THE LONG-TERM STRATEGIC PLAN
for the Educational and Scientific, Research and Development, as well as the Innovative, Artistic and other Creative Endeavours
The University of Economics, Prague
The Faculty of Management in Jindřichův Hradec
2016–2020

JINDŘICHŮV HRADEC
April 2016
Basic Starting Processes

The Long-Term Strategic Plan for the Educational and Scientific, Research and Development, as well as the Innovative, Artistic and other Creative Endeavours (hereinafter referred to as the ‘Long-term Strategic Plan’) of the Faculty of Management is processed to determine the main directions of development for the period of 2016-2020. It is seen as a basic blueprint from which the most important development activities will be based on, which will be described in specific plans.

A team of faculty staff consisting of representatives of management and the Academic Senate worked on processing the long-term plan. The document was based on a broad spectrum of analytical data processed at the Faculty level, VŠE and using materials from the Ministry of Education, Youth and Sports and the organization AACSB INTERNATIONAL. The goals and measures set reflect the state of the external and internal environment of the faculty, allowing it to react and achieve the fulfillment of its vision of development in this form in the long term.

The structure and content of the long-term plan is based on the previous plan and is in conformity with the Long-Term Strategic Plan of the University of Economics, Prague for the period of 2016-2020, as well as its updates for 2016, while taking into account the special status of the Faculty of Management as being the only faculty of University of Economics, Prague located outside of the capital.

The content is designed so that there are clearly stated intentions of faculty development in the identified priority areas, while allowing a more detailed elaboration of the strategic development plan of the faculty for the years 2016-2020.

A summary of the results of an analysis of the external and internal environment of the faculty

In general, these trends influence the external environment at the Faculty of Management, which are major strategic challenges for the faculty:

• demographic development resulting in a decrease in students with A-levels and potentially interested students and also a change in the structure of applicants for study;
• changes in legislation and reforms with an impact on evaluating the quality of higher education and diversification of higher education in the form of study programme specializations;
• changes in support for funding the development for universities and their activities from national grant programmes and operational programmes of the EU
• high competition on the market for tertiary education, especially for economic and management-oriented universities;
• labour market dynamics which increase the demands on preparing students for their future careers;
• increasing pressure on cooperation between universities and organizations in the private and public sectors in national and international networks;
• increasing pressure on the internationalization activities of universities in support of globalization.

These factors in the form of opportunities or threats help to create an external environment which should be adapted to the maximum extent possible within the internal environment, especially internal resources and capabilities. Their availability and quality is reflected in the strengths and weaknesses of the faculty, some of which are in the form of developing potential or developing problems.

<table>
<thead>
<tr>
<th>Development potential</th>
<th>Development issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>a modular structure providing a response to the demands of the labour market for students</td>
<td>low variety of modules offered in a given field and personnel limitations</td>
</tr>
<tr>
<td>tradition of educating students in a ‘combined’ form</td>
<td>minimum international cooperation in the field of instruction and the creation of study programmes</td>
</tr>
<tr>
<td>good employability of graduates in the labour market</td>
<td>low differentiation of students with dominant standard groups</td>
</tr>
<tr>
<td>increasing the number of modules taught in English and the development of practical training of students</td>
<td>absence of a system of evaluating studies that would stand up in international comparison</td>
</tr>
<tr>
<td>steady support system of scientific work through internal grants</td>
<td>imbalance of publication output in terms of quantity, quality and orientation in relation to the field</td>
</tr>
<tr>
<td>the existence of a doctoral degree programme</td>
<td>still low international cooperation in science and doctoral programme</td>
</tr>
<tr>
<td>regular monitoring of outcomes of scientific activities</td>
<td>insufficient work with doctoral students and their support for the successful completion of their studies in Management</td>
</tr>
<tr>
<td>the potential for cooperation in applied research</td>
<td>weak focus on applied research to the needs in practice</td>
</tr>
<tr>
<td>Good reputation of the faculty as a stable employer</td>
<td>insufficient setting of processes of personnel management, including an evaluation and motivation system</td>
</tr>
<tr>
<td>the activities of several top experts in the field of exact sciences</td>
<td>inadequate age-qualification structure of academic staff in relation to the field</td>
</tr>
<tr>
<td>a wide range of skills and knowledge of academic staff</td>
<td>the lack of young professionals able to succeed on the international stage</td>
</tr>
<tr>
<td>employing students from the doctoral programme</td>
<td>the absence of specialized professionals in positions of technical and administrative staff</td>
</tr>
<tr>
<td>long-term balanced budget without significant fluctuations in its components</td>
<td>weak linkage between strategic intentions of the faculty and realized investments</td>
</tr>
<tr>
<td>experience in the use of funds from the EU operational programmes</td>
<td>unsystematically dealing with external (project) funding</td>
</tr>
<tr>
<td>interest for commercial training and consultancy activities</td>
<td>minimum focus on supplementary commercial activities for external entities</td>
</tr>
<tr>
<td>excellent physical facilities for teaching and leisure</td>
<td>long unused building of the former auto service</td>
</tr>
<tr>
<td>the good name of the University of Economics, Prague</td>
<td>lack of coherent communication strategy for presenting the strengths and achievements of the faculty</td>
</tr>
<tr>
<td>knowledge of the local environment and entities which it operates</td>
<td>low level of cooperation with external entities and the community, resulting in faculty isolation</td>
</tr>
<tr>
<td>faculty representation in the Local Action Group of Czech Canada</td>
<td>low level of cooperation with graduates of the faculty</td>
</tr>
<tr>
<td>good relations and developing cooperation with the Department of Foreign Relations, VŠE</td>
<td>lack of faculty involvement in international cooperation beyond teaching mobility</td>
</tr>
<tr>
<td>Support for outward student mobility</td>
<td>low mobility of students and academic staff</td>
</tr>
<tr>
<td>activities of student organizations and clubs</td>
<td>weak coordination of student leisure activities</td>
</tr>
<tr>
<td>correct relations between members of the academic community</td>
<td>underestimation of the systemic work with organizational culture</td>
</tr>
</tbody>
</table>
Vision and Mission of the Faculty of Management

The vision is conceived as a long-term and broad-based goal, a desired state in the horizon of the long-term plan, which is based on a summary of the analyses.

The Faculty of Management sets this vision of development for the period determined:

The Faculty of Management wants to become a popular and respected institution providing quality higher education at all levels, enabling its graduates a smooth transition to the labour market. It wants to measure up to an international comparison in terms of its quality of teaching and research activities, thanks to continuous care for professional development of its employees and cooperation at national and international level. It also wants to reflect the needs of their region and deepen its relations with regional and local public administration and businesses. It seeks to create a comfortable, stable but motivating environment for its students and employees, which will help in fulfilling the previously stated objectives.

In accordance with the findings above, the Faculty of Management has formulated this mission:

The Faculty of Management is a recognized faculty of the University of Economics, Prague, which utilizes highly qualified professionals to engage in high-quality domestic and international partner networks, using knowledge of their own and other scientific activities to educate globally competitive managers at all levels of university studies, or their own academic staff, in pleasant, stable, stimulating personal development and open to the world environment.
Strategic priorities at the Faculty of Management

The proposed strategic priorities put the vision and mission in concrete terms so they are fulfilled by subordinate measures that help achieve these objectives. The strategic priorities generalize the priorities outlined in the Long-Term Strategic Plan of the University of Economics, Prague for the period 2016-2020 and are consistent with the main strategic goals of the previous Long-Term Strategic Plan of the Faculty of Management.

The Faculty of Management focuses its development activities in these areas:

1. Educational Activities;
2. Scientific-research activities;
3. Developing of the internal environment and external relations.

The first two areas represent the core of the development, which highlights the main activities of the faculty as an educational and research institution. The other area is seen as supportive; its purpose is to support the core areas and focuses on developing internal environment and external relations.
Strategic Priority 1: Educational Activities

Within the framework of these priorities, the Faculty of Management intends to focus on these strategic areas:

- the international dimension of education;
- developing the bachelor and master study programmes;
- ensuring the quality of teaching;
- links to practical experience.

The objectives and measures comply with these strategic priorities of the University of Economics, Prague: The International Dimension of Education; Quality Assurance, Human Resource Development; Diversity and Availability; Employability of Graduates, the social role of VŠE and brand development at VŠE.

Objective 1: Increase the international dimension in education

The Faculty of Management is expanding the international dimension of the study programme through modules taught in English and intensive courses. The offer is complemented by organizing regular summer schools, which are primarily intended for foreign students with the participation of a foreign partner.

INSTRUMENT 1.1 Increase the number of modules and courses offered in English

INSTRUMENT 1.2 Implement summer schools for international students

Indicators

- increasing the number of modules and courses offered in English;
- increasing the number of students attending classes in English during study;
- finding international partners for organising summer schools;
- implementing summer schools for international students.

Objective 2: Increase the quality of education with regard to the requirements of national and international accreditation

The Faculty ensure consistency of learning outcomes and content of the modules with the graduate profile taking into account the competencies according to the National Qualifications Framework and AACSB standards. It monitors the quality of theses of students and teaching academics, and has established a system for improving them.

INSTRUMENT 2.1 Review the compliance of learning outcomes and content of the modules with the competencies required by the NQF and AACSB standards

INSTRUMENT 2.2 Creating a formalized system for assessing the quality of teaching activities

Indicators

- increasing compliance with learning outcomes of modules with the graduate profile;
- increasing learning outcomes of modules according to the competencies required by the NQF and AACSB standards;
- creating a support system for improving the quality of theses;
- creating a system of continuous assessment of quality educational activities.

**Objective 3: Increase the attractiveness of education for applicants from standard and nonstandard groups**

Different groups of interested parties express long-term interest in education at the faculty. The faculty knows the needs of its students and cares about them. It also targets works with non-standard groups such as with gifted students, students with special needs or students of vocational training courses.

**INSTRUMENT 3.1 Meet the training needs of the main target groups of students**

**INSTRUMENT 3.2 Improvement work with groups of non-standard student**

**Indicators**
- stabilizing the number of candidates to study in an undergraduate program;
- creating a system of promoting studies at secondary schools and colleges;
- existence of measures that reflect the educational needs of standard and student groups;
- the creation of a formalized system of continuous work with gifted students.

**Objective 4: Increase education links with the real situation on the labour market**

The faculty maps the competencies of required practice and is developing in the teaching. Particularly in the undergraduate programme teaching and practice-oriented modules collaborate with experts in the field. A comprehensive system of vocational education is based on practical needs, which corresponds to what is actively offered.

**INSTRUMENT 4.1 Creating professional training courses according to the needs of organizations from practice**

**INSTRUMENT 4.2 Supporting the development of transferable and business competencies of students in practical-oriented modules**

**Indicators**
- increasing the number of modules that support the competencies required by the labour market;
- increasing the number of students participating in internships during their studies;
- increasing the number of professionals involved in teaching;
- the existence of a selection of professionally oriented courses for organizations from practice.
Strategic Priority 2: Scientific-Research Activities

Within this priority, the Faculty of Management intends to focus on these strategic areas:

- the international dimension in science and research;
- development of the doctoral degree programme;
- ensuring the quality of the outputs of scientific work;
- linking to real needs in practice.

The objectives and measures comply with these strategic priorities of the University of Economics, Prague: Quality and relevant research, development and innovation; Employability of Graduates, the social role of VŠE, brand development of VŠE.

Objective 1: Increase international dimension in the field of science and research

The faculty develops activities aimed at strengthening the internationalization of research and scientific activities, and seeks to engage graduates and foreign experts in the doctoral programme in English. It participates in projects of interregional cooperation and prepares for international projects outside of this scope.

INSTRUMENT 1.1 Becoming involved in solving international research projects

INSTRUMENT 1.2 Increasing the international dimension of the doctoral program

Indicators

- establishing cooperation with foreign experts in drafting the doctoral programme;
- involving doctoral students in the English version of the doctoral programme;
- increasing the number of interregional INTERREG EUROPE cooperation projects;
- participating in international projects outside the framework of interregional cooperation.

Objective 2: Stabilize and develop a quality doctoral programme

The Faculty has a stable doctoral programme that is developed with regard to the requirements of the Accreditation Commission, while respecting the sustainability indicators of the project FM VŠE - Innovation Field of Study and Educational Programs. PhD students are seen as an important group of students with special needs, which is reflected in a comprehensive system of financial and non-financial support.

INSTRUMENT 2.1 Improving the system of specific support for the scientific work of PhD students

INSTRUMENT 2.2 Developing the doctoral programme as required by the accreditation commission

Indicators

- increasing the number of PhD students with successful completion of studies;
- intensifying the links of the content of studies of doctoral students in the field of management;
- increasing the number of trainers with professional experience in practice;
- creating a system of specific support for students of the doctoral programme.
### Objective 3: Increase the quality of the results of scientific-research activities in relation to the field offered

Academic staff is able to publish in internationally recognized journals. The faculty helps to overcome system-specific and non-financial support, while creating the conditions for submitting research projects financed from external sources.

**INSTRUMENT 3.1** Innovation of support system for achieving quality publication results

**INSTRUMENT 3.2** Creating a support system for administering scientific-research projects

**Indicators**

- creating a scheme to promote the achievement of quality publication of results and submission of scientific projects;
- increasing the number of academicians using the system to support scientific work;
- increasing the number of outputs of scientific work in the category J;
- increasing the number of research projects with a clear linkage to the field of management.

### Objective 4: Increase the applicability of the results of scientific and research work in practice

Faculty's scientific research activities are capable of responding to the real needs of practice, being aware of its options and actively offer its potential in this area. It promotes academic cooperation in solving problems of external organizations on the basis of contractually secured research.

**INSTRUMENT 4.1** Identifying the faculty's potential to meet the needs of professional experience in scientific research activities

**INSTRUMENT 4.2** Establishing a commercial scientific research cooperation with external organizations to solve problems from professional experience

**Indicators**

- the existence of offers for scientific-research activities of the faculty oriented on the needs in practice;
- existence of organizations participating in the research activities of faculty;
- the existence of scientific-research projects carried out for the needs in practice;
- increasing the number of outputs of scientific work utilized in real managerial practice.
Strategic Priority 3: Developing the internal environment and external relations

Within this priority, the Faculty of Management intends to focus on these strategic areas:

- Human Resources;
- finance and investment activities;
- domestic and international partner network;
- communication and Public Relations;
- internationalization of the internal environment;
- organizational culture and its relationship to faculty.

The objectives and measures comply with these strategic priorities of the University of Economics, Prague: Quality Assurance, Human Resources Development; Effective Financing Infrastructure Development; The International Dimension of Education; Employability of Graduates, the social role of VŠE, brand development at VŠE.

Objective 1: Start the process of human resource management

The faculty is continuously involved in human resources management. It has a document available which directs human resources policy with regard to the potential and weaknesses of their employees. The faculty applies a fair and motivating system of evaluation and remuneration of academic staff.

**INSTRUMENT 1.1** Creating a plan for human resource needs

**INSTRUMENT 1.2** Revising the evaluation and remuneration of academic staff

**Indicators**

- creating a plan for human resources development;
- implementing an internal audit of Human Resources;
- assessing the effectiveness of evaluating and remunerating academicians;
- proposal to improve the evaluation and remuneration of academicians.

Objective 2: Improve the system of care for human resources development

The Faculty intensively engages in developing human resources. A personal development plan is prepared for each academic staff member with objectives for the designated period. The faculty supports the development of competencies necessary for quality work of academics in education and science and research.

**INSTRUMENT 2.1** Initiating personal development plans for academic staff

**INSTRUMENT 2.2** Supporting the development of competencies for academic staff required for high quality teaching and scientific research activities

**Indicators**

- creating formal rules for the issues surrounding the development of human resources;
- creating personal development plans for academic staff;
- mapping the competencies required for improving the quality of work of academic staff;
- creating a system to support the development of required competencies.
Objective 3: Increase the share of external funding in the faculty budget

External funding is devoted to the designated worker who knows the various options for raising funds and is able to participate in administering their drawing. The faculty has prepared the conditions for a coordinated use of their potential in the form of additional commercial activities which it actively offers.

INSTRUMENT 3.1 Strengthening human resources and administrative support for external financing

INSTRUMENT 3.2 Creating the conditions for increased funding from commercial activities

Indicators
- activities of an employee devoted to external funding;
- the existence of rules for implementing the commercial activities of faculty members;
- the existence of commercial bids by the faculty for external organizations;
- increase the share of external resources in the budget of the faculty.

Objective 4: Link investment activities with the strategic objectives of the faculty

Investments are carried out under the plan with respect to the needs of faculty in achieving its strategic objectives. The faculty has an idea about the use of the former auto repair garage and gradually brings it in line with its strategic objectives and considering funding options.

INSTRUMENT 4.1 Creating an investment plan reflecting the strategic intentions of the faculty

INSTRUMENT 4.2 Converting the former auto repair under the investment plan of the faculty

Indicators
- creating an investment plan reflecting the strategic intentions of the faculty;
- developing a plan for the use of the former auto repair garage;
- implementing investment projects for the strategic intentions of the faculty;
- initiating investments into the former auto repair garage.

Objective 5: Start the process of internationalization of the internal environment of the faculty

The faculty collaborates with the International Office and partners with the ERASMUS programme for reciprocal mobility of students and academic staff. It supports the mobility of students and academicians with targeted financial and other support. The faculty also participates in other forms of international cooperation aimed at developing the internal environment.

INSTRUMENT 5.1 Intensifying bilateral mobility of students and academic staff

INSTRUMENT 5.2 Using various forms of international cooperation in the development of the internal environment
Indicators
- increase the number of outgoing and incoming students;
- increase the number of outgoing academics at universities abroad;
- foreign academics working at the faculty;
- engaging in other forms of international development cooperation.

**Objective 6: Create a sustainable and high-quality partner network**

The faculty knows its key stakeholders from the business and public sectors, as well as the local community. It sets up mutually beneficial relations, which are systematically developed. It is in contact with its alumni and tries to develop it further and capitalize on the mutual benefit.

**INSTRUMENT 6.1** Strengthening the faculty’s relationships with key regional stakeholders

**INSTRUMENT 6.2** Strengthening the faculty’s relationship with its graduates

Indicators
- identifying key stakeholders and the mutual interest;
- increasing the number of actively collaborating partners;
- establishing an FM Alumni Club;
- increasing the number of graduates participating in the activities of the faculty.

**Objective 7: Build the reputation of the faculty by communicating its strengths and achievements**

The faculty has a communication strategy that enables the coordination of communication and presentation activities. It leverages relevant communication channels to inform the professional and general public about its achievements, thus building its reputation and raising awareness of its activities.

**INSTRUMENT 7.1** Streamlining communication for presenting the strengths and achievements of the faculty

**INSTRUMENT 7.2** Creating a clear and targeted communication strategy

Indicators
- creating a communication strategy for presenting and promoting the faculty;
- revising the method for using existing communication channels;
- increase communication of messages presenting the strengths and achievements of the faculty;
- increasing activities in building relationships with the public.

**Objective 8: Develop an organizational culture and strengthen the relationship between employees and students towards the faculty**

Cultural and social events are seen as an important part of the life of the faculty and their organization is systematically supported. Events that promote mutual understanding, exchange of information and cooperation regularly take place at the faculty and thus the relationship between members of the academic community and the faculty.
INSTRUMENT 8.1 Support for the activities of students' cultural and sports organizations and associations

INSTRUMENT 8.2 Support activities that strengthen the relationship of the academic community and the faculty

Indicators

- increase the activity of students' cultural and sports organizations and associations;
- creating a system of coordination and specific support student activities;
- increasing the number of social events for employees and their families;
- increasing the number of activities that strengthen the relationship of the academic community and the faculty.
Implementation and Supervision

Implementing the instruments of the Long-Term Strategic Plan will take place through the Strategic Development Plan of the Faculty of Management for the period of 2016-2020, which can be understood as a long-term development plan for the given period. Its structure is the same as the Long-Term Strategic Plan; it will also include a priority focus on teaching and scientific research and developing the internal environment and external relations.

The proposed instruments will be put into practice through annual action plans, which will already include specific activities, by means of which the instruments will be implemented, which will lead to the fulfilment of the objectives set in the priority areas.

The primary responsibility for achieving the goals of the priority areas shall be borne by the management of the faculty at the level of dean and one of the vice-deans. The implementation of the selected instruments will involve additional deans and academics, technical and administrative workers and PhD students if needed.

Checking the performance of the Long-Term Strategic Plan will also take place in the context of the Strategic Development Plan of the faculty at the end of each year in the form of evaluating the success of the action plans. This interim form of control will be based on an assessment of the success of the activities leading to the fulfilment of the instruments. The primary responsibility for monitoring will be borne by the Vice-Dean for Development and External Relations. In the case of deviations from the plan, they will be corrected in the following action plan.

The overall revision will take place between 2018 and 2019. According to the results of the inspection, there will be either a thorough update of the Strategic Development Plan and subsequently update the Long-Term Strategic Plan, which is then reflected in the contents of action plans for 2019 and 2020, or the findings will be taking into account only when creating the stated action plans.

The Long-Term Strategic Plan for the Educational and Scientific, Research and Development, as well as the Innovative, Artistic and other Creative Endeavours at the University of Economics, Prague, the Faculty of Management in Jindřichův Hradec was approved by faculty management and approved by the Academic Senate of the Faculty of Management on 10. 5. 2016.

Ing. Michal Novák
Chairman AS FM VŠE

doc. Ing. Vladislav Bína, Ph.D.
Dean FM VŠE