Dean and the management team conducted a comprehensive review of Mahidol University's vision and mission in conjunction with those of the College, thereby establishing strategic directions:

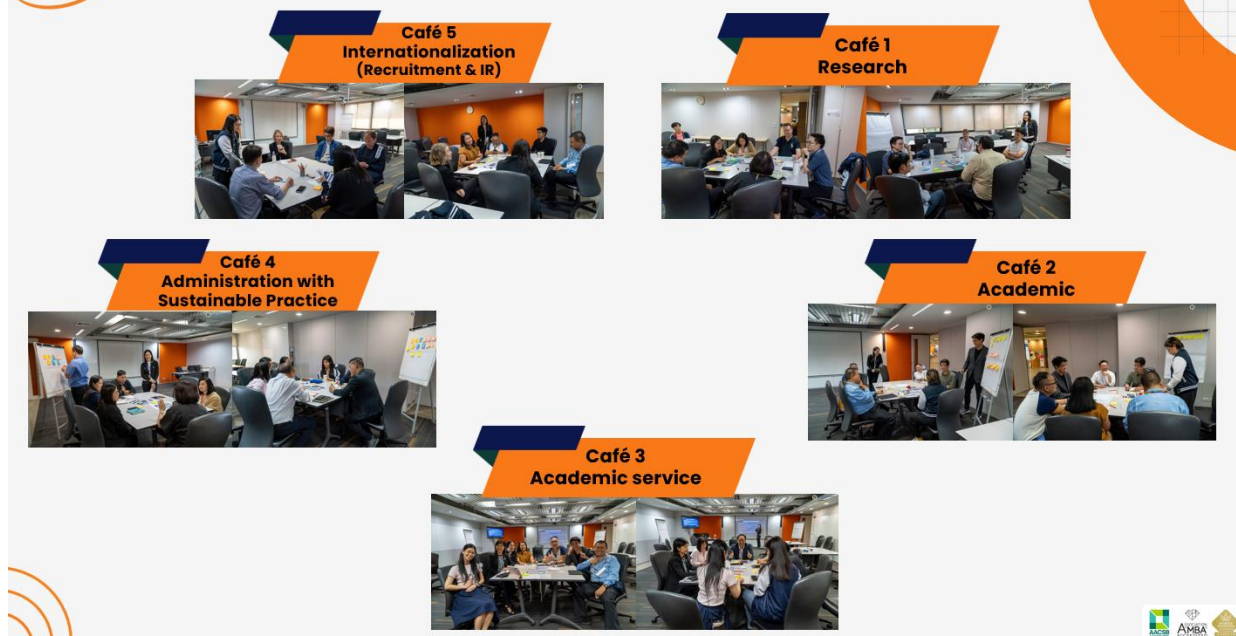
1. Research & Innovation for the Real-World Impact
2. Innovative Education & Authentic Learning
3. Excellent & Impactful Academic Services
4. Management Innovation for Sustainability
5. Internationalization

To create the five-year strategic plan (2025–2029), the management team systematically gathered insights, expert opinions, and recommendations from internal and external stakeholders regarding the College's situation and strategic direction. Then, the management team conducted the "CMMU Strategic Initiative Brainstorming 2025-2029 with the world café" to gather all ideas from the all faculty members and heads of departments for developing the strategic plan. This process was conducted in parallel with a comprehensive analysis of strategic imperatives to ensure alignment with CMMU's business potential.

Following the established strategic directions, designated strategic planning working groups were convened to engage in in-depth deliberations, define sub-goals, and formulate strategic initiatives for CMMU's 2025–2029 Strategic Action Plan. Each working group focused on specific core areas, including research, education, academic services, management for sustainable growth, and internationalization. These working groups comprised top executives (Associate Deans/Assistant Deans), full-time faculty members, and heads of units, all of whom contributed valuable insights, expert perspectives, and strategic recommendations.



World Café



The working groups conducted a comprehensive evaluation and systematic refinement of data derived from the preceding 2021–2025 Strategic Plan, integrating emerging trends and transformative disruptions relevant to their respective domains. Moreover, an extensive assessment was undertaken to examine key market players, competitive dynamics, and technological advancements. A rigorous and in-depth analysis was further performed to ascertain the needs and expectations of students, prospective employers of CMMU graduates, and alumni, with a particular emphasis on educational excellence and research distinction. A comparative market analysis complemented this process to evaluate the College's positioning relative to its competitors.

Subsequently, the working groups systematically reviewed and refined the information derived from the previous strategic plan (2021–2025). Four strategic review and wrap-up meetings were held to devise strategic action plans. The synthesized SWOT analysis, response objectives, and strategic action plans developed by the working groups were consolidated into an initial 5-year strategic plan draft.

This draft was subsequently presented to faculty and staff for review, discussion, and feedback. The management team presented the strategic initiatives to all full-time faculty during a faculty meeting and to the staff during a town hall meeting. After incorporating relevant suggestions, the finalized five-year strategic plan (2025–2029) was submitted to the CMMU Executive Committee for approval.

This section analyzes and compares the curriculums and tuitions of leading business schools (b-schools) in Thailand. The selected b-schools in this analysis are those the students tend to choose as their short-list schools before deciding to enroll. The analysis begins with the competition of the Master's degree (international program), the Master's degree (Thai program), and the Ph.D. Program.

Competition in Master's degree (International program)

The curriculum:

CMMU has offered a Master of Management (MM) in five areas of specialization (Corporate Finance, Entrepreneurship Management, General Management, Healthcare and Wellness Management, and Marketing and Management), an Online International Master of Management Program, and a double degree in an International Program at Toulouse University, France, unlike the general MBA programs. The current CMMU programs are structured to cater to the students' need to specialize in one area of business education and management. Compared with other peer schools, the programs have yet to target highly experienced or executive-level students. Regarding the tuition fee, the CMMU tuition for the international program is 429,000 baht.

The comparison of the curriculums of our peer B-schools shows that only the International College (ICO) of NIDA offers similar Master of Management programs with specialized areas. ICO NIDA offers nine programs/specializations, and some of their offerings that are not similar to our specializations are Public and Management, E-Business Management, International Business Management, and Digital Innovation and Communication. However, Sasin offers full-time and part-time MBA programs, and the Executive MBA of Sasin focuses on part-time students with 7-8 years of working experience.

Regarding the master's program with specialization, our peer schools have offered specialized programs in marketing (TBS MIM, CBS Master in Branding and Marketing) and finance (TBS MIF, CBS MSF, NIDA FIRM).

Thus, these specialized programs are the direct competitors of CMMU's marketing and finance programs, and many of our students tend to compare our programs with these programs.

Tuition fee:

Comparing the tuition fees of the master's program with the specialization of our peer schools (Sasin, CBS, TBS, NIDA, and ICO NIDA), our tuition fee (429,000 baht) is set in the medium-price range. The highest-priced program is the TBS MIM, which charges 692,010 baht for Thai students and 773,010 baht for international students. The programs that charge in the CMMU fee range are CBS MM International Business (436,000 baht for Thai students and 694,000 baht for international students) and NIDA Master of Science in Financial Investment and Risk Management (MSc in FIRM) 440,000 baht.

However, the tuition fee for ICO NIDA's Master of Management is lower than that of CMMU's programs; their tuition fee is 299,000 baht. As for the tuition fee of the general management and MBA programs, the tuition fee of Sasin is the highest one (1,600,000 baht), followed by the TBS MBA in Global Business Management (GEMBA) 650,000 baht for Thai students and 704,000 baht for international students. However, the tuition for the NIDA Accelerated MBA (227,300 baht) is lower than CMMU's. Moreover, the tuition fees of peer schools may include other expenses (e.g., study trips, orientation, books, and food). As for the pricing strategy and the image of the programs, Sasin and TBS MIM are considered premium programs in the view of students.

Competition in Master's degree (Thai program)

The curriculum:

CMMU has offered seven specializations for the Master of Management (Thai program): Business Management, Entrepreneurship and Innovation, Human Capital and Organization, Marketing, Management and Strategy, Finance, and Health Business Management. Moreover, CMMU has a combined Master's and Bachelor's program (4+1) for Mahidol University students.

Our peer schools (CBS, TBS, and NIDA) offer both full-time and part-time MBA for students with 1-3 years of working experience and middle managers and executives with more than 7-8 years of working experience. NIDA has offered a range of programs to cover all target segments, e.g., (Regular MBA, Flexible MBA, Executive MBA, Young Executive MBA, and Professional MBA)

TBS offers a full-time MBA, MAP, and MSMIS, as well as two specialized programs (Master of Real Estate Business Program) and Master of Accounting. Moreover, CBS has specialized Master's programs in Corporate Governance, Statistics and Data Science, Accountancy, Insurance, IT in Business, and Business Software Development.

Tuition fee:

The tuition at CMMU is priced in the same range as our peer schools (301,500 baht). The CBS Young Executive MBA is 401,500 baht, whilst the TBS MBA is 361,420 baht. The tuition of NIDA YMBA is 338,000 baht.

Competition in Ph.D. Program

The curriculum:

CMMU has offered two Ph.D. programs: a Ph.D. in Management and a Ph.D. in Sustainable Leadership, as well as the DBA. The program is scheduled to launch in 2025. The peer schools (TBS, CBS, and NIDA) also offer doctoral degrees in business. For example, TBS has a Ph.D. in Business Administration, whereas NIDA provides a Ph.D. in Business Administration. CBS offers Ph.D. Programs (Finance, Management, Marketing, and IT in Business), Ph.D. in Economics, and Ph.D. in Accountancy.

Tuition fee:

The tuition fee for the CMMU Ph.D. program is 775,400 baht for 3 years. The tuition fees of our peer schools vary: the fee for a Ph.D. in Business Administration of NIDA is 704,000 baht, whereas the fee for a Ph.D. in Management of ICO NIDA is 650,000 baht. The tuition fee for a Ph.D. (Business Administration) at TBS is 1,041,340 bahts plus a university fee of 15,000 per semester for international students. Moreover, the Ph.D. (Finance, Management, Marketing, and IT in Business) at CBS is 249,000 baht/per year for Thai students and 374,400 baht/year for international students. The strength of the CMMU program lies in the availability of faculty members who are well-regarded in their fields and the success rate of the publication of Ph.D. students in internationally indexed journals. CMMU admits Ph.D. students only once a year, whilst some programs can admit students more than once a year.

(A comparison of the curriculum and tuition fees of CMMU and peer schools is in Appendix II)

SWOT Analysis

CMMU has developed a five-year strategic plan for 2025–2029 to achieve sustainable competitive advantage in a fast-moving environment. The top executives (dean and deputy deans) and representatives from full-time and part-time faculty and staff have conducted multiple brainstorming workshops to review, analyze, and establish strategic directions. These directions are based on assessing the College's strengths and weaknesses, the competitive landscape, and industry trends. A summary of the strengths, weaknesses, opportunities, and threats (SWOT) analysis is summarized hereunder.

Dimension	Strengths	Weaknesses
Business	<p>S1: Mahidol University's ranking and reputation, domestically and internationally</p> <p>S2: International accreditation (AACSB, AMBA, BGA)</p> <p>S3: QS world ranking by subject: Business and Management Studies</p> <p>S4: High level of engagement with students, with a focus on practical learning</p> <p>S5: Expertise in "life-course, aging consumer"</p> <p>S6: Rank no. 1 in the Sustainable Leadership Field</p>	<p>W1: CMMU's reputation, brand recognition, and visibility have yet to be more widely recognized</p> <p>W2: Existing product offerings are not distinctive</p> <ul style="list-style-type: none"> Potential applicants could not distinguish well between the Thai and International programs <p>W3: Limited relationship with education agents in international student recruitment</p>
Operation	<p>S7: Flexible organization management with sufficient autonomy enhances fast responses to the increasingly diversified needs of the stakeholders</p> <ul style="list-style-type: none"> Students with full-time jobs and business clients stimulate a feedback loop of learning, enabling CMMU to be highly interactive and dynamically develop and execute their academic and research capabilities accordingly <p>S8: Collaboration with local universities, faculties in Mahidol University as well as other well-recognized universities abroad through international exchange and double-degree programs</p> <p>S9: Connection with both local and worldwide international business and academic experts</p> <ul style="list-style-type: none"> Academic services' good relationships with large business/corporate/state enterprise/government sectors in Thailand Long-term relationship with MIT Sloan School of Management 	<p>W4: Limited relationship with international education agents</p> <p>W5: Shift in learning focus towards more hybrid and customized courses/programs requires CMMU's higher level of autonomy and flexibility to be more competitive in a global arena</p> <p>W6: Lack of systematic and continuous communication, contacts, and networking activities with alumni, industry, and other stakeholders</p> <p>W7: Lack of systematic and continuous strategic planning, implementation, and monitoring processes</p> <p>W8: Physical space is not attractive for the current generation</p>

Dimension	Strengths	Weaknesses
Social Responsibility	S10: Qualified faculty members expertise in 'Sustainability' and 'ESG' domains	W9: Research impact on Thai society is not evident
Human Resources	<p>S11: Academic and support staff have professional experiences with fast responses to environmental changes</p> <ul style="list-style-type: none"> • High level of expertise in teaching and learning, which can be well translated into online and hybrid learning <p>S12: Faculty's research expertise and outputs in diverse management areas</p>	<p>W10: Workforce efficiency and engagement</p> <p>W11: Lack of succession planning</p>

Dimension	Opportunities	Threats
Industry Attractiveness/ Competition	<p>O1: AEC and CLMV collaboration will uplift CMMU's opportunity to capture new international markets in this ever-expanding region</p> <p>O2: Lifestyle change of the new generation: flexible, shorter, cross-disciplined</p> <p>O3: Opportunities to offer specialized courses for fast-growing niche market segments, e.g., healthcare and wellness, aging population, including the emergence of data analytics, business intelligence (BI), and AI.</p> <p>O4: A shift toward the integration of online and in-person learning</p> <ul style="list-style-type: none"> • An increasing number of prospects prefer hybrid program delivery • 90% of the workforce prefer to work remotely or hybrid • Master of Management Program (Online International) <p>O5: Aging population</p>	<p>T1: Increasing competitive rivalry between Thai private universities and international institutions, including online courses provided by well-known universities overseas (NUS, SMU, TU, CU)</p> <p>T2: Intense rivalry among business schools in Thailand</p> <p>T3: Leading Thai corporations offer academy programs or free courses</p> <p>T4: Higher competition in research ranking due to the increasing number of research publications, especially from China, etc.</p>
Macroenvironmental Factors	<p>O6: Accelerating pressure on corporates globally for action on Environmental, Social, and Governance (ESG) to create both business and societal value</p> <ul style="list-style-type: none"> • Opportunities to provide specialized programs/courses and work closely with industries to establish collaborations in ESG-relevant education, research, training, etc. 	<p>T5: Heightened geopolitical tensions, e.g., Russia, Ukraine, China, USA, Myanmar</p> <p>T6: Potential global recession and continued high inflation</p> <p>T7: The great resignation reduces the corporate workforce and potentially decreases the number of prospects for master's degree education</p> <p>T8: Declining birth rate trend and descending interest in obtaining university degrees, especially in younger generations</p>
	<p>O7: The great resignation establishes opportunities to offer flexible, shorter, cross-disciplined, customized, and focused courses for those learners who mix full-time jobs and families with learning</p> <p>O8: A shift towards the increasing importance of 1) development of human skills, compared to technical/core business skills, e.g., adaptability/flexibility, collaborative skills, critical thinking, executive coaching, transformative leadership, and 2) experiential learning methods, such as simulations, role-playing, and real-world projects</p>	

Based on an analysis of the internal and external environments and a review of the college's vision, mission, and five-year direction, the college has developed a strategic plan for fiscal years 2025–2029. This plan considers the evolving context, internal conditions, and alignment with Mahidol University's strategic plan. A summary of the strategic plan is provided below.



Vision and Mission

Vision

Wisdom of the land in management education

Mission

To develop organizational leaders through practical learning, relevant research, and industry engagement

Wisdom of the land

“Mahidol” is derived from the Pali and Sanskrit and the meaning is “Land” or country. The Buddhist conception of “Wisdom” is derived from the deeper progression of data to information, to knowledge, and to wisdom. It is of the utmost importance to gain wisdom in order to apply knowledge to derive the highest benefit from that knowledge, not only for one’s life, but also for the society. Thus, the wisdom derived becomes practical wisdom. CMMU seeks to learn and acquire new management knowledge in order to develop organizational leaders who can apply practical wisdom to solve problems for business and society. This, in turn, develops the knowledge to become “Wisdom” that belongs to the “Land.”

Organizational leaders

CMMU intends to develop individuals at any level, and not only top leaders, in organizations to become “organizational leaders.” They are the people who can lead teams or organizations with strategic thinking, managerial competence, professional characters, and social responsibility and global mindsets cultivated by the College.

Practical learning

“Practical learning” means the process of student learning management theories and practices, based on real-life business situations and specific organizational challenges. The learning process is applied to all educational activities at the College such as class activities, project assignments, class teaching methods, and comprehensive exams in order to stimulate critical thinking and problem-solving skills of individual students and teams.

Relevant research

CMMU intends to provide high quality “research” and research services that are nationally “relevant” and internationally respected, and can be applied to industry, government, and grant agencies. The College aims to actively promote research conducted with industry partners and national promoting agencies with a focus on areas in which the College has recognized expertise.

Industry engagement

“Industry engagement” is more than just being guest speakers or providing company visits. Industry means public, private enterprises, or business partners who are willing to contribute to curriculum development, management in residence, collaborative research, executive education services, and internship opportunities. The impact of collaboration is reflected not only by the reciprocal transfer of knowledge between CMMU and the industry or national agencies, but also by developing long-term strategic engagements.

Five Business Strategies for Sustainable Growth

CMMU commits itself to a sustainable growth strategy embracing five key business strategies to achieve the strategic goal:

- + Strategy 1: Research & Innovation for Real-World Impact
- + Strategy 2: Innovative Education & Authentic Learning
- + Strategy 3: Excellent & Impactful Academic Services
- + Strategy 4: Management Innovation for Sustainability
- + Strategy 5: Internationalization

The underlying framework for the key strategies can be described as 3Ts as follows:

- + Transdisciplinary Develop multi-disciplinary graduate attributes, curriculum, activities, and body of knowledge
- + Transnationality Internationalize CMMU brand, faculty, and staff while nurturing a capacity to thrive in a globalized society and economy
- + Transmobility Encourage knowledge exchange and communication, from problems to theory and learning, among full-time faculty, adjunct, faculty, alumni, and industries

Strategy mapping between MU and CMMU

To be in line with the four main strategies of Mahidol University (2024-2027), CMMU has committed itself to a course of actions and strategies for sustainable growth (2021-2025) as follows:

MU's Strategies 2024-2027	CMMU's Strategies 2025-2029
Strategy 1: World Class Research & Innovation	Strategy 1: Research & Innovation for Real-World Impact
Strategy 2: Innovative Education and Authentic Learning	Strategy 2: Innovative Education & Authentic Learning Strategy 5: Internationalization
Strategy 3: Policy Advocacy, Leaders in Professional/Academic Services and Excellence in Capacity Building for Sustainable Development Goals	Strategy 3: Excellent & Impactful Academic Services
Strategy 4: Management Innovation for Sustainability	Strategy 4: Management Innovation for Sustainability

Strategic Action Plans and KPIs for the Business Strategies

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
Strategy 1: Research & Innovation for Real-World Impact					
R1) Expand with existing partners for High- impact/ World-Class Research in strategic areas					1. Research translation content creation (publications/ conference present), Infographic/AI generated 2 contents/month 2. Share the content from item "R3.1" on social media and the website 2 contents/month 3. Monthly update Q1 paper and impact paper (collab within/ with other Universities) in the faculty meeting 4. CM research seminar 3 times/year 5. CMMU research skill workshop 4 times/year 6. Sharing platform (Online / Offline) for RA training workshop 7. Update Online/Offline bulletin board (funding, RA recruit) via the Intranet/SharePoint/wiki/ KM VDO/infographic and sharing platform (Online/ Offline) 8. Intranet/SharePoint Portal Update (digest email detail and link) and sharing platform (Online)
1. Review past and current (Thai/Intl) partners and identify new ones	✓				
2. Identify and visit partners in MU (Siriraj, Rama, ICT, Environment, Social, Human, INT) e.g., Policy Lab funding with Rama: Asthma	✓	✓	✓		
3. Identify and visit Thai University (CU, TU, NIDA, KU, CRA, TCU) in strategic/common research areas		✓	✓		
4. Identify and meet with/visit Intl MOU partner universities (Macquarie, Toulouse, UTS, Reading, Copenhagen, University of Southampton)		✓	✓		
5. Invited talks/ seminars/ visiting professors from partner university	✓	✓	✓	✓	
6. Collab in a TH/Intl research cluster (consulting/action research)				✓	
7. Identify key academic conferences and online communities in strategic areas			✓		
8. Send CM faculty/ staff/ students to partner University				✓	
R2) Network with new TH/Intl partners (funders, university)					
1. Identify external Grant (Intl), grant landscape, sharing funding info to seminars	✓	✓	✓		
2. Talk to CM Board members (big firms) with training in strategic areas (healthcare, sustainability)		✓	✓		
3. Visit/ Talk to Policy Funders (e.g. Thai Health, NRCT, SET) and identify areas		✓	✓		
4. Workshop for NSCT set up for faculty members	✓				
5. Identify new partner university (SG, China, UK, US, Aus)			✓	✓	

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
R3) Promote the visibility of CMMU research and the use of CMMU partners' intellectual property.					
1. Research translation content creation (publications/conference present), Infographic/AI generated		✓	✓		
2. Share the content from item "R3.1" on social media and the website		✓	✓		
3. Create a monitory/research/track the usage/impact of CMMU research (altimetric to show impact to practitioners, tools for social listening)			✓		
4. Update 1) Q1 paper and 2) impact paper (collab within/with other University) in the faculty meeting	✓	✓	✓		
R4) Strengthen CMMU research skills and culture for Strategic research areas					
1. CM research seminar (Faculty/PhD students/MM res. students, and update of funding, research project, presenting your conference papers, published papers, impact/action research)	✓	✓	✓	✓	
2. CMMU research skill workshop	✓	✓	✓	✓	
3. RA training workshop (admin work, project management, doc. prep.) (paid by project funding) (lead by staff/rec. and share via KM e-learning)		✓	✓	✓	
4. Mentoring project-publication aiming for Q1 publication (International) CMMU Research project (funding/training/collab): (led by prof.) annual theme		✓	✓	✓	
5. Impact/Action/Policy Research project aiming for policy		✓	✓		
6. PhD Cotutelle Project (with partner univ: Macquarie, UK)			✓	✓	
7. Teaching case study development workshop and channel to publish (e.g. Nikkei, HBS) for DBA/PhD/faculty/part-time faculty		✓	✓		
R5) Enhance research support for CMMU members					
1. Announcement for allocating funded budget for CMMU > 6 Pct	✓				
2. Update Online/Offline bulletin board (funding, RA recruit) via the Intranet/SharePoint/wiki/ KM VDO/infographic	✓	✓			
3. Intranet/ SharePoint Portal Update (digest email detail and link)		✓			
4. Evaluate research incentives (criteria based on MUKPI), and awards to match budget (and benchmark with other universities)		✓			

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
Strategy2: Innovative Education & Authentic Learning					
AF1) Empowers Learners and Addresses Societal Needs: An Innovative Curriculum					1. Number of Students who join this program (7 Programs) 2. Number of Students who join this program (>15 students) 3. New (revised) Curriculum (1 Curriculum) 4. Number of students (> 10 students) 5. Number of students (>30 students/batch in 2026) 6. New Curriculum (1 New Curriculum in 2026) 7. IT Program/Tools (1 Tool in 2025) 8. Set of Data (1 Big Data Set 2025) 9. Number of Program/ Simulations (> 2 Simulations in 2025) 10. CMMU Application for students (Student Life) 1 Application 11. Number of Agreements (1 New Agreement in 2026) 12. Number of Participants (5 students, 1 Faculty in 2026) 13. Number of Scholarships with academic work (2 Contracts in 2025)
1. Major-minor model (CM M-Credit)	✓				
2. Doctor of Business Administration (DBA)	✓				
3. Update courses in Existing Curriculum		✓			
4. Executive MM and DBA (Master's and Ph.D.)				✓	
5. Flexible Learning for Thai Program (Pilot Project/CU student exchange/Hybrid/Blended format)			✓		
6. Personalized curriculum			✓		
7. Thai Program Revision	✓				
AF2) Elevate Learner Experience: EdTech and Experiential Learning					
1. AI for Education Services			✓		
2. Students Profile Databook			✓		
3. Simulation programs		✓			
4. CMMU Application for students (Student Life)	✓	✓			
AF3) Expand CMMU's strong international reputation and visibility in ASEAN and China					
1. Co-curriculum with universities (double degree ASEAN/EU (Swiss, Reading)) for both Thai and Inter program			✓		
2. Exchange staff, faculties, and students program			✓		
3. Scholarship and part-time contract with current international (ASEAN) students		✓			

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
Strategy3: Excellent & Impactful Academic Services					
AS1) Synergize and collaborate with MU, prestige universities, and industry partners for executive education and consulting services					1. Achievement of target total Income and net profit (after expenses and allocated costs) 2. Number of new training and consulting projects and value 3. Number of customers in each group of the training program (e.g., tailor-made courses, public courses, online courses) 4. Satisfaction level and feedback of customers
1. Develop holistic health, well-being, and emotional resilience course with partners	✓	✓	✓		
2. Offer professional/future skills development courses for executive assistants	✓	✓	✓		
3. Create a pool of KM resources internally; provide incentives for faculty members to develop and/or provide training programs of their expertise	✓	✓	✓		
4. Provide MU Supervisor development courses; EDP		✓	✓	✓	
5. Engage stakeholders and appropriate partners (as marketing arms) for academic services activities		✓	✓	✓	
6. Develop R2R Training Academy for MU Staff			✓	✓	
7. Utilize CMMU facilities more efficiently, e.g., utilize the 4 th floor, CMMU test center			✓	✓	
8. Pursue more collaborations with prestigious institutions			✓	✓	
9. Connect with the Chamber of Commerce, advertise at events, visit companies, host networking lunch/dinner for partners			✓	✓	
AS2) Public Program “Future Skills”, “AMP”, “Executive Development Program in Sustainable Leadership”, "Event Management"					
1. Offer open enrollment program: Event Management	✓	✓			
2. Focus on website promotion/proactive selling - survey past training clients to find out which topics they want to focus on nowadays	✓	✓			

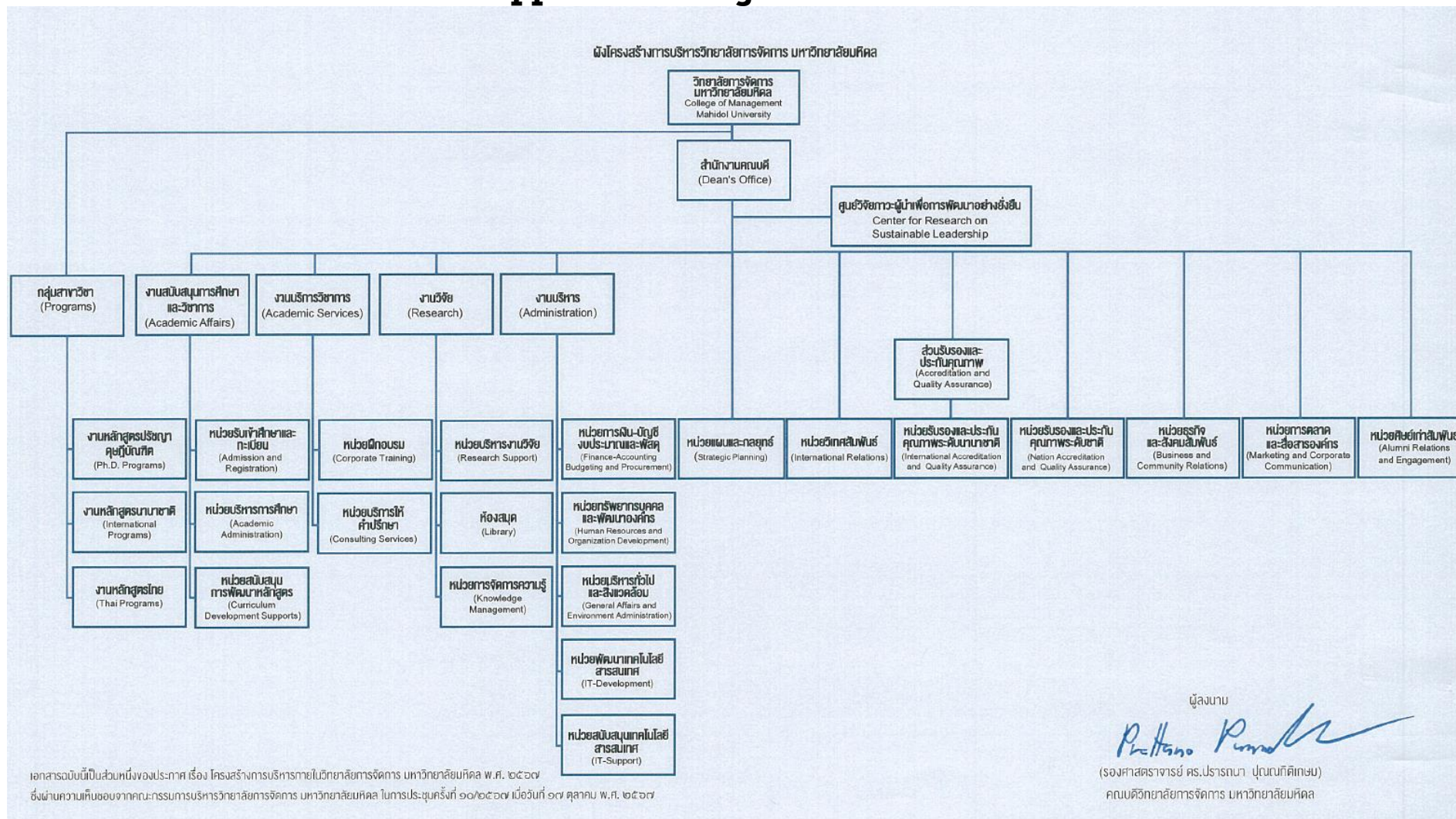
Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
3. Create modern public training programs with affordable prices, more online classes		✓	✓	✓	
4. Work with Academic Affairs to provide training courses or workshops for current students and/or alumni		✓	✓	✓	
5. Develop an executive development program in sustainable leadership (involve both PhD and Faculty)			✓	✓	
6. Identify and approach new and possible market segments within related professions and design a CMMU portfolio of products and services to customize their content choices			✓	✓	
AS3) Lifelong Learning Opportunity					
1. Create CMMU staff IDP: A Gift from Academic Services	✓	✓	✓	✓	
2. Expand CM M Credit: New Distribution Channel	✓	✓	✓	✓	
3. Offer Lean Training Project: 45K, 75K	✓	✓	✓	✓	
4. Create more training/consulting activities and engagement for mutual benefits among stakeholders in CMMU communities, e.g., faculty, staff, current students, alumni, employers, and partners		✓	✓	✓	
Strategy4: Management Innovation for Sustainability					
AD1) Increase Quality and Efficiency in Administration. SMART: Lean process, digitalization & technology					1. Reduction in energy use. Comfort surveys. 2. Reduction in electricity consumption. Compliance rate. 3. Efficiency improvements. System uptime and reliability. 4. Number of datasets published. Usage and citation of data.
1. Drive digitalization by leveraging AI, integrated digital platforms, and data-driven decision-making to boost efficiency, streamline operations, and enhance the staff experience.	✓	✓	✓		
2. Optimize air conditioning settings and policies in classrooms.			✓		
3. Modernize CMMU facilities (7th, 2nd floor)					
4. Implement a policy to ensure lights and computers are turned off when not in use.		✓			

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
5. Implement IoT solutions in campus buildings for smart management.				✓	5. Mascot recognition rate. Marketing Reach.
6. Promote open data practices for transparency and innovation.				✓	6. Percentage increase in healthy food options. Staff satisfaction rates.
AD2) Enhance Human Competency, Engagement & Holistic Well-Being. Promote holistic well-being					7. Participation rates in health programs. Improved health metrics among participants.
1. HR Workforce (faculty & supporting staff) planning	✓	✓			8. The number of events held. Feedback scores on effectiveness.
2. Employee development plan & engagement	✓	✓			9. Training completion rates. Post-training assessment scores.
3. Improve canteen offerings with healthy, sustainable food options.			✓		10. Usage rate. Revenue generated. Customer satisfaction.
4. Develop and implement health and welfare programs for staff and faculty.			✓		11. Visibility score. Engagement metrics.
5. Train staff on SDGs issues to enhance understanding and integration into roles.		✓			12. Square meters of gardens installed. Yield measurements.
6. Tailor online development programs to align with individual competencies.			✓		13. Number of stations installed. Usage statistics.
7. Multi-lateral Collaboration: CMMU x TH Health x FTPI for Sustainable Well-being Research Project Collaboration	✓				14. Alignment rate. Performance improvements.
8. Multi-lateral Collaboration: CMMU x SET x Industry Partners for ESG	✓				15. Reach and engagement metrics. Pre- and post-awareness survey results.
9. Bi-lateral Collaboration: CMMU x The Better Award: ESG Theme		✓			16. Uptake of flexible benefits. Satisfaction with benefits package.
AD3) Engage all stakeholders to promote sustainability. Stakeholder Engagement Strategy					17. Number of partnerships. Community impact score.
1. Campaigns to educate on sustainability practices and collaboration.				✓	18. Number of students trained. Impact assessment score
2. Internal activities based on our collaboration with PRME/AMBA-AGB/AACSS		✓			
3. Expand community service initiatives and partnerships with other faculties/schools (e.g. social sciences).				✓	
4. Implement comprehensive SDG training for all students.			✓		

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
5. Bi-lateral Collaboration: CMMU x IDL Hospital Forum and Business Strategy Pitching Competition for Students & Alumni	✓				
6. Supporting Students for Job Recruitment & Engaging with Business/Industry Partners			✓	✓	
7. Continuing to develop and strengthen business & industry partnership for scholarship/grant/collaboration opportunities			✓	✓	
8. Continuing stakeholder engagement for opportunities			✓	✓	
9. Bi-lateral Collaboration: CMMU x Business plus for supporting students' activity			✓		
10. MOU: CMMU x IDL Hospital	✓				
11. MOU: CMMU x TH Health x FTPI	✓				
12. 2025 CMMU Job Fair and Management Forum: Supporting Students for Job Recruitment & Engaging with Business/Industry Partners		✓			
13. Continuing Annual CMMU Job Fair with Business/Industry Partners to support CMMU			✓	✓	
14. Continuing with relationship-building to connect with stakeholders/partners			✓	✓	
15. A gift from CMMU (Computer Donation) Department of Corrections (กรมราชทัณฑ์)	✓				
16. Children Day: "Essay Competition: Win a reward from CMMU"	✓				
17. Best Practices & Knowledge-sharing via Business / Industry Partners		✓			
18. Continuing with our flagship event: Future Trend @ Workplace			✓	✓	
19. Continuing social responsibility to support society			✓	✓	
20. Continuing social engagement (e.g., CSR Activities & volunteerism) to contribute to the society			✓	✓	

Topic	Quick win (Q4/2024 - Q1/2025)	Short term (Q4/2024 - Q3/2025)	Medium Term (Q4/2025 - Q3/2026)	Long term (Q4/2026 - Q3/2028)	Key Performance Indicator (KPI)
Strategy#5: Internationalization					
IN1) Strengthen global recognition through Accreditation (AACSB, AMBA, BGA, PRME, EQUIS)					1. Maintain accreditations 2. Number of students from agents / Number of Inter-Agency (3 New Inter-Agency in 2025)
1. Maintain standard criteria for AACSB, AMBA, and BGA accreditations			✓	✓	
IN2) Recruiting more international students from Neighboring ASEAN Countries & China					3. Number of Influencers (3 ASEAN Influencers in 2025), Number of video clips
1. Continue building the recruitment agency network / International Agency (ASEAN)	✓	✓	✓	✓	
2. ASEAN Influencers (to promote CMMU to the international market)	✓				4. Quality of materials
3. Marketing materials in Chinese and Myanmarese	✓	✓			5. Relevance of website
4. Website in Asian languages	✓	✓	✓		6. Number of students with Double degrees
IN3) Expand global partnerships and collaborations with leading business schools					7. Number of exchange students (in/out)
1. Maintain existing Double degrees and develop new ones		✓	✓	✓	8. Quality of joint courses (student eval)
2. Exchange programs (maintain and develop)		✓	✓	✓	9. Number of students who join study trips/ quality of the trip
3. Joint courses (e.g. with WU Vienna)		✓	✓	✓	10. Number of faculty who engage in international activities
4. Study trips for inbound/outbound students		✓	✓	✓	11. Number of students who join the exchange, Double degrees programs
5. Guest speakers from partner university		✓	✓	✓	
6. Support CMMU faculty to link with partner universities (teaching, research, training)		✓	✓	✓	
7. Encourage CMMU students to pursue study abroad, double degree		✓	✓	✓	
8. International signs (information in English language)		✓	✓	✓	
9. Thai language class for international students		✓	✓	✓	
10. Observe student mix (not too many from 1 country)		✓	✓	✓	

Appendix I: Organization Chart



Appendix 2: Comparison of the Curriculum and Tuition Fees of CMMU and Peer Schools

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
International Program					
1. Master of Management (MM) 1) Corporate Finance 2) Entrepreneurship Management 3) General Management 4) Healthcare and Wellness Management 5) Marketing and Management 2. Double Degree Program with Toulouse University 3. Online International Master of Management Program	1. The Flexible MBA 1) Full-time (12-48 months) 2) Part-time (24-48 months) 2. Dual Degree Program 1) Dual MBA & Master of Engineering (MBA from Sasin & Master's in Industrial Engineering from CU) 2) International Dual Degree (MBA from Sasin and another MBA from EBS or Schulich) 3. Executive MBA (14-48 months)	1. Master of Management (MM) in International Business 2. Master of Business Administration (MBA) 3. Master of Arts (M.A.) in Applied Economics (MAAE) 4. Master of Arts (M.A.) Program in Business and Managerial Economics (MABE) 5. Master of Science (MSF) in Finance 6. Master in Branding and Marketing (MBM)	1. MS in Marketing (MIM) 2. MS in Finance (MIF) 3. MBA in Global Business Management (GEMBA)	1. Master of Management 1) International Business Management 2) Financial Management 3) Marketing Management 4) Entrepreneurship Management 5) e-Business Management 6) Human Capital Management 7) Policy and Management 8) Sustainable Development and Management 9) Digital Innovation and Communication	1. Accelerated MBA - 1.5 Years of Coursework (Full-Time MBA Program) - Students pursuing a bachelor's degree in the last semester or those without work experience can apply 2. English MBA 3. MS in Financial Investment and Risk Management (FIRM) 4. International MBA (Weekend Program)
Tuition Fee: International Program					
429,000 baht	1. The Flexible MBA - Full-time 1,600,000 baht - Part-time 1,600,000 baht (This covers: all the required courses and electives needed for your degree PLUS two extra	1. Master of Management (MM) in International Business - Thai student 436,000 baht - International student 694,000 baht 2. Master of Business Administration (MBA) 498,500 baht	1. MS in Marketing (MIM) - Thai students 692,010 baht - International students 773,010 baht (Books, teaching materials, computer services, and	1. Master of Management 299,000 baht/program or approximately \$10,000 USD/program	1. Accelerated MBA - Thai students 227,300 baht - ASEAN students 259,300 baht - Foreigner students 267,300 baht 2. English MBA 3. MS in FIRM 440,000 baht

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
	<p>courses/textbooks/materials/student activities fees/university services/graduation fee/Sasin Alumni Association lifetime membership)</p> <p>2. Dual Degree Program</p> <p>1) Dual MBA & Master of Engineering 1,748,000 baht</p> <p>2) International Dual Degree 4,000,000 baht</p> <p>3. Exec MBA 2,200,000 Baht (This covers: all the required courses and electives needed for your degree PLUS two extra courses/ textbooks/ materials/ student activities fees/university services/meals and refreshments/graduation fee/required international residential accommodation and meals (excludes visa and travel expenses)/Sasin alumni association lifetime membership)</p>	<p>3. Master of Arts (M.A.) in Applied Economics (MAAE)</p> <ul style="list-style-type: none"> - Thai student 256,400 baht - International student 271,400 baht <p>4. Master of Arts (M.A.) Program in Business and Managerial Economics (MABE)</p> <p><u>Full-time Program</u></p> <ul style="list-style-type: none"> - Thai student 255,600 baht per 3 terms - International student 270,600 baht per 3 terms <p><u>Part-time Program</u></p> <ul style="list-style-type: none"> - Thai student 354,000 baht per 6 terms - International student 369,600 baht per 6 terms <p>5. Master of Science (MSF) in Finance</p> <p><u>Full-Time Program</u></p> <ul style="list-style-type: none"> - Program Tuition Fees: 92,000 baht per trimester - Graduate College Fees: 24,500 baht per trimester <p><u>Part-Time Program</u></p> <ul style="list-style-type: none"> - Program Tuition Fees: 47,000 baht per trimester - Graduate College Fees: 24,500 baht per trimester <p>6. Master in Branding and Marketing (MBM)</p>	<p>some meals)</p> <p>2. MS in Finance (MIF)</p> <ul style="list-style-type: none"> - Thai students 370,000 baht - International students 438,000 baht <p>3. MBA in Global Business Management (GEMBA)</p> <ul style="list-style-type: none"> - Thai students 650,000 baht - International students 704,000 baht 		<p>4. International MBA (Weekend Program)</p> <ul style="list-style-type: none"> - Thai students 306,500 baht - ASEAN students 338,500 baht - Foreigner students 346,500 baht

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
		- 794,000 Baht for the entire three-semester program. This fee includes a study trip to Cambridge, UK			
Thai Program					
1. Master of Management 1) Business Management 2) Entrepreneurship and Innovation 3) Human Capital and Organization 4) Marketing 5) Finance 6) Management and Strategy 7) Health Business	N/A	1. MBA (Thai program) 1) MBA Full-time 2) Young Exec MBA 3) Exec MBA 2. Master of Accountancy 3. MS in Statistics and Data Science 4. MS in Insurance 5. MS in Corporate Governance (MSCG) 6. MS in Business Software Development 7. MS in IT in Business	1. Master of Business Administration Program (MBA) 2. Master of Accounting Program (MAP) 3. Master of Real Estate Business Program (MRE) 4. MS in Management Information Systems (MSMIS)	N/A	1. Young Executive MBA: YMBA (Weekday class) 2. Regular MBA: RMBA (Full-time) 3. Flexible MBA: Flex MBA (Weekend) 4. Professional MBA: Pro MBA (Honors students; High performers, Weekend) 5. Executive MBA Program: EMBA 6. Master of Science Program in Finance (MF) 7. Master of Science Program in Finance (Flexible MF)
Tuition Fee: Thai Program					
301,500 baht	N/A	1. MBA (Thai program) 1) MBA (normal) 113,500 baht 2) Young Exec MBA 401,500 baht 3) Exec MBA 603,500 baht (Including food/snacks) 2. Master of Accountancy - Thai students 136,000 baht - International students 400,000 baht 3. MS in Statistics and Data Science - Full-time 98,000 baht - Part-time 278,000 baht	1. Master of Business Administration Program (MBA) 361,420 baht 2. Master of Accounting Program (MAP) - Thai students group1: 278,720 baht - Thai students group2: 302,120 baht 3. Master of Real Estate Business Program (MRE) 347,920 baht	N/A	1. Young Executive MBA: YMBA - Thai students 338,000 baht - ASEAN students 370,000 baht - Foreigner students 378,000 baht 2. Regular MBA: RMBA - Thai students 147,700 baht - ASEAN students 179,700 baht - Foreigner students 187,700 baht

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
		4. MS in Insurance <ul style="list-style-type: none"> - Thai students 313,500 baht - International students 501,600 baht 5. MS in Corporate Governance (MSCG) 363,750 baht 6. MS in Business Software Development <ul style="list-style-type: none"> - Full-time 98,000 baht - Part- time 230,000 baht 7. MS in IT in Business <ul style="list-style-type: none"> - Full-time 98,000 baht - Part- time 298,000 baht 	4. MS in Management Information Systems (MSMIS) 272,720 baht		3. Flexible MBA: Flex MBA <ul style="list-style-type: none"> - Thai students 319,400 baht - ASEAN students 351,400 baht - Foreigner students 359,400 baht 4. Professional MBA: Pro MBA <ul style="list-style-type: none"> - Thai students 328,900 baht - ASEAN students 360,900 baht - Foreigner students 368,900 baht 5. Executive MBA Program: EMBA <ul style="list-style-type: none"> - Thai students 527,000 baht - ASEAN students 559,000 baht - Foreigner students 567,000 baht 6. Master of Science Program in Finance (MF) <ul style="list-style-type: none"> - Thai students 288,300 baht - ASEAN students 320,300 baht - Foreigner students 328,300 baht 7. Master of Science Program in Finance (Flexible MF) <ul style="list-style-type: none"> - Thai students 223,500 baht - ASEAN students 255,500 baht - Foreigner students 263,500 baht

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
Doctoral Degree Program					
1. Ph.D. in Management 2. Ph.D. in Sustainable Leadership	1. Ph.D. Finance and Marketing (4 Years) 2. Doctor of Business Administration (3-4 Years)	International Program 1. Doctor of Philosophy (Ph.D.) Program 1) Finance 2) Management 3) Marketing 4) IT in Business 2. Doctor of Philosophy Program in Economics Thai Program 1. Ph.D. (Accountancy)	1. Doctor of Philosophy Program in Business Administration (Ph.D.)	1. Ph.D. in Management	1. Ph.D. in Business Administration
Tuition Fee: Doctoral Degree Program					
1. Ph.D. in Management 775,400 baht/3 years 2. Ph.D. in Sustainable Leadership 775,400 baht/4 years	1. Ph.D. Finance and Marketing 3,008,400 baht 2. Doctor of Business Administration 4,000,000 baht	Intl Program 1. Doctor of Philosophy (Ph.D.) Program - Thai students 249,000 baht/year - International students 374,400 baht/year 2. Doctor of Philosophy Program in Economics Thai students - University Fee 24,500 baht per Semester - Program Fee 60,700 baht per Semester International students - University Fee 24,500 baht per Semester - Program Fee 65,700 baht per Semester	1. Doctor of Philosophy Program in Business Administration (Ph.D.) 1,041,340 + University fee 15,000 per semester for non-Thai students.	1. Ph.D. in Management 650,000 baht/program (in nine equal payments of 72,223 baht or \$2,500 USD)	1. Ph.D. in Business Administration 704,000baht

CMMU	Sasin	CBS	TBS	Int'l College of NIDA (ICO)	NIDA Business School
		<u>Thai Program</u> 1. Ph.D. (Accountancy) - Thai students 84,500 baht per Semester - International students 145,200 baht per Semester			

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