

VŠE

**STRATEGIC PLAN
FOR EDUCATIONAL
AND CREATIVE ACTIVITY**

2021-2025

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SIMPLIFIED VERSION FOR PUBLIC USE

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OPENING REMARKS FROM THE DEAN

Ladies and gentlemen,

You are holding a simplified and abridged version of the new strategic plan of the Faculty of Management for 2021-2025, which is adapted in terms of content and concept to the needs of the public. The full version of our strategic plan is available on the Faculty's website.

The strategic plan is the Faculty's development strategy, which determines the main direction in which the Faculty wishes to develop in future. Its conception follows up closely on the strategy of the previous period, so as to continue the activities already begun, while also taking into account the new conditions and challenges of the Faculty's internal and external environment.

The drafting of the strategic plan involves quantities of information from different stakeholder groups directly or indirectly influencing the content of the individual priority and support areas. The stakeholders consist primarily of the staff, students and alumni of the Faculty, members of the FM Academic Senate and members of the Faculty management. Attention was also paid to external stakeholder groups. Thus, the strategic plan also respects the requirements and priorities of the Strategic Plan of the Ministry of Education, Youth and Sport for universities from 2021 onwards and the Strategy for the Internationalisation of Universities from 2021 onwards, as well as the priorities of the Strategic Plan of the Prague University of Economics and Business for 2021-2025. The strategic plan is also based on the following shared values of students and employees: freedom of thought and expression, high quality of work, well-planned and transparent management, openness, positive atmosphere and harmony of social relations. These values can be seen as the basis for our approach to organisation and as an important unifying element and starting point for the behaviour of all the actors in the development of the Faculty.

All of the above have made it possible to create a document linking both the specific internal environment of the Faculty and the external environment determined by the priorities of the Ministry of Education and the Prague University of Economics and Business. We firmly believe that such a document will help us to achieve the desired success in all key areas of the Faculty's activities through well thought out and gradually implemented steps.

V. Bina

VISION AND MISSION OF THE FACULTY OF MANAGEMENT

The vision of the Faculty of Management is conceived as a long-term and broad goal. It represents the desired status which the Faculty should strive to best achieve within the validity term of the strategic plan.

The mission of the Faculty of Management solidifies the vision by defining the Faculty's main objective, in other words its role in the tertiary education market. Together with the vision, the mission thus conceived becomes the departure point for defining development areas and subordinate strategic development goals and objectives.



VISION OF THE FACULTY OF MANAGEMENT

The Faculty of Management is a respected and coveted centre of education and independent knowledge. It provides its students with a high-quality and attractive education with a strong emphasis on scientific and creative knowledge and it is able to respond flexibly to the needs of the labour market, thus educating successful managers for both private and public sector organisations. The Faculty also bears in mind the needs of its partners on both sides of the Czech-Austrian border, with whom it cooperates intensively, not forgetting the needs of the inhabitants of Jindřichův Hradec and its environs, to whom its doors are always open. In all its activities the Faculty respects the values it shares with its employees and students, members of its 'family'. It creates for them a stable, friendly environment that is open to new ideas, this being one of its most distinctive characteristics.

MISSION OF THE FACULTY OF MANAGEMENT

The Faculty of Management is an institution providing high-quality and attractive education in management at all levels of university education. Its study programmes not only take into account the latest findings in scientific research, but also bear in mind practical aspects, giving students the opportunity to gain international experience. In this way, the Faculty enhances its graduates' employment prospects. The quality of teaching and the scientific and academic activities of the Faculty are on a par with internal, national and international standards. The Faculty also reflects the needs of its region and cooperates intensively with the corporate sector, public administration and secondary schools. It is thus an important and respected educational centre for the entire region, open to students, graduates, professionals and the general public. The Faculty is aware that it needs quality and motivated staff for its activities. It continuously nurtures their professional development and strives to create a stable, pleasant and safe yet motivating environment for them, which enhances the quality of their work performance and thus also helps them to achieve the Faculty's strategic goals.

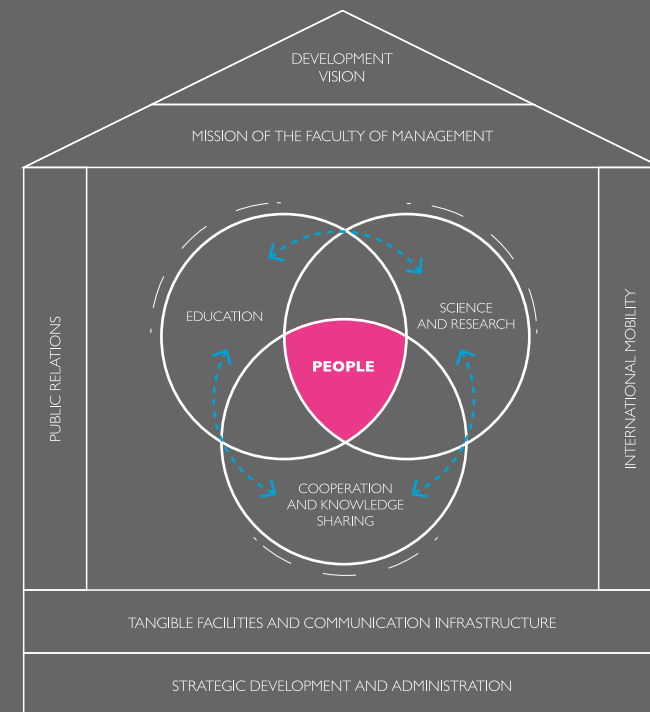


DEVELOPMENT PRIORITIES OF THE FACULTY OF MANAGEMENT

The Faculty of Management strives to achieve its vision and mission through a strategic framework that contains the priority and support areas on the development of which it intends to focus.

The priority areas correspond to the three key roles of universities - educational, scientific, and societal. The societal role in the strategic framework of the Faculty is mainly related to cooperation and knowledge sharing (transfer). Significantly, the area of human resources (people) is essential to all these roles. Human resources emerge as an area of intersection, contributing decisively to the success of the interrelated priority areas.

Four support areas are assigned to these priority areas to assist in the achievement of the objectives in the priority areas. Not only do they create the appropriate conditions for Faculty development in the priority areas, they (of course) contribute to development themselves.



PRIORITY AREA I: EDUCATION

This priority area seeks to improve the quality of the Faculty's study programmes, primarily with regard to the requirements of national and international accreditation by the AACSB and with regard to the requirements of the Ministry of Education, Youth and Sport of the Czech Republic. It also takes into account the opinions of students and graduates and strives to incorporate them into the Faculty's capabilities. In the context of the quality of education, it also focuses on increasing international elements in tuition and generally raising international recognition of education at the Faculty.

This area strives to continue to open up studies at the Faculty to an ever wider range of candidates from different target groups. It adapts the admission conditions and the processes related to embarking on studies accordingly. At the same time, it continuously improves the attractiveness of the areas of study on offer for new applicants as well as for existing students. It promotes communication with them, works to respond to their problems and needs and takes into account current trends in higher education.

This priority area also bears in mind the essential interconnection of studies at the Faculty with the needs of practice and thus greater employment prospects for graduates on the labour market. It responds to the real needs and problems of organisations in practice, e.g. by increasing competences directly applicable in practice, by supporting internships, or by involving expert professionals in teaching. Its ambition is to create an independent study programme with a professional profile that is strongly practically orientated from the outset.

1. STRENGTHEN THE QUALITY AND INTERNATIONAL DIMENSION OF EDUCATION

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
IA. Ensure the quality of study programmes according to the requirements of accreditation and the Ministry of Education of the Czech Republic	●	●	●
IB. Improve the way we work with student and alumni feedback	●	●	●
IC. Improve the mix of courses on offer taught in English	●	●	●
ID. Intensify international mobility and cooperation in teaching	●	●	●

2. STRENGTHEN THE OPENNESS AND APPEAL OF EDUCATION

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
2A. Increase interest in study programmes among applicants from various target groups	●	●	●
2B. Intensify communication with students and identification of their needs and problems	●	●	●
2C. Intensify support for studies by implementing distance learning methods	●	●	●
2D. Make the range of optional subjects more attractive	●	●	●

3. STRENGTHEN THE SOCIETAL RELEVANCE OF EDUCATION

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
3A. Create a new professional profile study programme	●	●	●
3B. Intensify interconnection of studies with the needs of management practice	●	●	●



PRIORITY AREA 2: SCIENCE & RESEARCH

This priority area aims to raise the quality of publications by academic staff related to the field of management, taking into account the requirements of international accreditation and the requirements of the 17+ Methodology. In this context, it supports not only activities directly related to publication, but also the submission of basic research-orientated projects and the establishment of research collaborations that can have a positive impact on the quality of outputs resulting from science and research.

The region is also striving to make the PhD programme more accessible to both domestic and international applicants through increased awareness and better promotion of the programme, as well as increasing the international reach of the programme - primarily its English version. It strives to create the best possible conditions for doctoral students to complete their studies in standard time and conditions for their active participation in the life of the Faculty. It also seeks to increase the quality and activity of supervisors, including more intensive involvement of supervisors from abroad.

Last but not least, it strives to increase gradually the applicability of outputs from the Faculty's scientific research activities in practice. It encourages the submission of applied research projects and commercially (contractually) orientated project activities. It also tries to motivate academic staff to define which of their research portfolios are applicable in practice, on the basis of which the Faculty will initiate cooperation with private and public sector organisations.

1. STRENGTHEN THE QUALITY AND INTERNATIONAL DIMENSION OF SCIENCE AND RESEARCH

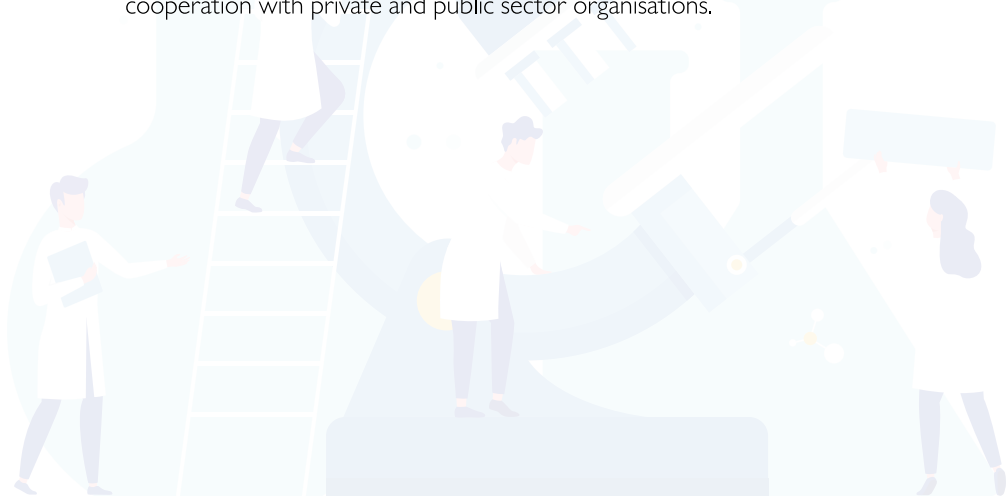
SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
IA. Improve the quality of publication outputs according to AACSB and 17+ Methodology requirements	●	●	●
IB. Intensify basic research project activities	●	●	●
IC. Intensify scientific research collaboration of academic staff	●	●	●
ID. Intensify international mobility and scientific research cooperation	●	●	●

2. STRENGTHEN THE OPENNESS AND ATTRACTIVENESS OF THE PHD PROGRAMME

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
2A. Increase the international dimension of PhD studies	●	●	●
2B. Intensify support for PhD students in their studies and integration into the life of the Faculty	●	●	●
2C. Increase the professional quality and activity of supervisors in the PhD programme	●	●	●
2D. Improve awareness of the concept and conditions of doctoral studies	●	●	●

3. STRENGTHEN THE SOCIETAL RELEVANCE OF SCIENCE AND RESEARCH

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
3A. Intensify project activities in applied and contractual research	●	●	●
3B. Define the Faculty's research portfolio on the basis of practical needs	●	●	●



PRIORITY AREA 3: COOPERATION AND KNOWLEDGE SHARING

This area seeks to develop the Faculty's relationships with all stakeholder groups whose increased involvement in the Faculty's activities is essential for its further development. For each of these groups, it defines appropriate activities where cooperation may take place, while respecting the specifics of the group and, of course, the actual capabilities of the Faculty. It strives primarily for conceptual, long-term and balanced cooperation that demonstrably benefits both parties involved.

The priority area seeks to initiate cooperation with professional organisations based on commercial and non-commercial knowledge transfer, e.g. in the field of education, consultancy, data analysis and applied research. It seeks to better promote the range of services offered by the Faculty to professional organisations, to actively identify their needs and to intensify cooperation with organisations supporting entrepreneurship, innovation and knowledge transfer. It also takes into account the need to ensure knowledge transfer at the Faculty level.

It seeks to strengthen the position of the Faculty as an important educational and social centre of the region. It strives to use the Faculty's potential in educational activities in the form of vocational training courses for professional organisations and popular lectures for various target groups, including senior citizens attending the University of the Third Age. It supports the implementation of activities for the local public that fall within the societal and educational role of the Faculty of Management's library.



1. STRENGTHEN COLLABORATION WITH KEY FACULTY STAKEHOLDERS AT A NATIONAL AND INTERNATIONAL LEVEL

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
IA. Intensify cooperation with private and public sector organisations	●	●	●
IB. Intensify cooperation with organisations in the Faculty's international network	●	●	●
IC. Intensify cooperation with secondary schools	●	●	●
ID. Intensify cooperation with Faculty alumni	●	●	●

2. STRENGTHEN THE TRANSFER OF KNOWLEDGE INTO PRACTICE

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
2A. Improve the promotion of the Faculty's offers in terms of knowledge transfer	●	●	●
2B. Improve the system for obtaining information concerning the needs of the professional sector	●	●	●
2C. Increase the number of entities cooperating in contractual knowledge transfer	●	●	●
2D. Set up internal processes for collaboration with the professional sector on knowledge transfer	●	●	●

3. STRENGTHEN THE SOCIETAL-EDUCATIONAL ROLE OF THE FACULTY

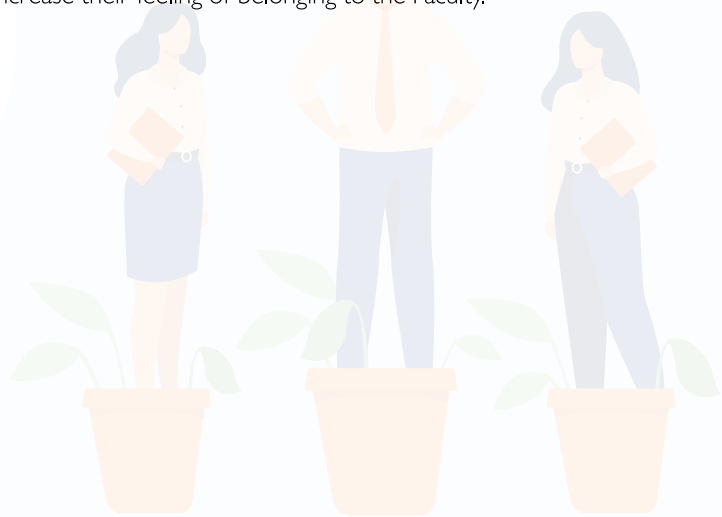
SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
3A. Expand and make more attractive the offer of vocational and lifelong learning	●	●	●
3B. Intensify support for the library's social and educational activities	●	●	●

PRIORITY AREA 4: HUMAN RESOURCES

This priority area seeks to improve the current system of staff evaluation and motivation, including a system of personal objectives, so that it genuinely contributes to the professional (qualification-orientated) development of the staff and thus to the fulfilment of the Faculty's strategic objectives, and is thus perceived positively by the staff. It emphasises the need to work systematically with the results of evaluations and to link the human resources agenda with other areas of development.

This area focuses on strengthening the professional and inter-cultural competences of employees through training and sharing good practices. It prefers educational activities linked to the fulfilment of the Faculty's strategic objectives or the fulfilment of the employees' personal goals. It seeks not only to ensure an appropriate mix of educational activities offered, but also to ensure that they have an appropriate format. It also considers the need to emphasise the usefulness of the educational activities offered and, in general, seeks to increase interest among employees in developing their competences.

This area also seeks to improve the current method of tracking employee satisfaction to make it more useful in guiding Faculty development. It strives to create an environment at the Faculty that would encourage not only a proactive approach to job responsibilities but also the interest and involvement of employees in various Faculty development activities. In this way, it seeks to increase the activation of employees and increase their feeling of belonging to the Faculty.



1. STRENGTHEN THE EFFICACY OF THE STAFF EVALUATION AND MOTIVATION SYSTEM

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
IA. Increase employee motivation for personal development (meeting objectives)	●	●	●
IB. Improve managers' competences in evaluation and motivation	●	●	●
IC. Improve the method of staff evaluation and system of working with the results	●	●	●
ID. Improve the setting of the system of employees' personal goals	●	●	●

2. STRENGTHEN THE PROFESSIONAL AND INTER-CULTURAL COMPETENCES OF EMPLOYEES

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
2A. Improve the way in which opportunities to improve staff competences are promoted	●	●	●
2B. Strengthen the link between training and the achievement of employees' personal goals	●	●	●
2C. Increase the number of employees improving their competences through training	●	●	●
2D. Start a programme for sharing good practices among employees	●	●	●

3. STRENGTHEN EMPLOYEE SATISFACTION AND THEIR FEELING OF BELONGING TO THE FACULTY

SUB-GOALS	URGENCY	IMPORTANCE	COMPLEXITY
3A. Streamline the employee satisfaction monitoring system	●	●	●
3B. Increase the number of staff involved in Faculty development activities	●	●	●



SUPPORT AREAS



I: TANGIBLE FACILITIES AND COMMUNICATION INFRASTRUCTURE

The main strategic intent of this support area is to create a functional and safe environment at the Faculty to enable students to fulfil their academic responsibilities and staff to fulfil their professional responsibilities. The secondary aim is to create an environment conducive to the overall satisfaction of students and staff, thereby enhancing their positive relationship with the Faculty. Thus, this area seeks primarily to:

1. maintain and renew the Faculty's interior premises and classroom and office equipment
2. develop information and communication infrastructure, including remote transmission capacities
3. meet high standards of safety, taking into account current trends in society
4. create conditions for self-study, teamwork and leisure
5. provide meals and accommodation for students and staff of the highest quality at an affordable price

2. STRATEGIC DEVELOPMENT AND ADMINISTRATION

The main purpose of this support area is to create an environment that supports the conceptual development of the Faculty in the defined priority areas and makes maximum use of proven principles of strategic planning. The secondary aim is to set up processes to deal with the increasing administrative burden associated with Faculty development and the need for multiple reporting of development plans and outputs of development activities. Thus, this area seeks primarily to:

1. apply strategic planning principles, including evaluation of the achievement of development objectives
2. clearly communicate the development objectives and development opportunities
3. intensively involve the Faculty in development projects, including international projects
4. streamline the creation of key Faculty administration and its systematisation
5. implement processes towards an 'evidence-based policy' for reporting purposes

3. PUBLIC RELATIONS

The main purpose of this support area is to build positive relations with the public systematically and thus strengthen the reputation of the Faculty and increase awareness of its activities, using an appropriate mix of public relations tools. The secondary aim is to strengthen the positive relationship of staff and students towards the Faculty through internal communication and the organisation or support of various social events. Thus, this area seeks primarily to:

1. present the Faculty in an attractive and clear manner to increase its visibility
2. systematically and consistently cooperate with local and regional media
3. consistently present key achievements and events in the life of the Faculty internally and externally
4. implement rules and processes related to building a corporate identity
5. develop social relations between students and faculty staff

4. INTERNATIONAL MOBILITY

The main purpose of this support area is to create an environment that facilitates more intensive involvement of the Faculty in all forms of international mobility, helping to increase inbound and outbound mobility of students and academic staff. The secondary aim is to set up internal processes related to mobility and to adapt them to the conditions, rules and new challenges in the field of international mobility. Thus, this area seeks primarily to:

1. develop bilateral student and academic mobility
2. implement a marketing and information campaign to promote all forms of mobility
3. support outgoing and incoming students and academics
4. seek new opportunities to support mobility (e.g. within the ERASMUS programme)
5. review and update internal processes related to international mobility

IMPLEMENTATION AND CONTROL OF THE STRATEGIC PLAN



Implementation of the strategic plan began with the 2021/2022 academic year. From 2022 onwards, the measures are stipulated on an annual basis and are consulted with the members of the Academic Senate of the Faculty. Responsibility for the fulfilment of objectives in the priority areas (PA), or implementation of the strategic plan's measures, lies with the Faculty management at the level of the dean and vice-deans. Responsibility for the fulfilment of the strategic objectives of the support areas (SA) lies with the faculty staff delegated by the dean, who work closely with the Faculty management and thus support them in the implementation of the strategy.

Implementation of the plan is monitored on an ongoing basis at the beginning of each year. Monitoring is focussed on assessing the implementation of the previous year's measures and consequently the fulfilment of their sub-objectives. A three-level scale is used to assess implementation of the measures:

- Measure fulfilled in entirety (1),
- Measure partly fulfilled (3),
- Measure not fulfilled (5).

It uses five levels to assess the degree of achievement of the sub-objectives:

- Excellent level (1),
- Very good level (2),
- Good level (3),
- Satisfactory level (4),
- Unsatisfactory level (5).

The overall assessment of the achievement of the relevant strategic objective at the end of the planning period is derived from the sub-evaluations and is expressed using the same scale.

