

The Faculty of Business Administration^{*)}
International Strategy 2016 – 2020

1. Default documents on the level of the Czech Republic and the University of Economics, Prague [hereafter: the VSE]

At the national educational system level we find the supreme document which sets out Czech educational policy, and determines the educational policy strategy of the Czech Republic in 2020. This document was approved by the Czech government in 2014.

At the level of Higher Education, the key strategic document: *The Long-Term Plan for Education and Science, research, Development and Innovation, Artistic and Other Creative Activities in the Area of Higher Education for the Period 2016-2020*; was approved by the Ministry of Education on Feb. 12, 2015, along with the annual updates to this document. In this document, internationalisation is priority objective No. 3. This objective is intended to give the teaching, along with other creative activities of universities, a distinct international character. Internationalization of Higher Education does not only mean participation in mobility programs, and short foreign study/teaching trips of a limited number of students or academic staff. The environment at universities will have a distinctly international character based on the full integration of incoming students and visiting professors into the universities' academic life, as well as intensive international contacts within the sphere of creative activities. Account will be taken, too, of the international context and international experience in the preparation of study programs.

At the level of the VSE, the main strategic document is: *The Long-Term Plan for the Educational, Research, Development and Innovation, Artistic and Other Creative Activities for the Period 2016-2020*, along with the linked document: *The Institutional Plan of the VSE for the Years 2016-2018*.

The VSE's strategic objectives in internationalisation are the following:

- To increase the number of students from all study levels, who are involved in mobility programs;
- To increase the number of applicants and students enrolled in study programs which are taught through the medium of a foreign language;
- To develop the range and quality of services on offer for foreign students;
- To increase the volume of teaching foreign mobility, as well the support given to the active involvement of academic staff into the broader international scientific-pedagogical community;
- To increase the number of foreign academic staff members who are working at the VSE in the longterm [at least for one semester].

2. Fulfilling the Internationalisation Strategies of the Faculty of Business Administration for the years 2011 - 2015

The main strategic material of the Faculty of Business Administration for the period 2011 – 2015 was: *The Long Term Objectives for the Educational and Scientific, Research, Developmental, Innovative and Other Creative Activities of the Faculty of Business Administration*. This document's main component in the area of internationalisation was the document: *Internationalisation Strategy for the Years 2011 – 2015*.

Fulfillment of *the longterm objectives in the area of study programs for the years 2011 – 2015* was achieved thusly:

^{*)} The Faculty of Business Administration; hereafter: the FBA/FPH

- The “flagship“ of the internationalisation of study programs was the international program: CEMS. This program is an accredited component of the Master’s Degree program: *International Management*;
- The undergraduate programme: *Corporate Finance and Management*, has been taught through the medium of English since 2012;
- The undergraduate programme: *Business Administration and Management* has been taught through the medium of Russian, in Moscow, since 2013;
- There has been an increase in the number of students from study programs, taught through the medium of Czech, who are participating in courses which are taught through the medium of other languages. The number of such students increased from 80 [in 2012] to 251 [in 2014].
- This growth in the number of students was achieved thanks to the greater offer of subjects which are taught through the medium of a foreign language. Semestral foreign exchange students also participate in these study programs, which leads to an increase in the students’ international experience.
- Student mobility: The number of students participating in semestral foreign exchange programs at partner schools abroad has grown and stabilised.

Faculty Academic Staff in the Area of Internationalisation:

- The number of teachers who are guarantors of subjects taught through the medium of a foreign language has increased. So too has the quality of these courses (for the benefits accruing to the internationalisation of study programs, see above)
- The number and structure of guest professors has also stabilised. In most cases, we see the same foreign professors returning time after time to teach their courses. The harmonisation of teaching at the VSE with the teaching carried out at renowned foreign schools has been intensified. The number of foreign teachers working at the Faculty of Business Administration has increased from 5.6% (2010) to 9.4% (2014). The number of different nationalities among them has increased from 6% to 8% in the same period.
- Mobility of Academic Staff: There has been an increase in the number of guest professors who go from the VSE to teach at foreign partner schools. The active participation of VSE academic staff in international conferences and symposia receives maximum support. Such participation creates the conditions for more intensive involvement in international projects, and in international research. The aforementioned activities have become important criteria for the growth in qualifications of the academic staff member.

In the area of internationalisation of its external relations, the FBA has repeatedly scored highly in the international rankings, which are organised by the international journal, The Financial Times, as well as the French non-profit organisation, Eduniversal (Best Masters & MBA Ranking).

The following goals of the *Longterm Objectives Strategy for the Years 2011 – 2015* have been partially fulfilled:

- In the extent of involvement in international research and other international projects;
- In the more marked internationalisation of the PhD programs;
- In the involvement in prestigious international publication;
- In gaining the EQUIS international accreditation; the FBA has successfully completed the first two rounds, however, the EFMD did not grant accreditation in its final decision. The FBA then decided that it will continue in the process and endeavour to gain the accreditation at another time.

3. Default Documents at Czech Republic and VSE Level

At FPH level, for the period 2016 – 2020, the default document is: *The Long Term Objectives of the Educational and Scientific, Research, Developmental and Innovative, Artistic and Other Creative Activities for the Period 2016 – 2020*, in addition to the linked document: *The Strategic Development Plan for the Faculty of Business Administration*.

These documents, which serve to concretise the longterm objectives of the Faculty of Business Administration, are sectional strategies which affect individual key areas of activity at the FBA. Among them belong the strategies in the area of internationalisation. These internationalisation strategies present a cross-view of the process of internationalisation in the period 2016 – 2020. The FBA's basic strategy for the years here mentioned is included in the fourth part of the document. The fifth part of the text contains policies; in a more detailed formulation; with whose help the FBA will realise its strategic objectives. These policies are accompanied by a system of indicators which measure the degree of success with which their realisation is being met.

The indicators' concrete values are presented in the strategic development plan of the Faculty of Business Administration. In the strategic plan are presented the data which were achieved in the previous year [2014]; the planned information for the year in which, at the latest, - according to the Universities Act – the newly elected Dean of the Faculty must take office [2018]; and for the final year of the longterm objective [2020].

4. Strategy in the Area of Internationalisation

With regard to the longterm objectives in education and science, research, development and innovative, artistic and other creative activities in the period 2016 – 2020, the Faculty of Business Administration considers its activities to be the basic points of the strategy in the sphere of internationalisation.

In the area of *study programs* taught through the medium of Czech, as well as through the medium of other languages, the FBA considers it crucial that their international character is boosted. This concerns mainly efforts made by the faculty to obtain international accreditation, or re-accreditation, of these programs (EQUIS, AACSB, FIBAA). In addition, it concerns the efforts which are made to regularly place the FBA study programs high up on the prestigious international rankings. It is about, too, the important feedback which verifies the quality of all aspects of the FBA's activities.

Another objective is the development of programs such as the "double-degree" study program, as well as to create mutations of the MBA program, which will be taught exclusively through the medium of English.

In terms of the structure of the *student body*, the aim is to increase the number of applications from abroad for places on study programs taught at the FPH; both for those programs which are taught through the medium of Czech, as well as through the medium of other languages (English and Russian). At the same time. the FPH aims to increase the number of its students who travel abroad during their studies. The FPH also aims to develop a system which monitors the employability of graduates within the international context.

As regards the composition, and qualification structure, of *employees*, the FPH focus mainly on the development of their linguistic, professional and intercultural competence. This is in order to facilitate an element of internationalization in all areas of FPH endeavours; education, science, research, etc. With the same intention in mind, the FPH will gradually increase the number of foreign academic staff members on the FPH payroll.

The intention behind the internationalization of the FBA's *science and research activities* is to increase the number of international research projects being carried out at the Faculty. The Faculty will contribute research personnel to these activities. Related to this are efforts to

have FPH personnel publish the greatest number of scientific works in prestigious international journals.

The FBA supports the activities of its staff in the regional, European and global communities in the areas of *ethics, responsibility and sustainability* (ERS); as well as in the staff's efforts to transmit these "best ERS practices" to the day to day life of the FBA. The Faculty also promotes the activities of its students in international student organizations, which operate within the ERS system.

In the area of *executive education*, it is mainly about extending and improving the offer of commercial education conducted through the medium of a foreign language (measured by the number of foreign clients and acquired funding). To this end, they also benefit from activities associated with preparing courses using TEL (technology-enhanced learning).

In terms of *cooperation with foreign and international bodies in the corporate and public sectors*, the Faculty will undertake those activities which are associated with the permanent strengthening of the global attractiveness of the Faculty of Business Administration brand. The attractiveness of the brand is reflected, for instance, in the high degree of employability of FBA graduates in both the domestic and international labor markets, in addition to the possibilities for Faculty staff to offer their services in the international consulting and contracted research spheres of activity.

5. Fulfilling the Internationalisation Strategies in Individual Areas of FBA Activity

5.1 The Development of the International Character of Faculty Study Programs

Policies

In order to strengthen the international character of its study programs, the Faculty of Business Administration applies these medium-term measures:

- Actively seeking out the possibilities for double degree programs;
- Expanding and boosting current platforms for the realisation of the MBA study program which is taught through the medium of English;
- The realisation of the EQUIS accreditation process at the Faculty of Business Administration;
- Participation in the AACSB accreditation process, which takes place at VSE level;
- Realisation of the reaccreditation of the MBA program with the international institution FIBAA;
- Participation in the international evaluation which is carried out by the international journal, the Financial Times;
- Participation in the international evaluation carried out by Eduniversal;
- Participation in the international evaluation carried out by U-multirank;
- Administratively boosting the preparatory phases and processes of international accreditation and evaluation.

Indicators

- The number of double degree programs accredited through the FBA;
- Accreditation of the executive MBA study program which is fully taught through the medium of English;
- The EQUIS evaluation commission's report (Report of the Peer Review Team).
- Reaccreditation of the MBA study program with the international institution FIBAA;
- The position held by the Master's Degree program *Business Economics and Management* in the Financial Times rankings;

- The position held by the Master's Degree program MIM in the Financial Times rankings;
- Inclusion of the Bachelor's, Master's and Doctoral Degree programs in *Business Economics and Management* in the international evaluation which is carried out by U-Multirank;
- Inclusion of the Master's Degree program MIM in the international evaluation carried out by U-multirank.

Funding

International accreditation [EQUIS, AACSB, FIBAA] is financed from funding which the FBA receives from the Ministry of Education of the Czech Republic for support of its strategic development plans.

5.2 Development of Students' International Experience

Policies

Concerning the structure of the student body enrolled in the study programs which are taught at the FBA, the Faculty's policies are focused on the following activities:

- Giving support to the participation of foreign students in those study programs which are taught through the medium of Czech;
- To increasing the number of both applicants and students who are accepted to the Bachelor's programs which are taught through the medium of Russian and English, as well as to those Master's and Doctoral programs which are taught at the VSE's Prague campus.
- To increasing the number of both applicants and students who are accepted to the executive MBA program, which is taught through the medium of English at the VSE's Prague campus.

The above-mentioned objectives are also meant to support campaigns carried out in an online environment, such as meetings with students at foreign secondary schools, and the participation of FBA representatives in post-secondary education fairs abroad, in addition to offering "mock" versions of entrance examinations, as well as giving demonstrations of the VSE teaching methods.

In the area of international mobility for students of all levels of studies, we are talking about these basic medium term measures:

- Increasing the number of students who join mobility programs of at least 1 semester's duration;
- Supporting internships to be done abroad;
- Increasing the number of students, of all levels of studies, who participate in short term study stays abroad – e.g., Summer schools, workshops, conferences, and so on.
- More intensive promotion of all forms of support for individual mobility [besides exchange programs]
- More intensive promotion of student participation in foreign Summer and Winter schools.
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The abovementioned FBA objectives are supported by the following support policies:

- Increasing the volume of subjects taught through the medium of foreign languages [to the required structure and quality] for incoming exchange students:
- Increasing the number of incoming exchange students on courses which are taught through the medium of foreign languages by the FBA's pedagogical staff;

- Reflecting foreign study stays in the study plans [mobility window] of all FBA study programs;
- Identifying partner schools which are suitable for students of Arts Management;
- Realisation of scholarship projects for the support of students who go on study stays outside Europe;
- Implementing scholarship projects for the support of students who go abroad on short term study stays [Summer schools and the like];
- Informing, and motivating, FBA students about study stays abroad;
- Support to be given to the accreditation of subjects taught through the medium of foreign languages by the FBA's Academic Centre.

Indicators

Indicators for measuring success in the implementation of the basic medium term measures are the following:

- The number of foreign students participating in study programs which are taught through the medium of Czech as a percentage of the total number of students on the Bachelor's and linked Master's study programs;
- The number of students in study programs taught through the medium of foreign languages;
- The percentage of foreign students in study programs which are taught through the medium of foreign languages as a part of the total number of students on the Bachelor's and linked Master's study programs;
- The number of FBA representatives who participate in post-secondary education fairs abroad;
- The number of students who participate in meetings at selected secondary schools;
- The number of clicks received by international internet campaigns.

Indicators of success in the implementation of supplementary medium term measures are the following:

- The number of students who go abroad for at least one semester;
- The number of students who go abroad for work experience [internship];
- The number of students who go abroad on the basis of individual mobility [free movers];
- The number of students who go abroad to Summer schools for a period of at least 2 weeks;
- The number of subjects, taught through the medium of English, in a structure which corresponds to the structure of the incoming students;
- The number of incoming exchange students who are on courses taught through the medium of foreign languages by FBA personnel;
- The number of students on the executive MBA study program which is taught exclusively through the medium of English;
- The amount of scholarship support given to those students who go abroad.

Funding

The realisation of programs taught through the medium of foreign languages, double-degree programs and MBA study programs are financed by money raised from tuition fees. The Ministry of Education of the Czech Republic finances the studies of foreign nationals, who study on courses which are taught through the medium of Czech, to the same amount as is received by citizens of the Czech Republic.

Semestral excursions abroad are financed by funds such as *Erasmus Plus*.

Short term excursions abroad; for instance, Summer schools or free movers; are financed from funds which the FBA receives from the Ministry of Education for the support of its Plan for Strategic Development.

Scholarship support for student's excursions is financed by funds from the Faculty's Scholarship Fund.

5.3 The Development of the Academic Competence of Faculty Personnel

Policies

From the point of view of improving the international structure of Faculty staff, the FBA has implemented the following measures:

- The growth of the percentage of foreign academic personnel engaged at the FBA as a part of the total number of Faculty staff. Improving the conditions for the longterm employment of foreign academic workers.
- Utilisation of the “guest professor“ project to facilitate reciprocal pedagogical mobility, also in non-European schools.

As regards the development of the cultural competence of FBA personnel, which would allow them to operate in the international academic environment, and with this in mind, the FBA has taken these steps:

- Including linguistic competence as a required qualification when seeking new employees;
- Implement special language courses aimed at the teaching of professional subjects, including presentation and other pedagogical skills;
- Boosting the role of teaching subjects through medium of foreign languages as one of the conditions for career growth within the framework of performance evaluation;
- Boosting the role of foreign teaching mobility as one of the conditions for career growth within the framework of performance evaluation;
- Support from the Faculty's Academic Centre for academic personnel.

Indicators

- The number of foreign academic personnel employed at the FBA for at least 1 semester;
- The number of participants in special language courses focused on the teaching of professional subjects;
- The number of Faculty pedagogues on teaching stays abroad.

Funding

The activities referred to above are financed by funds which the FBA has received from the Ministry of Education of the Czech Republic in support of its Strategic Development Plan.

5.4 Science and Research

Policies

In the area of international cooperation in the spheres of science, research and innovation, the FBA has taken measures focused on:

- Support for publication in prestigious international journals. In order to do this, there must be developed a system for the evaluation of performance, as well as for

financially supporting publication activities, especially publication in those journals with impact factor; for both academic personnel and Doctoral students;

- Supporting the acquisition of participation in international research projects. To do this it is necessary to implement a system for the provision of project support (including bonuses) for submitting and obtaining international scientific projects;
- Supporting the participation of academic personnel and Doctoral students in prestigious world conferences;
- Supporting the participation of academic personnel and Doctoral students in intensive courses on scientific methods;
- Supporting peer review in the area of scientific work;
- Obtaining top foreign scientific personnel.

Indicators

- The number of articles in impact journals with an IF > 3;
- The number of articles in impact journals with an IF > 1
- The number of articles in impact journals;
- The number of academic personnel with citations in the IF;
- The number of international scientific projects;
- The number of works published by Doctoral students in the IF journals;
- The number of top foreign scientists obtained by the Faculty.

Funding

The activities mentioned above are financed from funds which the FBA has obtained from the resources of the Government *Commission for Science, Development and Innovation*.

5.5 Executive Education

Policies

Development of the international character of executive education at the Faculty of Business Administration follows these steps:

- Regular monitoring of companies' real needs in the area of those executive education programs which are taught through the medium of foreign languages;
- Expanding and increasing the quality of the foreign language commercial education courses on offer with a view to companies' real requirements;
- Increasing the foreign range of executive education.

The Faculty supports the abovementioned objectives in the following ways:

- Involving more academic personnel in the teaching of executive educational courses which are taught through the medium of foreign languages;
- Preparing commercial courses by use of TEL (Technology Enhanced Learning);
- Boosting the organisational guarantee of the educational environment of the Faculty's institutes;
- Setting the selling processes for the area of commercial education courses which are taught through the medium of foreign languages.

Indicators

- The number of research monitoring opportunities with the world of business practice which were realised;
- The number of foreign clients who take executive education courses;

- The number of academic personnel involved in the teaching of executive educational courses through the medium of foreign languages;
- The number of courses using TEL;
- The financial volume of commercial education.

Funding

The costs connected with the activities mentioned in these points of the Strategy for Internationalisation are covered by the income received from the provision of commercial education.

5.6 Responsibility and Sustainability (ERS)

Policies

The issues of ethics, responsibility and sustainability are integral parts of the overall strategy of the FBA. The international aspects are strengthened by these measures:

- The involvement and activities of the FBA in the regional, European and global communities in the area of ERS. To carry over the international experience in the area of ERS to the Faculty's life, not only in the areas of education, or science and research.
- Cooperate with those international student organisations which operate in the area of ERS.

Indicators

- The number of members of the academic community who operate in the regional, European and global communities in the area of ERS;
- The number of students of the FBA who are involved in international activities in the area of ERS;
- The number of students on the international study programs who participate in courses focused on the area of ERS.

Funding

The activities presented in these points are financed by funds which the FBA receives from the Ministry of Education, which are given according to the number of students, as well as the height of the contribution given per student.

5.7 Cooperation with Foreign Subjects

Policies

Concerning the necessity for the permanent strengthening of the FBA's position in all areas of its activities, including those of consultancy and contracted research, the objective is:

- Boost the attractiveness and reputation of the Faculty brand for the management of firms, as well as for the public sector. With this aim in mind, there must be carried out regular research on how the Faculty is perceived in comparison with its main competitors;
- Develop long term partnerships between the Faculty and international firms and institutions;
- Develop membership and activities within the framework of international alliances and partnerships [academic and professional].

With the expansion of the offer and quality of consultancy activities, and contracted research, the following medium term measures are to be taken:

- The regular monitoring of firms' real needs in the areas of consultancy and contracted research, as well as the opportunities for cooperation with the Faculty;
- Expanding and increasing the quality of the offer of consultancy activities and contracted research;
- The organisational guarantee of consultancy activities and contracted research by use of the Faculty institutions;
- Continual adjustments to the sales processes for consultancy activities and contracted research, with regard to developments, in particular, in the European market in these areas.

Indicators

- The financial volume of consultancy activities and contracted research;
- The number of long term Faculty company partnerships;
- The number of studies which were conducted to monitor the opportunities for cooperation with the business sphere.
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Funding

Costs connected with the activities presented in these points of the Internationalisation Strategy are covered by the income raised from the provision of consultancy activities and contracted research.