

**The Strategic Development Plan
of the Faculty of Business Administration
of the University of Economics, Prague,
for the period 2019 - 2020**



June 2018

Introduction

Following The Long-Term Plan for the Educational, Scientific Research, Developmental and Innovative, Artistic, as well as other Creative Activities of the Faculty of Business Administration of the University of Economics, Prague, for the period 2016 – 2020, and Strategic Development Plan of the Faculty of Business Administration of the University of Economics, Prague, for the period 2016 – 2018, the Strategic Development Plan of the Faculty of Business Administration of the University of Economics, Prague, for the period 2019 – 2020 formulates specific targets of the Faculty of Business Administration development for the period until 2020 including indicators and activities leading to their achievement.

Names and numbering of chapters in the Strategic Development Plan of the Faculty of Business Administration correspond to names and numbering of chapters in The Long-Term Plan. Individual activities specified in the Strategic Development Plan of the Faculty of Business Administration will be solved on an ongoing basis in the years 2019-2020.

1. Quality Assurance, Human Resources Development

Main goals in the areas of internal evaluation and quality assurance

1. Successful restructuring and re-accreditation of existing doctoral degree programmes of the FBA linked to re-accreditation of habilitation and professorship appointment processes.
2. Gaining the EQUIS re-accreditation for the FBA for a period of five years;
3. The School's share in gaining the AACSB accreditation for VSE;
4. Placement in the international rankings; evaluating the quality of the FBA (Financial Times, Eduniversal, etc.);
5. Launching AMBA international accreditation in 2020.
6. Increasing the share of the FBA in the total number of students in the management programmes in the Czech Republic.
7. Enhancing applicants' interest in studying in foreign-language programmes offered by the FBA.
8. Maintaining/increasing the quality of teaching;
9. Cooperation with the VSE within the implementation of a system of internal evaluation and quality assurance.

The main goals in the area of human resources development

1. Updating a plan for the qualification structures and career growth at the departments of the FBA;
2. The creation of conditions for the more intensive cooperation between faculty members and the best firms in the business sphere;
3. The creation of conditions for academic and non-academic staff members of the FBA to gain a more intensive level of foreign experience; preferentially used for this potential of the CEMS programme.
4. Creating conditions for the recruitment of researchers from abroad.

Activities leading to the achievement of the goals in the areas of internal evaluation and quality assurance

1. Preparation of the standard accreditation files and commencement of work on institutional accreditation;
2. Administratively and financially boosting the preparatory phase, and the process of international accreditation and evaluation;
3. Initiating activities to increase the interest of potential students – an internet campaign, open days, meetings with secondary school students both at home and abroad, participation in post-secondary education fairs, both in the CR and abroad, as well as offering the possibility to sit the „mock“ entrance examination.
4. Teaching quality: including the results of subject evaluation surveys implemented into the evaluation of the faculty performance, boosting the „skills“ subjects, further develop obligatory subjects whose goal is to increase the quality of bachelor, diploma and doctoral thesis, and to use the services of the Academic Centre.
5. Continuously test the standard of the systems of evaluation and quality assurance.

Activities leading to the achievement of the goals in the area of human resources development

1. Creating a plan of the qualification structure of the departments [the plans will be regularly updated once a year in relation to the conditions for habilitation and professorial appointment processes, and with the organisational system of the FBA];
2. Creating plans for the individual development for faculty members [plans will be regularly discussed with faculty members on the departmental level];
3. The development of the School's institutes and the Centers of Excellence.

Indicators in the areas of internal evaluation and quality assurance

Indicator	Current situation, 2018	Plan 2019	Goal 2020
EQUIS accreditation at the FBA	initiate a process	valid EQUIS accreditation	valid EQUIS accreditation
AACSB accreditation for the VŠE	AACSB membership	valid AACSB accreditation	valid AACSB accreditation
EQUIS accreditation at the FBA	evaluation of accreditation conditions	Decision to start accreditation	initiate a process
Participation in the Financial Times international rankings	placement in FT rankings	placement in FT rankings	placement in FT rankings
Participation in the Eduniversal international rankings	placement in Eduniversal rankings	placement in Eduniversal rankings	placement in Eduniversal rankings
Participation in the QS international rankings	placement in QS rankings	placement in QS rankings	placement in QS rankings
The number of participants in the Open Days	700	800	800
Mock lessons – the number of participants	50	75	100
Subject questionnaires - evaluation	The average rating of 10% worst-rated subjects is 2.75 (max. value is 5).	To increase to the value 3.	To increase to the value 3.

Indicators in the area of human resources development

Indicator	Current situation 2018	Plan 2019	Goal 2020
Plans of the qualification structures of departments	concretized	updated	updated
Plans for the qualification growth of departmental personnel	concretized	updated	updated

2. Diversity and Availability

Main goals in the areas

1. Constantly increasing the quality of teaching and to develop their competitive priorities, especially by means of gradual innovation of study programmes and subjects based on their internationalisation and the projection of the results gained by scientific workers into lessons;
2. To develop a high-quality standard MBA and executive MBA programme to be taught through the medium of Czech and English; in cooperation with a foreign partner;
3. To develop high-quality executive and lifelong educational programmes and courses;
4. To boost the international character of faculty;
5. To support extraordinarily gifted students and involve them in the scientific research activities of the FBA;
6. To support students afflicted by health, social or other types of disadvantages;
7. To analyse the regular causes behind study success.

Activities leading to the achievement of the aims in these areas

1. Ensuring flexibility in the study programs enabling them to react to changes in the labour market;
2. Carry out regular research on the requirements of the business;
3. To develop the subject „Internship in Czech Firm“;
4. To develop the subject „Internship Abroad“;
5. Boost the skills side of the teaching of case studies in subjects at subject exams and at final state exams;
6. Cooperate with CIKS in the acquisition of literature;
7. Ensure supplies of both the printed and electronic publications which are used at renowned universities;
8. Provide academic personnel with a comprehensive consultancy service, which supports the management of the demands of academic and ensures its quality;
9. Increase the number of foreign academics;
10. Actively cooperate with selected secondary schools [lectures, meetings, etc.]. Regularly organise Open Days; organise internet campaigns; offer „mock“ entrance examinations;
11. Regularly inform students about the activities of the Academic Centre, promote its services, in particular among those students with below-average study results;
12. Utilise the services of the *Centre for Support of Handicapped Students*. Cooperate with this centre both during entrance exam procedures, as well as during the course of the handicapped students' studies;
13. Gradually prepare e-learning support for the use of FBA students as well as for commercial use.

Indicators in the areas of diversity and availability

Indicator	Current situation, 2018	Plan 2019	Goal 2020
Subject questionnaires and their processing, per year	2	2	2
The number of academic staff members in courses aimed at increasing pedagogical and research skills	29	30	35
The number of MBA programmes / The number of MBA programmes with e-learning support	1/0	2/1	2/2
The number of subjects in lifelong education	19	25	25
The number of foreign academics as a part of the total number of faculty	5	7	10
Number of online teaching materials	0	6	8
Setting the criteria for the selection of excellent students	general	Concretized and realised	Updated and realised

3. The International Dimension of Educational Activities

Main aims in the area of student mobility

1. Increasing the number of students from all study levels who get involved in the mobility programmes;
2. Involving students in internships abroad;
3. To implement PR campaigns as an instrument for gaining potential students on accredited programmes, including Ph.D. study programmes;
4. Increasing the number of incoming exchange students.

The main aims in the area of foreign language programs

1. Increasing the number of both applicants and students who are enrolled in the English Bachelor's, master, MBA and doctoral programmes;
2. Increasing the offer of double degree programmes.

The main aims in the area of academic personnel mobility

1. Increasing the amount of foreign teaching mobility;
2. Increasing the number of long-term foreign faculty members [min. 1 semester/year];
3. Boosting the linguistic and pedagogical competence of existing faculty;
4. A higher rate of involvement of all departments in the teaching of subjects through the medium of foreign languages.

Activities leading to the achievement of the aims in the area of student mobility

1. Proposing partner schools which are suitable even for students of the *Arts Management* study programme;
2. Reflecting foreign study stays in study plans [the mobility window] in all study programmes;
3. More intensive promotion of all forms of support for individual mobility [besides the exchange programmes], including the involvement of faculty members mobility;
4. Implementing scholarship supported projects for short-term student stays [Summer schools, and the like];
5. Increasing the number of subjects taught through the medium of foreign languages [of the required structure and quality] for the benefit of incoming exchange students.

Activities leading to the achievement of the aims in the area of foreign language programmes

1. Actively seeking out opportunities for double degree programmes;
2. Development of MBA programme in English, including "MBA for Students" programme
3. Utilising the project Erasmus+ for the above-mentioned activities;
4. Support for the accreditation of foreign language subjects from the Academic Centre of the FBA.

Activities leading to the achievement of the aims in the area of faculty mobility

1. Boosting the role of foreign teaching mobility, that is, the teaching of subjects through the medium of foreign languages as one of the conditions for career growth within the framework of appraisal assessment;
2. Language competence as a qualifying condition in the recruitment of new faculty members;
3. The realisation of special language courses aimed at the teaching of professional subjects, including presentation and other pedagogical skills;

4. Utilise the „Visiting Professor“ project for reciprocal teacher mobility with schools outside of Europe;
5. The creation of conditions for long-term employment of foreign faculty members, including supplemental financial arrangements [e.g., ESF Funds, the Fulbright project, IRP funds, corporate funds, and the like];
6. Support for faculty from the FBA Academic Centre.

Indicators in the area of student mobility

Indicator	Current situation	Plan	Goal
	2018	2019	2020
The share of outgoing students for a semester;	5	7	8
The number of students going on internships;	10	20	30
The number of subjects taught through the medium of English which are structured so as to correspond with the structure of incoming students.	55	60	65

Indicators in the area of foreign language programs

Indicator	Current situation	Plan	Goal
	2018	2019	2020
The number of double degree programmes	1	2	3
The share of students enrolled in foreign language programmes as a part of the total number of students enrolled in all study programmes	7.6	9.0	10.0

Indicators in the area of the mobility of academic personnel

Indicator	Current situation	Plan	Goal
	2018	2019	2020
The number of faculty mobility abroad [at least one week long]	18	19	20
The number of foreign faculty members at the FBA for at least one semester.	25	27	30

4. Employability of Graduates; the Social Role of FBA; Development of the FBA brand

The main aims in the area of employability of FBA graduates on the labour market

1. Maintaining the current low rate of unemployment among FBA graduates;
2. Boosting students' practical skills;
3. Gaining foreign experience for the greatest number of the School's students;
4. To boost and systemise relations with graduates;
5. Increase the success of graduates by supporting their mutual cooperation with the business sphere, as well as supporting their personal and professional growth;
6. Monitor the success of graduates in practice;

The main aims in the area of cooperation with the business sphere [executive education, consultancy, contracted research, partnership]

1. The development of long-term partnerships between the FBA and firms;
2. Boosting executive education programmes,
3. Boosting consultancy activities and contracted research;

The main aims in the area of the development of the FBA brand

1. To boost the attractiveness and reputation of the FBA brand among secondary school students and their parents;
2. To boost the reputation of the FBA as a partner among representatives of the corporate sector;
3. To boost the reputation of the FBA among the wider public.

Activities leading to the achievement of the aims in the area of employability of FBA graduates on the labour market

1. Flexible structures in study programmes enabling them to react to changes in the labour market;
2. Development of the optional subject „Internship“;
3. Boosting the skills aspects of teaching carried out through case studies and solving problematic situations at the final state examinations;
4. Inform the School's students about, and motivate them to go abroad by PR campaigns, financial support, and reserve credits;
5. Development of alumni communities;
6. Boosting graduates' success by means of supporting their networking, and offering educational programmes;
7. Implementation of regular research activities aimed at identifying current requirements of practice for individual programmes and subjects (human resource management, logistics, marketing, etc.);
8. Regularly evaluate the success of graduates in practice (Eurostudent project, Financial Times ranking, etc.).

Activities leading to the Achievement of aims in the area of cooperation with the business sphere [executive education; consultancy; contracted research; partnership]

1. Actively gain new business partners among the best companies and other organizations.
2. To ensure the satisfaction of existing business partners.
3. Expand and improve the offer of executive education and contracted research programmes.

4. Strengthen the organization of executive education and contracted research programmes.
5. Setting up the sales process for executive education and contract research.

Activities leading to the achievement of the aims in the area of the development of the FBA brand

1. Thoroughly point out the achievements and advantages of the FBA through the School's website, myFPH website, Facebook, open days, etc.
2. Implement PR campaigns (in both online and offline environments) towards students of secondary school.
3. Regularly inform the corporate public about executive education programmes, contracted research and successful projects realised together with practice.
4. Strengthen and systematize proactive and reactive media relations.
5. Regularly monitor the perception of the FBA in comparison with its main competitors.

Indicators in the area of the employability of graduates of the FBA on the labour market

Indicator	Current situation	Plan	Goal
	2018	2019	2020
Rate of unemployment among graduates	3%	3%	3%
The number of internships at the FBA [for FBA students per year]	50	70	90
The number of case studies done during the final state examinations	0	15	30
The number of functioning alumni communities	8	10	10
The number of alumni participating in alumni communities	500	700	800
The number of completed research projects demanded by firms at the FBA	0	1	1

Indicators in the area of cooperation with the business sphere [executive education, consultancy, contracted research, partnerships]

Indicator	Current situation 2018	Plan 2019	Goal 2020
The number of long-term FBA - corporate partnerships	82	95	105
The financial volume of a corporate partnership (excluding contracted research)	4.5 mil. CZK	6.2 mil. CZK	6.7 mil. CZK
The financial volume of contracted research	1.4 mil.CZK	1.7 mil.CZK	2 mil. CZK
The financial volume of executive education	0.5 mil. CZK	0.55 mil.CZK	0.65 mil.CZK

Indicators in the area of the development of the FBA brand

Indicator	Current situation 2018	Plan 2019	Goal 2020
The number of applications to the FBA bachelor programmes	2,112	2,300	2,400
The number of FBA webpage visits	240,000	276,000	317,000
The number of “MyFPH” webpage visits	2,500 (September - December)	8,000	9,000
The number of FBA webpage visits from the Google Ads	32,000	40,000	50,000
The average number of visits to organic Facebook posts	925	1,250	1,500
The average number of visits to sponsored Facebook posts	4,117	9,000	12,000
Number of positive media outcomes dedicated to the FBA	200	230	260
Number of visitors on open days	800	1,000	1,000

5. Quality and Relevant Research, Development, and Innovation

The main aims in the areas of quality and relevance of scientific research activities

1. Further, increase the quality of scientific results;
2. Increase the number of academics achieving quality scientific results, especially in Q1 and Q2 in WoS;
3. Increase the involvement of FBA faculty in scientific projects, especially the international ones;
4. Increase the quality of research in the framework of the Ph.D. study programmes;
5. Include the FBA journal CEBR in the WoS database.

The main aims in the areas of linking pedagogical and scientific research activities

1. Increase the involvement of students in the scientific research activities which are carried out under the supervision of a faculty member;
2. Application of scientific research activities realised by faculty into teaching activities;
3. Increase the application of up to date world scientific knowledge in teaching practice.
4. Develop the area of research in managerial education

Efforts leading to the achievement of aims in the areas of quality and relevance of scientific research activities

1. Systems for evaluating appraisal performance, as well as a system for rewarding supporting publication activities, especially in journals in Q1 and Q2 in WoS, both for scientific researchers and Ph.D. students;
2. IT support, organising and supporting workshops aimed at increasing the quality of scientific activities, especially in the field of methodology;
3. New accreditation of doctoral studies, oriented toward the development of research know-how of Ph.D. students;
4. Provision of project support, rewards for the submission/gaining of scientific projects, especially international ones;
5. Support for the participation of faculty members and doctoral students in prestigious world conferences and intensive courses aimed at methodology;
6. Support for peer review in the area of scientific research;
7. Gaining top foreign scientific researchers

Efforts leading to the achievement of aims in the area of linking pedagogical and scientific research activities

1. Subjects aimed at boosting the quality and scientific orientation of qualification work – research methods [for the Master's degree programmes], how to write a final thesis [for the Bachelor's degree programmes];
2. Involving Master's and Ph.D. students into the IGA project, or to others [the national research foundation GACR], completing their theses and dissertations within the framework of these scientific research projects;
3. Increasing the number of applications to the ESOP competition;
4. Revision of thesis/dissertation themes from the point of view of their relevance;
5. Involving students in research projects carried out for firms throughout the FBA centers of excellence;
6. Proposing talented Master's students who are oriented on scientific research;

Indicators in the areas of quality and relevance of the scientific research activities

Indicator	Current situation 2018	Plan 2019	Goal 2020
Number of articles in journals listed in WoS, Q1 and Q2 quartiles, by AIS	5	10	12
Number of articles in journals listed in SSCI/Scopus	49	55	60
Percentage of faculty members who are publishing in journals listed in SSCI/Scopus	22%	23%	24%
The number of top foreign scientists gained	2	4	5
The number of international scientific and development projects	4	2	5
The number of doctoral publications listed in SSCI/Scopus	16	16	18

Indicators in the area of linking pedagogical and scientific research activities

Indicator	Current situation 2018	Plan 2019	Goal 2020
New accreditation of doctoral study programme	no	yes	Yes
The number of applications to the ESOP (excellent theses and dissertations) competition	15	25	30

6. Effective Management

The main aims in the area of effective management

1. Specifying the powers and responsibilities of individual managerial and academic positions;
2. Developing procedural auditing and optimising internal processes;
3. Optimisation of the system for the allocation of the FBA funding among the individual departments, as well as bonuses for the individual faculty member's performance;
4. Improving the system for informing FBA faculty members about current issues/problems in the life of the FBA with the aim of increasing employees' active engagement in finding solutions;
5. Improving direct personal communication with the School's students.

Activities leading to the achievement of the aims in the area of effective management

1. Working out precise descriptions of selected managerial and academic positions;
2. The realisation of procedural audits of internal processes;
3. Regular updates of the system for allocating FBA funds among the individual departments, following the vision and long-term goals of the FBA;
4. Carrying out an annual survey of employee satisfaction levels;
5. The realisation of regular meetings of the School management with students [every semester].

Indicators in the area of effective management

Indicator	Current situation 2018	Plan 2019	Goal 2020
Descriptions of selected managerial and academic positions	concretized	updated	updated
Updating the system of distribution of FBA funds among individual departments	updated	updated	updated
The number of employee satisfaction surveys per year	1	1	1
The number of meetings between FBA management and students per year	1	2	2

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