

SELF-EVALUATION REPORT FOR EVALUATION OF RESEARCH ORGANIZATIONS IN THE SEGMENT OF HIGHER EDUCATION INSTITUTIONS IN YEAR 2025

HIGHER EDUCATION INSTITUTION NAME: Prague University of Economics and Business

COMPANY REGISTRATION NUMBER (CRN): 613 84 399

THE LIST OF EVALUATION UNITS IN MODULE 3:

- Faculty of Finance and Accounting (FFA)
- Faculty of International Relations (FIR)
- Faculty of Business Administration (FBA)
- Faculty of Informatics and Statistics (FIS)
- Faculty of Economics (FE)
- Faculty of Management (FM)

ORGANIZATIONAL STRUCTURE OF THE HIGHER EDUCATION INSTITUTION



HIGHER EDUCATION INSTITUTION WEBSITE (HTML LINK): <https://www.vse.cz/english/>

THE HIGHER EDUCATION INSTITUTION CONTACT PERSON

Name and surname: Martina Sušánková

Position: Head of Office for Science and Research

Phone number: +420 2 240 95 790

E-mail: susan@vse.cz

Signature (Rector), stamp

Introductory information about the evaluated higher education institution

The HEI briefly introduces itself. The organizational chart, the position of the HEI within the research, development and innovation system and the system of HEIs in the Czech Republic may be commented on, the mission and vision, the size of the HEI, the number and focus of the units evaluated will be briefly presented.

Maximum 500 words.

Description:

Prague University of Economics and Business (VŠE), founded in 1953, is the largest public university in the field of economics and business in the Czech Republic with about 14,000 students. It offers a wide range of bachelor's, master's, PhD, MBA, and DBA programs in Czech and English across six faculties: the **Faculty of Finance and Accounting (FFA)**, the **Faculty of International Relations (FIR)**, the **Faculty of Business Administration (FBA)**, the **Faculty of Informatics and Statistics (FIS)**, the **Faculty of Economics (FE)**, and the **Faculty of Management (FM)**, located in Jindřichův Hradec. The FFA focuses on finance, accounting, corporate financial management, taxation, banking, and economic teaching methodology. FIR engages primarily in international economy and business, international and diplomatic studies, business law, and tourism and hospitality management. FBA focuses on management, and managerial economics, including topics such as entrepreneurship, family business, behavioral and experimental economics, workplace research, leadership, and strategic marketing. FIS concentrates on statistics, econometrics, and IT/ICT management, including AI and data science. FE focuses on economic analysis, economic policy, economic history, public administration and regional development. Finally, FM concentrates on business management, healthcare management, organisational behaviour, hospitality management, tourism, management decision making, and information management.

VŠE **mission** is to provide both Czech and foreign students with excellent higher education within a wide range of management, economics, informatics and related fields. VŠE systematically develops its research activities and shares knowledge with governmental institutions, the business sector and NGOs. VŠE is a socially responsible institution leading its students and employees towards ethical behaviour as well as social and environmental responsibility. The **vision** of VŠE is to assume the leading in the market for management, economics and informatics education in Central European countries. VŠE is a sought-after research university respected internationally. It continuously strives to increase the competitiveness of its study programmes and research in terms of international comparisons and to maintain its leading position among business schools in Central Europe.

VŠE holds prestigious international accreditations. It became the first university in the Czech Republic to be accredited by the **AACSB** in March 2024. Additionally, FBA holds also **AMBA** and **EQUIS** accreditations, ranking it among the top 1% worldwide with triple crown accreditations. Other notable accreditations include the EMOS for the "Master in Official Statistics" programme at FIS, FIBAA for the MBA program at FIR, and ACCA at FFA. VŠE consistently ranks high in various international rankings, such as the Financial Times, the QS, and Eduniversal, proving its excellence in business education. **CEMS** Master in International Management program at FBA ranked 16 by the Financial Times Master in Management 2024 ranking.

VŠE also maintains strong international relations, cooperating with over 250 partner universities, including the best business schools worldwide. The university is a member of global networks such as CEMS (Global Alliance in Management Education), PIM (Partnership in International Management), PRME (Principles for Responsible Management Education) and EIASM (European Institute for Advanced Studies in Management), among others.

VŠE's academic staff includes over 600 qualified academics and business professionals. Its research is published in top journals, such as those listed in FT 50 ranking. Outcomes of its applied research are broadly used by ministries, corporations, SMEs and nonprofit organizations as well.

SWOT ANALYSIS

Strengths

- AACSB, EQUIS and AMBA international accreditations.
- Established co-operation with prestigious higher education institutions abroad.
- High rank in prestigious international rankings.
- Excellent research teams with internationally competitive research outcomes.
- Intensive cooperation with ministries, corporates, associations and other business partners.
- Research strategy clearly focused on improving research quality.
- Well-developed methodology for budget allocation in line with research strategy.
- Rich variety of financial and nonfinancial support mechanisms, such as support for pre- and post-award phases of research projects.

Opportunities

- Substantial market opportunities for contract research and knowledge transfer.
- New amendment of Higher Education Act will lead to increasing efficiency and quality of doctoral studies.
- Recruitment of talent from abroad through international job calls.
- Better use of the xPORT Business Accelerator in developing own start ups and spin-offs.
- International collaboration opportunities due to improving international position of VŠE.
- Project calls focused on gender equality support, open science, and development of research environment.
- AI development improving the efficiency of scholarly work.

Weaknesses

- Competitiveness of researcher compensation remains below international benchmarks.
- Low scholarships for Ph.D. candidates in comparison with Prague labour market.
- Lower success rate in securing competitive international grants compared to leading EU institutions.
- Limited international faculty recruitment & retention.
- Gender gap in senior academic and management positions.
- Low volume of contract research.
- Low success rate of completed doctoral studies.
- Uneven development of research culture and performance across faculties.

Threats

- Relative decrease of public university funding in Czechia, due to demands of increasing defence budgets.
- Extreme administrative burden in national OP JAK projects; difficult compliance to all regulations by providers, different requirements, contradictory rules.
- Limited national funding for R&D activities compared to EU standards.
- Risk of losing young talent to private sector and foreign institutions.
- Limited interest at national level in PhD studies and an academic career.
- Problems with obtaining visa for incoming students and employees.
- Cyberattacks and threats related to dependence on the massive use of ICT.

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of Finance and Accounting

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

The Faculty of Finance and Accounting (hereinafter FFA) is the leading professional institution focusing on scientific research and teaching activities in finance and accounting. The basic mission of FFA is to provide high-quality university degree education in bachelor, master, and doctoral study programmes so that their graduates achieve high-quality employment in the international labour market. FFA fulfils this mission through a qualified team of academic staff and external collaborators who are involved, besides teaching, in various research activities and work closely with practice, professional organizations, and governmental and non-governmental institutions. In addition, FFA intends to play an active role in specialized life-long learning programmes, MBAs, and professional courses. FFA promotes education based on the principles of social responsibility and guides students towards ethical behaviour, individual and social responsibility, as well as the free dissemination of knowledge and ideas.

The aim of FFA is to achieve and maintain a leading position in the university education in finance and accounting among universities in Central and Eastern Europe. FFA intends to be an internationally respected professional institution based on research and collaboration with practice, which fulfils its social, moral, and environmental responsibility as a public university through its staff and graduates.

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

Three types of study programmes are actively taught at FFA. FFA runs a total of four bachelor's degree programmes, nine master's degree programmes taught in Czech and one master programme taught in English, and two doctoral programmes taught in Czech and two doctoral programmes taught in English. As of the 2023/2024 academic year, FFA has 95.7 academic and research employees according to the FTE (half of them are women, more than 45% are professors/associate professors) and 2,808 students (more than half of them are women) in all study programmes.

FFA is aware of its role in society and the expectations of the professional and lay public about its broader positive impact on society. FFA understands this role in terms of active interaction with the business sector and professional organizations (implementation of advisory and consultancy activities, contract research, follow-up professional education) and interaction with the state and local government at central and regional level (implementation of advisory and consultancy activities, participation in public policymaking, applied research and follow-up professional education). Last but not least, the FFA perceives its social responsibility in the form of involvement in non-profit socially beneficial activities (e.g., activities to support children and youth, disadvantaged persons, promotion of science and research results).

Research activities are primarily carried out in the FFA's departments (the Departments of Banking and Insurance, Economic Teaching Methodology, Finance and Business Valuation, Financial Accounting and Auditing, Monetary Theory and Policy, Managerial Accounting, and Public Finance). The Institute of Strategic Investing and the Institute of Sustainable Finance develop research activities in highly specialized areas.

FFA focuses mainly on basic research, complemented by applied and contract research. Research is developed in financial and economic modelling, energy economics, risk management, monetary, fiscal, and macro-prudential policies, regulation and supervision of financial markets, public finance, financial accounting and auditing, corporate finance and valuation, and managerial accounting. The core of FFA's scientific activities is in FORD 5.2 Economics and Business. Because of FFA's strong position in energy economics, FFA also overlaps with the 2.7 Environmental engineering and 1.5 Earth and related environmental sciences.

Research is carried out within the framework of internal and external research projects and grants or as individual research activity of academic and scientific staff. The research is managed at department level by the heads of the department/department's research teams. It makes the research management structure very flat and allows the smooth operation of research projects and the transfer of research results to teaching activities. On behalf of the Dean, the Vice-Dean for Research and Doctoral Studies coordinates faculty-wide research agendas and manages the financial and information support. The third role of FFA in the research is also partly carried out at the Institute of Strategic Investment and the Institute of Sustainable Finance.

FFA publishes three scientific journals - the Prague Economic Papers (indexed in the Web of Science) and two peer-reviewed journals, the Czech Financial and Accounting Journal and the European Financial and Accounting Journal. FFA participates in the publication of the peer-reviewed journal Valuation. FFA also publishes the FFA Working Papers.

The societal benefits of FFA's research can be seen in both the indirect effects of basic research with high practical applicability and the direct impact of applied and contract research. The benefits of

the research outputs consist of the continuous improvement of the efficiency of the institutions and processes and a reduction of their costs and risks as a result of research transfers into actual practice. The FFA's research results are also relevant for the regulatory and coordinating institutions and institutions implementing public policies (such as the Czech National Bank and the Ministry of Finance).

FFA's basic research results, typically in the form of articles in scientific journals and monographs, are disseminated primarily to the international and local research community. A positive impact on a broader society is spread through the educational role of FFA via the graduates of bachelor, master, doctoral, and postgraduate education programmes influencing their future professional careers. Basic research makes the FFA's staff more oriented about the current economic problems in finance and accounting and, therefore, more skilled in teaching, especially in the case of the master and doctoral study programmes. The results are also transferred through applied and contract research, providing the researchers with a theoretical and methodological background for an analysis of practical problems.

The FFA research has a number of non-economic impacts consisting of the transfer of knowledge by introducing good international practice into the decision-making and operation of private companies, improving regulatory and supervisory activities of public authorities and institutions, and influencing public policies. The positive impact of FFA can also be seen in the active involvement of its academic and scientific staff in increasing transparency in finance and accounting.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	16.2/4	15.1/4	15.2/3.7	13/3.5	14.7/3.5	16.2/4
Associate Professor	26.5/13.5	27.7/14.8	28.2/14.5	29.1/15.1	28.4/14.4	30.5/15.5
Assistant Professor	29.7/16.2	28.8/14.5	29.3/15.9	28.8/15.2	30.2/15.5	38.3/21.2
Assistant	1.6/1	1.6/1			0.9/0	1.6/1
R&D Personnel ³						
Researchers in other categories ⁴	2.8/0.4	2.6/0.2	2.1/0.8	4.5/1	1.3/0.5	5.3/1.7
Technical and economic staff ⁵	18.1/15.5	19.3/16.6	17.8/14.3	17.8/14.3	16.4/13.3	19.8/17

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

Scientific, research and development staff involved in teaching activities	7.3/0.3	7.3/0.7	4.2/0	4.6/0.1	3.8/0.1	8.2/1.1
Early career researchers ⁶	1.6/1	1.6/1			0.9/0	1.6/1
Total ⁷	102.2/50.9	102.4/51.8	96.8/49.2	97.8/49.2	95.7/47.3	

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor					3	0	5	0	7	4	3	1
Associate Professor			1	0	10	4	11	5	8	6	1	1
Assistant Professor	1	0	12	4	17	8	8	5	4	3		
Assistant	1	1	1	0								
R&D Personnel ⁹												
Researchers in other categories ¹⁰			2	0	4	1	3	1				
Technical and economic staff ¹¹			11	7	8	6	5	4	3	3		
Scientific, research and development staff involved in teaching activities			5	0	10	2	5	0	1	0		
Early career researcher ¹²	2	1	10	3								
Total ¹³	2	1	32	11	52	21	37	15	23	16	4	1

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories and technical and economic staff.

category. The categories of scientific, research and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor					2	0	6	0	4	2	5	2
Associate Professor					9	4	11	6	9	5	3	1
Assistant Professor	1	1	13	4	21	8	6	4	4	3		
Assistant	1	0										
R&D Personnel ¹⁵												
Researchers in other categories ¹⁶			2	2	1	0	1	0	1	1		
Technical and economic staff ¹⁷	1	1	7	3	8	7	1	1	3	3		
Scientific, research and development staff involved in teaching activities			1	0	2	0	5	0	1	0	1	0
Early career researcher ¹⁸	2	1	11	2								
Total ¹⁹	3	2	23	9	43	19	30	11	22	14	9	3

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	1,278	674	1,311	687	1,406	771	1,565	819	1521	769	7,081	3,720
Master's ²⁰	1,017	566	977	535	999	542	1,020	547	1,004	538	5,017	2,728
Doctoral	103	38	100	33	85	29	75	25	71	20	434	145
Lifelong Learning Courses	106	62	113	66	84	40	111	60	212	154	626	382
Total	2,504	1,340	2,501	1,321	2,574	1,382	2,771	1,451	2,808	1,481		

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	5/0	0/0	5/0	0/0	4/0	0/0	4/0	0/0	4/0	0/0	5/0	0/0
Master's	7/1	0/0	7/1	0/0	6/1	0/0	7/1	0/0	7/1	2/0	7/1	2/0
Doctoral	4/4	0/0	4/4	0/0	4/4	0/0	4/4	0/0	4/4	0/0	4/4	0/0
Lifelong Learning courses	5/0	0/0	5/0	0/0	3/0	0/0	4/0	0/0	5/0	0/0	5/0	0/0
Total		0/0		0/0		0/0		0/0	20/3	2/0		

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	3%
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences	3%	Basic Research	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
22. Engineering and	2.1 Civil engineering		Zvolte položku.	

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

Technology	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	8%
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering	8%	Basic Research	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences		Zvolte položku.	89%
	5.2 Economics and Business	89%	Basic Research	
	5.3 Education		Zvolte položku.	
	5.4 Sociology		Zvolte položku.	
	5.5 Law		Zvolte položku.	
	5.6 Political science		Zvolte položku.	
	5.7 Social and economic geography		Zvolte položku.	
	5.8 Media and communications		Zvolte položku.	
	5.9 Other social sciences		Zvolte položku.	
6. Humanities and the Arts	6.1 History and Archaeology		Zvolte položku.	
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

FFA is a respected professional institute in finance and accounting. FFA has an essential position within the domestic research community and is gradually deepening its position internationally. The FFA's involvement in the research and broader professional community is intense. It is implemented through the active participation of the academic staff of FFA in the editorial boards of international scientific journals, in the form of elected memberships in professional societies, and through numerous interactions between FFA and foreign academic institutions in the form of invited lectures by academic staff of FFA abroad and, conversely, in the form of lectures delivered by foreign researchers at FFA.

The FFA members were awarded three times by the Prague University of Economics and Business' Rector for their excellent publication results in foreign publishing houses and journals indexed in the Web of Science in high quartiles.

The FFA staff are involved in many scientific journals as editors-in-chief or members of editorial and executive boards, including six international journals indexed in the Web of Science and Scopus databases. In more than twenty cases, the academic staff of FFA participates in the publication of domestic professional journals published in the Czech language. FFA intends to expand the participation of the FFA's staff in high-quality foreign scientific journals indexed in the Web of Science and Scopus databases.

FFA is in intensive contact with a number of foreign academic and professional institutions and participates with these institutions in many research (articles and projects) and teaching activities (invited lectures) activities. FFA has hosted research lectures from prominent foreign institutions such as the University of Oxford, University of Groningen, MIT, Hanken School of Economics, University of Regensburg, and Vrije University Brussels. Lectures by foreign experts at FFA often result from research projects. FFA intends to increase the involvement of foreign lecturers in research seminars in doctoral studies and to increase the number of short-term stays of foreign researchers in the departments and their participation in research and teaching activities.

Similarly, the FFA staff has presented lectures during their research stays at a number of high-quality international universities such as Oxford University, Uppsala University, Hanken School of Economics, University of Edinburgh Business School, and University of Sussex Business School. The topics of the invited lectures relate to key research topics addressed at FFA. It is the FFA's intention

to expand international cooperation with high-quality foreign academic and scientific institutions, both in terms of attracting a broader portfolio of foreign partners and involving more FFA staff in these activities.

The FFA staff are members of elected bodies of more than two dozen professional institutions. FFA thus demonstrates its strong representation in professional organizations of various kinds and its intensive connection with practice. These institutions cover the key areas of the FFA's activities, i.e. mainly accounting and auditing, valuation, banking, insurance, financial markets, public finance, and monetary policy. The FFA's representatives are members of e.g., the European Financial Reporting Advisory Group (FR Technical Expert Group, doc. Procházka, since 2020), European Accounting Association (Board Member, doc. Procházka, 2019-2023, doc. Wagner, since 2023), Czech National Bank (Dr. Kubíček, member of the board, since 2023), Royal Institution of Chartered Surveyors (Dr. Podškubka, since 2015), Scientific Board of the Czech Banking Association (prof. Daňhel, doc. Dvořák, prof. Mandel, prof. Musílek, doc. Radová, prof. Teplý, since 2014), Council for Public Oversight of Audit (prof. Musílek, since 2019, prof. Král, since 2016), National Budget Council (prof. Pavel, since 2018), Chamber of Auditors of the Czech Republic (doc. Mejzlík, President, since 2022, Ing. Pelák, Vice President, 2014-2022, Ing. Randáková and doc. Zelenka, members of the Executive Committee), the Czech Accounting Board (doc. Mejzlík, prof. Müllerová, doc. Zárybnická-Žárová, doc. Skálová, Ing. Pelák, Ing. Vašek, since 2014, Ing. Molín, since 2021, doc. Procházka, since 2022), Chamber of Tax Advisors of the Czech Republic (doc. Skálová, member of the Presidium and member of the Examination Committee, since 2002, Ing. Molín, since 2021), Czech Economic Society (doc. Slintáková, member of the Revision Committee, since 2019), Czech Econometric Society (prof. Kodera, member of the Committee, since 2014), Advisory Board of Experts of the Ministry of Justice of the Czech Republic (prof. Mařík, Chairman of the board 2015-2023, member of the board, since 2023, doc. Krabec Chairman since 2023, member of the board since 2020, and Ing. Rýdlová, member of the board since 2021), Advisory Board of Experts in the field of Economics and Valuation of the Highest Court in Prague (Dr. Rýdlová member of the board, 2010-2021, Ing. Brabenec member of the board, 2012-2021), Czech Treasury Association (Ing. Jablonský, member of the Presidium, since 2016), Association of Accountants of the Czech Republic (Ing. Molín, Vice-Chairman of the Methodological Board, since 2021), Chamber of Certified Accountants (Ing. Molín, Chairman of the Ethics Committee, since 2014). It is the FFA's intention to maintain a high number of representations within domestic professional societies and to extend the representation also to the level of foreign institutions.

The FFA staff is also regularly involved in evaluation of national or European project/programme calls in finance and accounting and the education in finance and accounting, like the calls of the Czech Science Foundation, Technology Agency of the Czech Republic, The Research, Development and Innovation Council of the Czech Government, Charles University, Mendel University, The Scientific Grant Agency of the Ministry of Education, Science, Research and Sport of the Slovak Republic, Slovak Academy of Sciences, University of Ljubljana, Slovenia, Slovak Research and Development Agency.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Prof. RNDr. Jiří Witzany, Ph.D.	Rector's Award for a Prestigious Publication - Book Publication (2021)	Prague University of Economics and Business
Ing. Mgr. Martin Časta	Rector's Award for Scientific Publications of Doctoral Students (2023)	Prague University of Economics and Business
Ing. Kristine Gevorgyan	Rector's Award for Scientific Publications of Doctoral Students (2020)	Prague University of Economics and Business
prof. Ing. Müllerová, Libuše, CSc.	Accounting Personality of the Year (2022)	Wolters Kluwer Czech Republic
Ing. Kristine Gevorgyan	Josef Hlávka Award (2019)	Josef, Marie, and Zdeňka Hlávka Foundation
Mgr. Milan Fičura	Josef Hlávka Award (2020)	Josef, Marie, and Zdeňka Hlávka Foundation
Ing. Viktor Dudzich	Josef Hlávka Award (2021)	Josef, Marie, and Zdeňka Hlávka Foundation
Ing. Mgr. Martin Časta	Josef Hlávka Award (2022)	Josef, Marie, and Zdeňka Hlávka Foundation
Ing. Milan Szabo	Josef Hlávka Award (1923)	Josef, Marie, and Zdeňka Hlávka Foundation

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
doc. Ing. David Procházka, Ph.D.	Accounting in Europe, ISSN: 1744-9480 Journal of Accounting and Management Information Systems, ISSN: 1583-4387 Prague Economic Papers, ISSN: 2336-730X The Theoretical Journal of Accounting, ISSN: 1641-4381
prof. Ing. Karel Janda, M.A., Dr., Ph.D.	Journal of Tax Reform, ISSN: 2412-8872
doc. Ing. Marcela Zárybnická Žárová, CSc.	Economics and Informatics, ISSN: 1339-987X
doc. Ing. Ladislav Mejzlík, Ph.D.	Economics and Informatics, ISSN: 1339-987X
doc. Ing. Karel Brůna, Ph.D.	Politická ekonomie – Political economy, ISSN: 2336-8225
prof. Ing. Jan Pavel, Ph.D.	Prague Economic Papers, ISSN: 2336-730X
prof. Ing. Petr Musílek, Ph.D.	Prague Economic Papers, ISSN: 2336-730X Politická ekonomie – Political economy, ISSN: 2336-8225
prof. Ing. Martin Mandel, CSc.	Statistika: Statistics and Economy Journal, ISSN 1804-8765 Politická ekonomie – Political economy, ISSN: 2336-8225
doc. Ing. Leoš Vítek, Ph.D.	European Financial and Accounting Journal, ISSN: 1805-4846 Acta Aeronautica, ISSN: 1336-8818
prof. PhDr. Petr Teplý, Ph.D.	Acta academica karviniensia, ISSN: 2533-7610

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
prof. Ing. Janda, Karel, M.A., Dr., Ph.D.	Can geopolitical risks significantly financially affect Green Deal?	Oxford University, United Kingdom	2022
doc. Ing. Tepperová, Jana, Ph.D.	Czech Tax Legal Culture and Tax System	Uppsala University, Sweden	2023
Ing. Fičura, Milan, Ph.D.	Cross-section of expected cryptocurrency returns	Hanken School of Economics, Finland	2022
doc. Ing. Procházka, David, Ph.D.	Post-implementation Review of IFRS 15 Revenue from Contracts with Customers	Joint research workshop by EAA, IASB, and EFRAG	2023
doc. Ing. Zídková, Hana, Ph.D.	European VAT system	National and Kapodistrian University of Athen, Greece	2022
prof. Ing. Witzany, Jiří, Ph.D.	Neural Networks vs. MCMC Estimation of the Heston Model	University of Edinburgh Business school, United Kingdom	2022
prof. Ing. Witzany, Jiří, Ph.D.	Machine Learning Applications to Valuation of Options on Non-liquid Markets	University of Sussex Business School, United Kingdom	2022
Ing. Barbora Rýdlová, Ph.D.	Specifics of Business Valuation of Entrepreneurship Training	University of Information, Technology and Management, Rzeszow, Poland	2019
doc. Ing. Pavel Svačina, Ph.D.	Employee Inventions Remuneration	Licensing Executives Society Austria, Austria	2019
doc. Ing. Stádník, Bohumil, Ph.D.	Risk Management	EKA University of Applied Sciences, Riga, Latvia	2020

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Prof. Phillip Baker, Ph.D.	University of Oxford	Tax and accounting aspects of Digital Economy	2019
Prof. Nazim Hussain, Ph.D.	University of Groningen	Current trends in CSR research	2023
Prof. Dimitrios Tsomocos, Ph.D.	Saïd Business School, University of Oxford	Corporate Legacy Debt, Inflation, and the Efficacy of Monetary Policy	2023

Prof. Gonul Colak, Ph.D.	Hanken School of Economics	Corporate Bond Market and The FOMC Cycle	2022
Prof. Klaus Roeder, Dr.	University of Regensburg	International Financial Markets	2019
Seth Benzel, Ph.D.	MIT	Models and Transactions in the Digital Economy	2019
Prof. Tomasz Wnuk-Pel, Ph.D.	University of Lodz	The role of cooperation with the reviewer in the preparation of scientific publication	2022
Prof. Marie Lamensch, PhD.	Institute for European Studies, Vrije University Brussel	Digital Economy from the viewpoint of VAT	2019
Prof. Grigore Piroasca, Ph.D.	Bucharest University of Economic Studies Romania	Presentation and Communication Skills in Economic Education	2023
Tomasz Jedynak, Ph.D.	Cracow University of Economics	Pension Economics in the Era of Ageing Population	2019

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the research project/programme call	Name of the contracting authority/guarantor of the project/programme call	Year
doc. Ing. Jaroslav Wagner, Ph.D.	Standard Projects Postdoc Individual Fellowships – Incoming Postdoc Individual Fellowships- Outgoing International Projects Junior Grants	Czech Science Foundation	since 2023
doc. Ing. Karel Brůna, Ph.D.	Standard Projects Postdoc Individual Fellowships – Incoming Postdoc Individual Fellowships- Outgoing International Projects Junior Grants	Czech Science Foundation	2017-2020
prof. Ing. Jan Pavel, Ph.D.	Standard Projects Postdoc Individual Fellowships – Incoming Postdoc Individual Fellowships- Outgoing International Projects Junior Grants	Czech Science Foundation	2017-2020

prof. RNDr. Jiří Witzany, Ph.D.	Standard Projects Postdoc Individual Fellowships – Incoming Postdoc Individual Fellowships- Outgoing International Projects Junior Grants	Czech Science Foundation	2019- 2023
prof. Ing. Karel Janda, M.A., Dr., Ph.D.	Standard Projects Postdoc Individual Fellowships – Incoming Postdoc Individual Fellowships- Outgoing International Projects Junior Grants	Czech Science Foundation	2019- 2023
doc. Ing. Jana Tepperová, Ph.D.	ÉTA	Technology Agency of the Czech Republic	2020
doc. Ing. Lucie Sedmihradská, Ph.D.	Standard basic research projects	The Scientific Grant Agency of the Ministry of Education, Science, Research and Sport of the Slovak Republic	Since 2023
prof. Ing. Karel Janda, M.A., Dr., Ph.D.	Slovak Academic and Scientific Programme SASPRO 2	Slovak Academy of Sciences	2021
prof. PhDr. Mgr. Petr Teplý, Ph.D.	Research programmes 2024 for SSH ERC research field	University of Ljubljana, Slovenia	2023
prof. PhDr. Libor Pavera, CSc.	VV Slovakia-Poland projects Slovakia-Serbia projects Slovakia projects	Slovak Research and Development Agency	2020- 2023

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1-3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

Self-assessment:

1. Predicting the savings of road transport emissions by 2030 achieved by applying selected tax and fee instruments (project supported by the Technology Agency of the Czech Republic)

Contribution in terms of social relevance

The applied research project aimed to obtain massive data and analytical and argumentation base for advocating measures to promote fleet renewal and reduce the environmental burden of road transport. The findings on the effectiveness of measures and scenarios provide key arguments for advocacy at the government level. The project outputs are useful in the preparation of policies, in particular the National Clean Mobility Plan (Ministry of Transport), updates of the State Energy Policy (Ministry of Industry and Trade), the National Emission Reduction Programme (Ministry of Environment), the Climate Protection Plan (Ministry of Environment) and the National Climate and Energy Plan (Ministry of Industry and Trade, Ministry of Environment).

Main outputs

- Databases of model scenarios and emission factors
- Application potential of measures to reduce NOx production from road transport
- Technical documentation of the TIMES model extended with demand parameters, emission factors and TCO module
- Study on the impact of tax policy and other measures on reducing NOx production from road transport in 2030

Interdisciplinarity and research collaboration

A highly interdisciplinary project with significant research contributions in sociology, social-psychology, energy economics, and statistics and econometrics. The project was carried out in cooperation between FFA, Centre for Transport Research, Mendel University, and Charles University. The share of FFA is 33%.

Fulfilling the mission of the Faculty of Finance and Accounting

The project fulfils the mission due to its high interdisciplinarity, broad cooperation of partners, wide applicability of results by the Czech ministries and wide sub-policies in the fields of transport, energy, industry, and environment. A key factor is targeting the topic of the world's attention.

2. Excellence in Energy Efficiency Economic Research and Impact Modelling-FE3M (project funded by the Czech Science Foundation)

Contribution to social relevance

An excellent basic research project with significant indirect societal impacts in the field of energy efficiency. The project targets excellent scientific publications (in total 57 articles, most of them in top journals). The project focuses on energy efficiency as a key area for climate change analysis. The research results are particularly applicable for analysing the impact of green power plants on the behaviour of electricity prices in energy markets, for understanding the transmission of shocks between different energy markets (geographical market segments and commodity segments) and for modelling the behaviour of residual electricity demand.

Main outputs

- Janda, K. and Křišťoufek, L. (2019). The Relationship between Fuel and Food Prices: Methods and Outcomes. Annual Review of Resource Economics 2019.
- Janda, K. and Kouřilek, J. (2020). Residual Shape Risk on Natural Gas Market with Mixed Jump Diffusion Price Dynamics. Energy Economics.
- Do, L. P. C., Lyócsa, Š., and Molnár, P. (2019). Impact of wind and solar production on electricity prices: Quantile regression approach. Journal of the Operational Research Society.
- Do, L. P. C., Lyócsa, Š., and Molnár, P. (2021) Residual Electricity Demand: An Empirical Investigation. Applied Energy.

Interdisciplinarity and research collaboration

The project is a collaboration between FFA and Charles University. The project's principal investigator is Prof. Alberini (University of Maryland). The project is inherently interdisciplinary, connecting sociology, energy economics, and climate change. The share of the FFA is 25%.

Fulfilling the mission of the Faculty of Finance and Accounting

The project focuses on high-quality research and high-quality publications in key international journals. In addition, the project, with its high interdisciplinarity and links with top departments of Charles University, fulfils the FFA's aim to be an internationally respected research-based faculty.

3. Open Budget Survey 2019 and 2021 (project funded by the International Budget Partnership, USA)

Contribution in the area of social relevance

The Open Budget Survey 2019 and 2021 is an international applied comparative research project organized by the International Budget Partnership, USA. The research assesses the transparency of the government budget and budget process and compares it with more than 100 other countries. It identifies weaknesses in transparency in the health sector in 2019 and in the adoption of measures caused by the COVID-19 pandemic in 2021. Research findings over the past 20 years increased transparency in government budgets and participation around the world.

Main outputs

Research results in the form of scores, recommendations for each country, and a summary report. Results regularly consulted with the Ministry of Finance, Supreme Audit Office, and Chamber of Deputies and contributed to the development and use of new tools to increase transparency of the budget process. The results were used for the preparation of the Executive Summary of the State Budget (December 2023). They also contributed to two publications (State Budget in a Nutshell and the Executive Summary of the State Budget) and to the audit activities of the Supreme Audit Office (Supreme Audit Office audit conclusion 15/31).

Interdisciplinarity and research collaboration

The Open Budget Survey is a large-scale international comparative research. Over 120 countries are involved, with collaborating organizations in each country completing a detailed questionnaire mapping transparency, participation, and oversight of the central government budget.

Fulfilling the mission of the Faculty of Finance and Accounting

The long-term involvement of FFA in international projects support international scientific cooperation and dissemination of research results. The participation of FFA in this project brings tangible results into practice. It is proof of the concrete applicability of research results in the application sphere.

4. Modelling the structure and dynamics of energy, commodity, and alternative asset prices (project funded by the Czech Science Foundation)

Contribution to social relevance

Basic research project on new financial econometric and computational techniques (multivariate models of asset prices, models of volatility spillovers). The project focuses on volatility estimation and option pricing in illiquid energy markets and the pricing of derivatives on EU CO2 emission allowances using high-frequency data. The outputs of the project are useful for more accurate prediction of future product prices in energy and commodity markets and for improving the quality of analyses of the impacts of expected energy and commodity price developments.

Main outputs

COELHO, E., AQUILA, G., BONATTO, B., NAKAMURA, W.T., ROTELLA JUNIOR, P., ROCHA, L.C.S. Stochastic financial analysis of diesel generation extension vs investment in hybrid photovoltaic-diesel-battery in a microgrid in the Amazon indigenous community. *Energy for Sustainable Development*. 2023.

MÁLEK, J., NGUYEN, D.K., SENSOY, A., TRAN, Q.V. Modeling dynamic VaR and CVaR of cryptocurrency returns with alpha-stable innovations. *Finance Research Letters*. 2023.

PENG, D., COLAK, G., SHEN, J. Lean against the wind: The effect of policy uncertainty on a firm's corporate social responsibility strategy. *Journal of Corporate Finance*. 2023.

Interdisciplinarity and research collaboration

The project is carried out by a research team of academic staff and PhD students of FFA. A prominent member of the teams is Prof. Colak from the Hanken School of Economics and the University of Sussex.

Fulfilling the mission of the Faculty of Finance and Accounting

The focus on highly topical issues in energy and commodity markets demonstrates the FFA's ability to address progressive and socially relevant topics and the applicability of the research results to real practice. Internationally attractive topic and international collaboration fulfil the FFA's aim to participate in internationally competitive research.

5. Contract research for the Czech Export Bank

Contribution in the area of social relevance

Contract research for the Czech Export Bank (CEB) developing an expert opinion on the definition of conditions for determining the time of write-off of insured credit claims for which insurance benefits have been granted. The research maps the accounting treatment options under Czech accounting regulations and International Financial Reporting Standards (IFRS). The individual options are analysed and evaluated on the basis of the concept of a true and fair view of the financial statements. The result of the research has been used by the CEB to adjust its procedures in this

matter and has been accepted by the Financial Administration of the Czech Republic in dealing with related tax issues.

Main outputs

The output in the form of a research report critically analysing the requirements of Czech accounting regulations for the recognition of the transactions in question. A research report identifying several major shortcomings in the accounting treatment of the derecognition of (financial) receivables, the use of sub-concepts from IFRS without clearly defining them, and the use of sub-requirements in the nature of accounting methods referring to conditions for recognition/derecognition of items that are not defined anywhere in the legislation.

Interdisciplinarity and research collaboration

The contract research was carried out in cooperation with the client, which provided selected supporting documents and data. The research findings were presented to representatives of the Financial Administration of the Czech Republic.

Fulfilling the mission of the Faculty of Finance and Accounting

The implementation of the contract research fulfilled the mission of FFA through the transfer of expert knowledge not only to corporate practice but also to the performance of state administration in the field of tax and fee administration.

6. Fair corporate taxation: measuring the impact of profit shifting on the Czech budget (project funded by the Czech Science Foundation)

Contribution in the area of social relevance

A basic research project on tax base erosion, companies' profit shifting, and the impact on the Czech Republic's budget. The social relevance lies in developing the concept of macroeconomic rate of return and indicators of aggressive tax planning to identify factors influencing the allocation of foreign direct investment in tax-advantaged countries. The problem is analysed in the framework of the EU anti-avoidance measures and the European Commission's multi-criteria decision-making model. The results are useful for identifying measures to eliminate tax evasion and improving the regulatory environment.

Main outputs

- NERUDOVÁ, D., PAVEL, J. Profit Shifting and Tax Base Erosion. Cham: Springer International Publishing, 2021.
- BATRANCEA, L. M., NICHITA, A., DE AGOSTINI, R., BATISTA NARCIZO, F., FORTE, D., DE PAIVA NEVES MAMEDE, S., ROUX-CESAR, A.M., NEDEV, B., VÍTEK, L., PÁNTYA, J., SALAMZADEH, A., NDUKA, E.K., KUDŁA, J., KOPYT, M., PACHECO, L., MALDONADO, I., ISAGA, N., BENK, S., BUDAK, T. A self-employed taxpayer experimental study on trust, power, and tax compliance in eleven countries. Financial Innovation. 2022.
- PAVEL, J., TEPPEROVÁ, J., ARLTOVÁ, M. Tax factors affecting FDI allocation in the EU post-socialist states. Post-Communist Economies. 2021.

Interdisciplinarity and research collaboration

The project links the fields of finance, economics, and administration within public policy and tax law. The project was carried out in cooperation with Mendel University, and the FFA's share was 40%.

Fulfilling the mission of the Faculty of Finance and Accounting

Developing financial theory in aggressive tax planning and the channels for shifting tax bases shows the FFA's position in solving actual problems and suggesting public policy responses.

7. Contract Research National Development Bank

Contribution to social relevance

The analysis was prepared as contract research for the state-owned Czech-Moravian Guarantee and Development Bank, a.s. (ČMZRB). The study presents an extensive search of literature, an analysis of internal data of ČMZRB and relevant public data, an analysis of good practice examples of development banks, and two models of multiplier effects of ČMZRB products on the Czech economy. The interviews were conducted with representatives of the government, banking and academic spheres. Based on the research, the transformation of the ČMZRB into a standard development bank was implemented.

Main outputs

The analysis in the form of a research report makes a total of 50 recommendations in five areas: mission, vision, corporate governance, business model, financial management, and risk management. Selected recommendations were implemented by the shareholders of the ČMZRB during the transformation into the National Development Bank (NDB), changes in the strategy and products, and in updating the economic policy of the Czech Republic.

Interdisciplinarity and research collaboration

Contract research was carried out in broad cooperation with institutions representing the public sector (Ministry of Finance of the Czech Republic, Czech National Bank), the private financial sector (major domestic banks), and the academic sector (Charles University, University of Pardubice). The management of the ČMZRB and the NDB were also actively involved in implementing the results of contract research.

Fulfilling the mission of the Faculty of Finance and Accounting

The project has significantly contributed to the FFA's mission in the area of cooperation with real practice in the implementation of high-quality contract research and institutional changes to support entrepreneurship in the Czech Republic.

8. Contract research on the use of statistical models to verify the creditworthiness of consumer credit

Contribution to social relevance

Contract research was prepared for the Czech Leasing and Finance Association (ČLFA). The aim is to interpret the creditor's obligation to assess with professional care the consumer's ability to repay a consumer loan (Section 86 of Act No. 257/2016 Sb. on Consumer Credit) and to answer the

question of whether and how this obligation can be fulfilled using statistical models. The analysis is prepared as a basis for a discussion between the professional organization (ČLFA) and the regulator (Czech National Bank) concerning the optimal regulation for verifying the creditor's ability to repay a consumer loan.

Main outputs

The research report thoroughly analyses and tests the statistical performance of creditworthiness assessment models. The underlying data are from a real sample of performing and non-performing loans. The analysis provides a set of recommendations for changes in the modelling of the probabilistic aspect of creditworthiness assessment based on a statistical approach to pricing and portfolio management of consumer loans, the importance of and how to take into account information on consumer income and expenditure, and its substitutability in the development of scoring models without compromising model performance.

Interdisciplinarity and research collaboration

The contract research was carried out in cooperation with the Czech Leasing and Finance Association (representing the Czech leasing companies, consumer credit providers, hire purchase and factoring companies) and the academic staff of FFA.

Fulfilling the mission of the Faculty of Finance and Accounting

The contract research project has contributed significantly to fulfilling the FFA's mission by cooperating with real practice to address the specific challenges that society faces when it pursues its interest in responsible lending to households through consumer credit.

9. CENETSIE (Central European Network for Sustainable and Innovative Economy) project (project funded by the NAWA, Poland)

Contribution to social relevance

Project linking research and education activities in sustainable and innovative economy. The project focuses on selected sustainability issues - environmental (external environment), management (micro-level process management), and accounting (information). The economic part of the project integrates sustainability and innovation management with accounting and financial implications in the form of actual and expected impacts on corporate reporting. The project also targets tools for implementing findings in teaching and practice.

Main outputs

The strategic game Business Arena was created to simulate the incorporation of sustainability criteria into the decision-making processes of business entities, and six teaching e-texts were created. The key authorial contribution is to the publication Remlein M. (ed.): Accounting challenges for sustainability and innovations. Poznań University of Economics and Business Press, 2021).

Interdisciplinarity and research collaboration

The project is designed as an interdisciplinary project linking research and pedagogy in a sustainable and innovative economy. The project results from the cooperation of eight research institutions from seven countries under the leadership of the principal investigator, Poznan University of Economics and Business. FFA participates as a project partner. Dissemination of the project results as a transfer of knowledge into practice in the form of consultations with the Chamber of Auditors of the Czech

Republic for the preparation of audit procedures for verification of sustainability reports (CSR Directive).

Fulfilling the mission of the Faculty of Finance and Accounting

The contribution of the project to the mission of FFA is primarily in the close integration of research and pedagogy, developing interdisciplinary new economic topics of sustainability and innovation in close cooperation with a broad international team. The results of the project are also shaping real-world practice in the field of auditing.

10. New financial risks in a global low-interest rate environment (project funded by the Czech Science Foundation)

Contribution to societal relevance

Basic research with significant indirect social impacts in the form of developing a methodology for internal models of bank credit risk in the pandemic crisis and their comparison in bank credit risk management. The project provides a new model for an early warning system in the insurance sector to predict potential instability in the European insurance market. The usefulness of the research results is in designing more targeted policies in the area of banking regulation that strengthen the financial system's stability.

Main outputs

- ŠTĚPÁNKOVÁ, Barbora, TEPLÝ, Petr. Consistency of banks' internal probability of default estimates: Empirical evidence from the COVID-19 crisis. *Journal of Banking & Finance*. 2023.
- SRIVASTAVA, Nikhil, TRIPE, David William, YUEN, Mui Kuen. Healthcare expenditure and bank deposits. *Finance Research Letters*. 2023.
- HAFEEZ, Bilal, LI, Xiping, KABIR, M. Humayun, TRIPE, David William. Measuring bank risk: Forward-looking z-score. *International Review of Financial Analysis*. 2022.

Interdisciplinarity and research collaboration

The project bridges the fields of finance, economics, and public policy in financial market regulation. The project was carried out by an international team involving FFA, the Institute of Economic Studies of Charles University, University of Pardubice, and Massey University from New Zealand. Experts from the Czech National Bank and the European Insurance and Occupational Pensions Authority also participated in the project.

Fulfilling the mission of the Faculty of Finance and Accounting

The project makes an important contribution to the link between basic research, financial risk management, and public policies in financial regulation. It contributed to the fulfilment of the mission through its comprehensive and interdisciplinary approach, high-quality research results with potential to transfer into practice, and intensive international cooperation.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
Czech Science Foundation	Anti-cyclical policies and external equilibrium in an inflation targeting model	882/34.8	882/34.8			
Czech Science Foundation	Fair corporate taxation: measuring the impact of profit shifting on the Czech budget	634/25	634/25			
Czech Science Foundation	Innovative approaches to credit risk management	1,496/59	1,496/59			
Czech Science Foundation	New financial risks in a global low interest rate environment	1,445/57				
Czech Science Foundation	Application of modern discrete geometry methods for solving selected problems in operations research and data analysis	298/11.8				
Czech Science Foundation	Impact of interest rate normalization on risk management		961/37.9	961/37.9	961/37.9	
Czech Science Foundation	Online activity and financial markets		915/36.1	915/36.1	915/36.1	
Ministry of Education, Youth, and Sport	Effects of foreign capital flows: structural approach			637/25.1		

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

Ministry of Education, Youth, and Sport	The determinants of accounting quality in emerging and transition economies			637/25.1		
Ministry of Education, Youth, and Sport	Exploring the unconventional determinants of income and wealth inequality				637/25.1	
Czech Science Foundation	Modelling the structure and dynamics of energy, commodity, and alternative asset prices				1,969/77.8	1,969/77.8
Total		4,755/187.6	4,889/192.9	3,150/124.3	4,482/176.8	1,969/77.7
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Czech Science Foundation	Determinants of the structure of budgeting and performance measurement systems and their impact on organisational behaviour and performance	558/22				
Czech Science Foundation	Excellence in Energy Efficiency Economic Research and Impact Modelling - FE3M	2,207/87	2,233/88.1	2,188/86.3	2,189/86.4	2,175/85.8
The International Budget Partnership (USA)	Open Budget Survey 2019	124/4.9	156/6.2			
European Commission (Belgium)	Mentor Training (Men Tra)		376/14.8	374/14.8	353/13.9	164/6.5
The International Budget Partnership (USA)	Open Budget Survey 2021			119/4.7	69/2.7	

²⁷ Ibid.

Technology Agency of the Czech Republic	Forecasting road transport emissions savings by 2030 from the application of selected tax and fee instruments			1,022/40.3	1,423/56.1	1,444/57
NAWA - International Academic Partnership Programme (Poland)	Central European Network for Sustainable and Innovative Economy				181/7.1	146/5.8
Total		2,889/114	2,765/109	1,515/59.8	2,026/80	1,754/69.2

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Czech Banking Association	Calculating the costs of consumer credit		100/3.9			
Czech Leasing and Financial Association	Statement on the documents required for the granting of loans			125/4.9		
Multima, a.s.	Nathan - research report for Multima, a.s.		551/21.7	378/14.9		
Czech-Moravian Guarantee and Development Bank	National Development Bank		1,000/39.4	500/19.7		
Czech Export Bank	Expert opinion on accounting for impaired insured receivables				247/9.7	
Savings Tech Lab s.r.o.	Contract research on energy and sustainable finance in relation to the European Commission					250/9.9
Total		0	1,651/65.1	1,003/39.6	247/9.7	250/9.8

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts²⁹, on society (e.g.

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

²⁹ See Terms definition.

description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

1. PIR on IFRS 15 Revenue from Contracts with Customers: EAA Comment Letter. Brussels: European Accounting Association, 2023. 22 s.

Description of the result

The analysis provided a research-based review for the debate on the Post-Implementation Review of IFRS 15 Revenue from Contracts with Customers, being undertaken by the International Accounting Standards Board (IASB). FFA played the role of coordinator and corresponding author. The report is produced for the European Accounting Association (EAA) as a cooperation of FFA and Brunel University London, Cork University Business School, DePaul University, and Universidad de Valencia. The results of the EAA research study and its relevance to the post-implementation revision of IFRS 15 were presented at the 15th EAA-FRS Seminar organised in cooperation with the IASB and EFRAG (European Financial Reporting Advisory Group). The letter follows the findings of the research on the determinants of accounting quality in emerging and transition economies funded by the Ministry of Education, Youth, and Sport. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

The authors contribute to the IASB's due process by reviewing and analysing relevant findings based on empirical evidence from academic research. The IASB is currently conducting a post-implementation review of IFRS 15, which is a mandatory part of the due process for the development and monitoring of all standards. The EAA Comment letter covers various jurisdictions using IFRS and provides robust evidence of the significantly positive impact of IFRS 15 on capital markets and companies' internal processes. The main findings of the EAA research report have been incorporated by the IASB into the Project Summary and Feedback Statement (for a link to the EAA Comment Letter, see paragraph 15, p. 4-5 of AP6B: Academic literature review update). The impact of the changes is global (IFRS are applied in more than 140 countries) and covers all entities using the IFRS 15.

2. Study on VAT in the digital age (worked out for the European Commission)

Description of the result

A study on VAT in the digital age assess the current situation and possible policy options in digital VAT reporting and e-invoicing, VAT treatment in the platform economy, single VAT registration in the European Union, the Import One Stop Shop (IOSS), and the threshold for low value goods. It uses the experience with the control declaration introduced in the Czech Republic in 2016 to fight VAT fraud. Analysis based on a questionnaire survey among tax advisors to assess the administrative costs of the control declaration for businesses. The report is produced for the European Commission - Directorate General for Taxation and Customs Union and released in the final report VAT in the digital age, Volume I (Digital reporting requirements). The result has a direct connection to the project Fair corporate taxation: measuring the impact of profit shifting on the Czech budget,

supported by the Czech Science Foundation. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

This report serves as background material for three new legislative proposals: Proposal for COUNCIL DIRECTIVE amending Directive 2006/112/EC as regards VAT rules for the digital age COM/2022/701final, Proposal for COUNCIL REGULATION amending Regulation (EU) No 904/2010 as regards the VAT administrative cooperation arrangements needed for the digital age COM/2022/703 final and Proposal for COUNCIL IMPLEMENTING REGULATION amending Implementing Regulation (EU) No 282/2011 as regards information requirements for certain VAT schemes. The rules are based on digital transaction-by-transaction reporting system providing Member States with near real-time information. They reduce compliance costs for businesses trading in the single European market, help tax administrations eliminate tax evasion, and increase VAT collection. SMEs and service providers will benefit from simplified VAT administration.

3. Transformation of the Czech-Moravian Guarantee and Development Bank (ČMZRB) into National Development Bank (worked out for the ČMZRB)

Description of the result

Based on analysis provided by FFA in the contract research, National Development Bank (NDB) made the transformation of the Czech-Moravian Guarantee and Development Bank (ČMZRB) to NDB to be effectively finished in September 2021. The transformation was started in 2017 (Government Resolution No. 574), the contract research was delivered to the Board of Directors of the NDB in March 2021, and the research results were successfully presented to the management of the ČMZRB and its shareholders (Ministry of Finance, Ministry of Industry and Trade, Ministry of Regional Development). The research report was foundational in shaping the strategic direction of the transformation of the ČMZRB into a standard development bank. The change in the NDB was communicated by the government and the Ministry of Industry and Trade in the media. The result is a direct consequence of the contract research funded by the ČMZRB. The gender dimension is not considered in this result.

Positive impact on society and of how and by whom the research results are used

NDB assists in the development of small and medium-sized enterprises, infrastructure and other sectors of the economy. NDB acts as a national centre of competence for financial instruments and complements the private sector's offer of financial products. The main role of NDB is to help Czech business, regions and municipalities to overcome financial market failures. Based on the research, the changes in the NDB's strategy and products were made, and the economic policy of the Czech Republic was updated (e.g., increased use of NDB for the management of EU funds in the Czech Republic). The NDB's SME clients benefit from the research because of new and modified products (e.g., the introduction of loans in the energy sector, including consultancy). It helps the SME to make their business more sustainable.

4. Comment letter I on the new Accounting Act (worked out for the Ministry of Finance of the Czech Republic)

Description of the result

Comment letter on Draft of Accounting Act. The letter is worked out on the basis of the Ministry of Finance's invitation to submit the comment to this act draft. The letter commented on two points of the draft of the Accounting Act, namely on Section 114 (obligation to ensure mandatory audit) and Section 43 (general exemption from the consolidation obligation), and highlighted the potential systemic risks arising from higher limit for the company's obligation to ensure audit and exemption from consolidation, in particular for small business cost of financing and tax collection. The recommendations were based on a review of foreign scientific literature and empirical data from real financial statements of Czech companies (for approximately 45 thousand units). Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

The comments raised were settled by the Ministry of Finance and sent for the decision to the Czech government, and they are expected to be reflected in the final version of the new Accounting Act (the Act submitted to the Government of the Czech Republic dated 16 January 2024). The letter provides key arguments for the lower rise of the limits, reflecting the fact that the audit serves the public interest, and its primary purpose is to provide assurance to users of the financial statements (independent of the entity). The primary purpose of an audit is, therefore, to reduce the agency cost arising from information asymmetry and to increase trust in the entity's data. The general public benefits the most from transparency, the small and medium entities benefit due to lower cost of funding, and the public sector benefits from lower frequency of mistakes in tax returns.

5. Comment letter II on the new Accounting Act (work out for the Czech Accounting Board)

Description of the result

Comment letter on Draft of Accounting Act. The letter was worked out for the Czech Accounting Board and was sent to the Ministry of Finance in December 2022. The Czech Accounting Board is an independent professional institution promoting competences and ethics in the development of the accounting profession and plays a crucial role in the field of accounting and financial methodology. The letter commented on 12 various points of the new draft of the Accounting Act. Specifically, valuation, interim financial statements, limits for the statutory audit of financial statements and for the preparation of consolidated financial statements, classification of audits as mandatory and optional, statutory annual report, penalties, definition of net turnover, consolidation of companies under common control, investment entities in consolidations, transitions between accounting systems, opening balance sheet, transitional provisions. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

The comments raised were settled and accepted by the Ministry of Finance and sent for the decision to the Czech government, and they are expected to be reflected in the final version of the new Accounting Act. Accepted comments increase the clarity of the Accounting Act in the methods of valuations, opening balance sheet, regular and extraordinary interim financial statements. The letter provides key arguments for the lower rise of the limits, reflecting the fact that the audit serves the public interest. Some comments lead to a higher level of consistency between the Accounting Act and EU Directives. All of these comments have a high impact on the general public that uses the Accounting Act and also the economic agents that benefit from transparency, reliable information, and lower information asymmetry.

6. Forecasting road transport emissions savings by 2030 from the application of selected tax and fee instruments

Description of the result

The applied research project aimed to obtain massive data and analytical and argumentation base for advocating measures to promote fleet renewal and reduce the environmental burden of road transport. It involves a research report on the impact of tax policy and other measures on reducing NOx production from road transport in 2030 and a report on the application potential of measures to reduce NOx production from road transport database of model scenarios and two databases of model scenarios and emission factors, and finally, technical documentation of the TIMES model extended with demand parameters, emission factors and TCO module. The project was carried out in cooperation between FFA, the Centre for Transport Research, Mendel University, and Charles University. The gender dimension is not considered in this result.

Positive impact on society and of how and by whom the research results are used

Understanding consumers' preferences for vehicles is the key to designing decarbonisation policies in line with environmental sustainability goals, such as NECP, EGD and the Fit-for-55 policy package. The findings on the effectiveness of individual measures and scenarios provide key arguments for advocacy at the government level. The project outputs are used in the preparation of policies: National Clean Mobility Plan (Ministry of Transport), State Energy Policy (Ministry of Industry and Trade), National Emission Reduction Programme (Ministry of Environment), Climate Protection Plan (Ministry of Environment), and National Climate and Energy Plan (Ministry of Industry and Trade, Ministry of Environment). Both surveys are used in the optimisation energy system model TIMES-CZ and dynamic CGE model, which are both used to analyse the impacts of energy transition in the Czech Republic by Charles University Environment Centre.

7. Czech Accounting Board Interpretation I - 40 Reporting Intangible Results of Research and Development

Description of the result

The analysis interprets the "intangible results of research and development" as one of the items of intangible assets in the Implementing Decree on Accounting for Business Enterprises. The FFA's expert interpretation is provided for the Czech Accounting Board, which is an independent professional institution promoting competences and ethics in the development of the accounting profession and plays a crucial role in the field of accounting and financial methodology. The interpretations express the professional opinion of the Czech Accounting Board on the recognition of R&D costs, how to proceed with the R&D costs in the financial statements, and whether the approach to the recognition of R&D costs prepared under IFRS is also acceptable under the Czech accounting rules. The expert interpretation is published as the Czech Accounting Board Interpretation no. I – 40 Reporting Intangible Results of Research and Development. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

The Czech Accounting Board interpretation specifies in detail the criteria in the case of the 'research and development' that had to be met for development expenditure to be capitalised in the cost of the asset. The Interpretation specifically addresses the general accounting definition of research and development, conditions for the own development to be capitalised, and basic principles of

amortisation of capitalised results of development. The interpretations are widely implemented in the Czech Republic in the form of internal directives primarily by business entities and partly by the non-profit sector to set the accounting methods in the R&D costs properly, and they are used by auditors, accountants, tax advisors, tax administration, and courts as a common practice in the case of R&D costs recognition.

8. Analysis on the impact of ethanol on gasoline prices in the U.S. (worked out for the Renewable Fuels Association, USA)

Description of the result

An analysis of the impact of the US government's Renewable Fuel Standard (RFS) programme on the price of gasoline in the US market. Closely related to the GAČR research project EXPRO 19-26812X Excellence in Economic Research on Energy Efficiency and Impact Modelling - FE3M. The original models of the impact of ethanol on the price of gasoline evaluated the effect of the complex of support measures of the US government aimed at promoting biofuels towards lower gasoline prices than in the situation without biofuels. The models tested are based on the research Janda and Křišťoufek: The Relationship between Fuel and Food Prices: Methods and Outcomes. Annual Review of Resource Economics 2019, and Janda, Křišťoufek, Schererova, and Zilberman: Price Transmission in Biofuels-Related Global Agricultural Networks. Agricultural Economics 2021. The gender dimension is not considered in this result.

Positive impact on society and of how and by whom the research results are used

The newly developed models confirm the Renewable Fuels Association's existing positive effects of the support measures aimed at the promotion of biofuels in the form of the development of US self-sufficiency in energy resources and the long-term sustainability of US energy policy in transition from fossil energy sources to more sustainable sources. The analysis further confirms that the currently implemented US Renewable Fuel Standard programme does not lead to problems with the social acceptability of this programme in terms of its direct economic impact on a broad segment of US gasoline consumers. It showed that the existing system of support functions as expected and that significant changes are not required.

9. Accounting and the mitigation of the resource curse: Exploring the efficacy of the EU Law concerning Reports on Payments to Governments in country-specific contexts across the EU

Description of the result

The study assesses the implementation of Chapter 10 of the amended Directive 2013/34/EU in all European countries and considers the views of stakeholders and constituencies about transparency reporting and the nature, content and usefulness of the Reports on Payments to Governments. The text worked for the Association for Business & Economics Research, United Kingdom, in 2020 and was funded by Publish What You Pay (PWYP). FFA was part of a pan-European team (The STAR Collective) and analysed the implementation of the above requirements in the Czech Republic. The report analyses 245 Reports on Payments to Governments from 19 EU countries, which are very inconsistent between companies. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

This study reflects an attempt to respond to civil society's request for an independent study in a timely manner in relation to the EU review of the law. The need for greater accountability arises from concern in order to improve the socio-economic development of these countries. We found substantively positive findings in terms of the usage of the reports and how the EU's reporting requirements were perceived by the corporate world in practice. The outcome of this research became a part of contemporary debates on transparency and accountability in the extractives industry and will be useful to stakeholders in their communications submitted in respect of the statutory review of the Directives to be undertaken by the European Commission (EC), e.g., the mandatory audit of these reports.

10. Change in the procedure in the recognition of impaired insured receivables

Description of the result

The research report prepared at the request of the Czech Export Bank (CEB) critically analyses the requirements of Czech accounting regulations for the recognition of the transactions in question. The report identifies several major shortcomings in the accounting treatment of the derecognition of receivables, the use of sub-concepts from IFRS without clearly defining them, and the use of sub-requirements in the nature of accounting methods referring to conditions for recognition or derecognition of items that are not defined in the legislation. The analysis also assesses the evolution of the accounting paradigm to evaluate the appropriateness of specific accounting methods, the legitimacy of different interpretations of the content of accounting pronouncements, and the possible coexistence of multiple permissible accounting methods. The result is a direct consequence of the contract research on impaired insured receivables funded by the Czech Export Bank. Due to its character, the result has not specific gender or sustainability dimension.

Positive impact on society and of how and by whom the research results are used

Given the ambiguity of the provisions of Czech accounting regulations, the report assesses potential accounting treatments and recommends those that best comply with the concept of a true and fair view of the financial statements. The CEB used the research report to refine its accounting policy. Furthermore, the report had been provided by the CEB to the Financial Directorate of the Czech Republic, which accepted its findings when dealing with related tax issues. The Financial Directorate terminated the proceedings for the CEB regarding the tax assessment and adjusted its internal procedures in line with the conclusion of the project for the Czech Export Bank.

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
Expert activity	2019	Expert assessment about possibility of bond defaults prediction of the Icelandic banks Kaupthing, Glitnir and Landsbanki because of moratorium before 2008 (worked out for the ČSOB)
Significant analysis	2020-2021	Study on VAT in the digital age (worked out for the European Commission)
Expert activity	2020	Czech Accounting Board Interpretation I - 40 Reporting Intangible Results of Research and Development

³⁰ Specify the specific type of result. Add rows as needed.

Expert activity	2020	Czech Accounting Board Interpretation I - 41 Customer Loyalty Programmes
Expert activity	2020	The impact of the change in the personal income tax rate on household consumption non-property scholarship
Significant analysis	2020	Accounting and the mitigation of the resource curse: Exploring the efficacy of the EU Law concerning Reports on Payments to Governments in country-specific contexts across the EU (worked out for the Association for Business & Economics Research, United Kingdom)
Expert activity	2020	Calculating the costs of consumer credit (worked out for Czech Banking Association)
Significant analysis	2020	Challenges and Risks for Fiscal and Financial Stability at the Beginning of 21st Century and General Possibilities of Their Solutions (worked out for Národohospodářský ústav Josefa Hlávky)
Significant analysis	2020-2021	Transformation of the Czech-Moravian Guarantee and Development Bank (ČMZRB) to National Development Bank
Significant analysis	2021	Government accounting reforms from the perspective of user identification and information needs: a literature review (worked out for Ministry of Finance of the Czech Republic and Supreme Audit Office)
Expert activity	2021	Statement on the documents required for the granting of loans (worked out for the Czech Leasing and Financial Association)
Database	2021-2023	Forecasting road transport emissions savings by 2030 from the application of selected tax and fee instruments
Services to government	2022	Comment letter I on the new Accounting Act (worked out for the Ministry of Finance of the Czech Republic)
Services to government	2022	Comment letter II on the new Accounting Act (worked out for the Czech Accounting Board)
Expert activity	2022	Czech Accounting Board Interpretation I - 47 Advances Received in Foreign Currency
Expert activity	2022	Accounting for impaired insured receivables (worked out for the Czech Export Bank)
Expert activity	2022-2023	Analysis on the impact of ethanol on gasoline prices in the U.S. (worked out for Renewable Fuels Association, USA)
Expert activity	2023	Czech Accounting Board Interpretation I - 48 Measurement of Assets and Liabilities in Transactions with a Business or Part of a Business
Significant analysis	2023	PIR on IFRS 15 Revenue from Contracts with Customers, EAA Comment Letter (worked out for European Accounting Association)
Expert activity	2023	Contract research on energy and sustainable finance in relation to the European Commission (worked out for Savings Tech Lab s.r.o.)

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)³¹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

Regarding the system of transferring the research results into practice, the general principles and requirements that specify the role, responsibilities, and rights of researchers and academic staff are addressed at the level of the Prague University of Economics and Business in the form of the Rector's Directive Principles of Responsible Conduct of Scientific and Research Activities at the Prague University of Economics and Business (SR 08/2021). The system of intellectual property protection is also governed by the Rector's Directive Protection and Implementation of Intellectual Property Rights as a Result of Research, Development and Innovation or Otherwise Created at the Prague University of Economics and Business (SR 1/2011).

FFA, with regard to its focus, does not create/register/grant patents or licenses. FFA does not sell knowledge outside the framework of the solution of a specific task in the form of contract research and does not establish start-ups, spin-off companies, or other ways of transferring knowledge to commercial and profitable entities. FFA focuses on the knowledge transfer that fits the best character of the knowledge of the FFA staff. These are especially the abilities to solve specific problems in finance and accounting that the practice requires, and the practice does not have the relevant expertise to handle it on its own, or it requires a second opinion on the specific problems. FFA is, therefore, strong in providing significant analyses, expert reviews and expert analytical outputs for private institutions and also for government and public institutions.

The results of basic, applied, and contract research are evaluated in terms of the system of knowledge transfer and intellectual property protection at four levels: (i) in the preparation of research, when it is envisaged to transfer the results of applied or contract research to persons outside FFA, the subject issues are resolved with the legal department of the university, (ii) after that FFA enters into agreements with private companies or public institutions to conduct research, (iii) during the realization of the research, the results of the research are subject to internal and external

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³² If the commercialisation of R&D&I results is carried out in this way.

expert reviews (especially in the case of research reports, studies and analyses, and contract research), whereby the quality of the output is primarily evaluated; (iv) control of the output is carried out by the purchaser of the result before accepting the result. After the result is handed over by the purchaser, a formal check of the fulfilment of the research result is carried out at FFA level, and the research result is entered into the research results database. Intellectual property protection is mostly realized via trade secrets clauses that assure the results of knowledge transfer are protected by keeping certain information confidential.

Besides contract research and expert research activities, FFA organizes a number of post-gradual executive courses and programmes that share the results of knowledge and research with the professional public. FFA is also active in organizing conferences and workshops on current significant problems in finance and accounting.

1. Transformation of the Czech-Moravian Guarantee and Development Bank to National Development Bank (worked out for Czech-Moravian Guarantee and Development Bank)

The research report provided for the Czech-Moravian Guarantee and Development Bank on the complex transformation of the Czech-Moravian Guarantee and Development Bank (ČMZRB) to the National Development Bank. The result was seen as foundational in shaping the strategic direction of the transformation, and subsequently, the transformation was implemented based on the project's results and effectively finished in 2021. National Development Bank primarily assists the development of small and medium-sized enterprises, infrastructure and other sectors of the economy that require public support.

2. Expert assessment about the possibility of bond defaults prediction of the Icelandic banks Kaupthing, Glitnir and Landsbanki because of the moratorium before 2008 (worked out for the ČSOB)

The result provides the concept of evaluation if it is possible to predict, according to publicly available information, the insolvency (including default on bonds issued) of Icelandic banks Kaupthing, Glitnir and Landsbanki in 2008 before it effectively happened. The result was sold to the ČSOB (the largest Czech bank). The approach helped to specify responsibility for the ability to indicate from publicly available sources potential future problems in the management and functioning of financial institutions, and to identify, quantify and mitigate risks associated with the business of financial entities (regulated and unregulated) - including regulatory risk.

3. Statement on the documents required for the granting of loans (worked out for the Czech Leasing and Financial Association)

The result is in the form of the construction and performance measurement of general credit rating systems with a focus on statistical models. Development of a logistics scorecard on the basis of a data sample with records of paid and outstanding consumer loans acquired by a major Czech bank sold to the Czech Leasing and Financial Association. It focuses primarily on the probabilistic aspect of creditworthiness assessment, an inevitable consequence of a statistical approach to pricing and managing a consumer credit portfolio. It analyses the importance of information on consumer income and expenditure, which can be replaced by other application or behavioural information without compromising model performance.

4. Accounting for impaired insured receivables (worked out for the Czech Export Bank)

The result is in the form of an analysis of the requirements of Czech accounting regulations for the recognition of the transactions in question and shortcomings in the accounting treatment of the derecognition of (financial) receivables. The result is a direct consequence of the contract research on impaired insured receivables funded by the Czech Export Bank. The report assesses potential accounting treatments and recommends those that best comply with the concept of a true and fair view of the financial statements. The research report was used by the CEB to refine its accounting policy and by the Financial Directorate of the Czech Republic, which adjusted its internal procedures in line with the conclusion of the project for the Czech Export Bank.

5. Research on energy and sustainable finance in relation to the European Commission (worked out for Savings Tech Lab s.r.o.)

The result is based on the work of the Sustainable Finance Institute at FFA. The research presents a unique methodology for the evaluation of the energy suppliers' products (referred to as the Energy Compass), which assesses suppliers based on 11 criteria divided into three pillars. The contract research works out for the Savings Tech Lab commercializes the expertise of the Institute for Sustainable Finance that deals with energy economics and energy finance as two leading interdisciplinary fields the FFA focuses on. The expert analysis includes theoretical aspects of the energy market, approaches to different product evaluations, a detailed description of calculation methodology for the index, and application of the methodology considering real data.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
Post-gradual executive courses	5,065/199.8	6,060/239	6,463/255	5,971/235.5	8,525/336.3
Total	5,065/199.8	6,060/239	6,463/255	5,971/235.5	8,525/336.3

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

The popularization of research, development, and innovation at FFA is carried out in such forms that convey the FFA's research activities to the professional and lay public alike. The most important forms of popularization activities include the organization of special seminars, workshops, and conferences for the professional community in the field of finance and accounting and in the field

of tertiary and secondary teaching, presentations of research results at ad hoc professional events, publication of articles in the journals aimed at the local professional community and, last but not least, publishing and appearing in print and electronic media intended for the general public.

Within the framework of these activities, the FFA staff capitalize on their expertise and experience and share it actively with the wider professional and general public. Thematically, these activities cover a broad portfolio of topics that correspond to the research focus of FFA, i.e., taxation, accounting, valuation, banking and insurance, municipalities, public policies in the field of finance, regulation and supervision of financial markets, education in the field of finance and accounting.

FFA provides intensive communication with the professional community in finance and accounting, the professional community in tertiary and secondary education in finance and accounting, and the general public. The most important types of activities and specific events, professional periodicals and media are:

- Organizing workshops: Workshop on Sustainability - Incorporation of sustainability issues into university curricula (2022), Schola nova, quo vadis? (2019-2023), Workshop on Introduction to Causal Data Analysis and Modelling with Coincidence Analysis (2023), Workshop on Mentor Training (2021)
- Organizing conferences: FEBS 2019 International Conference (2019), Annual Conference on Finance and Accounting (ACFA) (2019-2023), Czech Corporate Finance Forum (2021-2023), Development and Innovation of Financial Products (2019-2023), Annual Conference for Secondary School Teachers (2019-2023), Czech Valuation Forum (2021-2023), Theoretical and Practical Aspects of Public Finance (2019-2023), Conference on CNA (2022)
- Organizing professional events: ESG Summit (2023), The Financing Role of IPO in Development: Case Study of CTP and The Potential of Green Bond Finance (2021), Working Capital Management (2021), Conference of Managerial Accounting and Controlling University Teachers (2021)
- Organizing post-gradual education: MBA programme, short-term courses for the professional public, short-term post-graduate programs, activities and courses for secondary and tertiary teachers
- Publication in the journals focused on the local professional community: Accounting (Účetnictví), Auditor, Media4u Magazine, CAFINews, Czech Financial and Accounting Journal (Český finanční a účetní časopis), Bulletin of the Chamber of Tax Advisors of the Czech Republic (Bulletin Komory daňových poradců ČR), Socioeconomic and Humanities Studies (Socioekonomické a humanitní studie), Accounting of Non-Profit Organizations and Municipalities (Účetnictví nevýdělečných organizací a obcí), Social Policy Forum (Fórum sociální politiky), Appraiser and Property Valuation (Odhadce a oceňování majetku), Valuation (Oceňování), Bulletin of the Chamber of Certified Accountants (Bulletin Komory certifikovaných účetních), Scientia et Societas.
- Publishing and appearing in print and electronic media for the general public: ČT24, ČT Události, komentáře, TV Nova, 360° CNN Prima News, Dvacet minut Radiožurnálu, Reportéři ČT, 168 hodin, Hospodářské noviny, Lidové noviny, Seznamzpravy.cz, Deníkn.cz, FINTAG, Twitter, E15, Roklen24, Investiční web, Podcast Pro(fi) účetní.

1. International workshop on Causal Data Analysis and Modelling with Coincidence Analysis

A workshop for a broader international professional community on learning causal data analysis was organized by FFA and the University of Bergen in Prague in May 2023. The workshop shared experiences with causal modelling as a relatively new configurational comparative method of data analysis geared towards causal complexity. The workshop welcomed the main methodologists and practitioners to guide participants through this innovative method, presenting current software for analysis and offering advice on practical issues. The workshop enabled the professional community to conduct the new methodology and use it in practical solutions. Teaching in smaller practice groups was oriented on understanding the method, and further, the knowledge was deepened through exercises. The consultations were provided to help the participants with the methodological and practical aspects of their research projects.

2. Workshop on sustainability

In May 2022, the "Workshop on Sustainability" was convened within the framework of the international CENETSIE (Central European Network for Sustainable and Innovative Economy) project. Established by a consortium of eight universities and research institutions from Central and Eastern Europe, CENETSIE aims to foster the principles of sustainable development within academic research and university education. This workshop pursued a dual objective. Firstly, it sought to showcase contemporary teaching methodologies and activities centred on sustainability issues and their effective integration across diverse management disciplines, encompassing marketing, finance, and accounting within an integrated framework. Secondly, the workshop facilitated the exploration of research themes specifically relevant to the Central and Eastern European context while considering their broader implications for the global community. The workshop provided a platform for leading educators and researchers from the CEE region to disseminate their insights and engage with a diverse audience comprising members affiliated with the constituent institutions of the CENETSIE network.

3. FEBS 2019 International Conference

The International Conference of the Financial Engineering and Banking Society was organized by FFA together with the Audencia Business School, Nantes, France, in May/June 2019. The conference's central theme was Economic Policies and Financial Markets, with sessions focused on other related specialized topics like Asset pricing and portfolio valuation, Economic policies, Financial markets and the market microstructure, Financial regulation and supervision, Financial engineering, Innovation and fintech, Risk management, Microfinance and economic development. The conference programme was oriented toward practitioners and researchers working in major financial institutions, as well as scholars in highly regarded universities, business schools, and research institutes from more than 30 countries. Plenary speeches were given by Renée Adams (University of Oxford, UK), Matti Keloharju (Aalto University School of Business, Finland), and Haim Levy (Hebrew University of Jerusalem, Israel). The best papers were published in two special issues in the Journal of Economic Behavior & Organization and the European Journal of Finance.

4. ESG Summit

The ESG Summit was co-organized by FFA and the Chamber of Auditors of the Czech Republic in June 2023. As the summit took place before the Corporate Sustainability Reporting Directive (CSRD) was implemented into Czech law, it served as a platform for discussing early emerging issues surrounding its expected implementation. Notably, the event brought together a diverse audience comprising auditors, tax advisors, report preparers, and academics. The participants were presented with real-

world business examples of CSRD implementation by early adopters and explored the intricacies of ESG report assurance, including valuable insights derived from the experiences of other European countries.

5. Czech Valuation Forum

The regular annual professional one-day conference focused on current topics in the field of corporate valuations, which was organized by the American Society of Appraisers Europe Chapter and FFA. The event connects the association and partners with the professional public, graduates, and students. Further, the conference connects business and academic professionals and contributes to the continuous improvement of the quality of teaching practical business valuation topics at the university. The 2023 conference focused on the current best practice compensation of damage and lost profit; in the other years, the conference's topics were expert opinions on the process of transfer pricing (2022) and a comprehensive view on the remuneration of enterprise inventions (2021).

6. Czech Corporate Finance Forum

The annual conference focuses on the practical aspects of corporate finance. The event connects business professionals, partners, and the academy with the aim, among others, to foster up-to-date topics of corporate finance teaching at the university. Each year is focused on a strong and resonating topic. The professionals joining the conference gain concentrated and practical knowledge, incl. real cases, about the selected topic. The 2023 conference was dedicated to AI for corporate finance (2023), the previous years to the trends in corporate funding (2022), and winners of the Covid crisis and their solution (2021).

7. Development and Innovation of Financial Products

The annual professional conference is focused on current issues of changes in financial markets caused by technological development and changes in the macroeconomic, geopolitical, and social situation. The conference brings a representative overview of opinions from the field of regulation and supervision, from the practice of financial institutions and distributors of financial products, from consumer protection and academic community point of view. The conference offers benefits not only to employees of banks, insurance companies, pension and investment companies, securities traders, and organizations active in the field of consumer protection but also to the broad professional and academic public, including students.

8. Annual Conference for Secondary School Educators

FFA annually organizes a Conference for Secondary School Educators. The primary objective of this conference is to disseminate contemporary developments in accounting, auditing, and tax regulations, including their international implications, in a manner that facilitates the incorporation of these advancements into the curricula of secondary schools specializing in business administration and accounting. Recognizing the limited access of secondary educators to relevant information, the conference provides participants with comprehensive materials, including real-world case examples, case studies, and demonstrations of effective teaching techniques. These resources empower secondary school students to acquire proficiency in advanced topics and navigate current challenges within their respective fields.

9. Conference of Managerial Accounting and Controlling University Teachers

Once every two years, a meeting of teachers of management accounting and controlling from universities and colleges in the Czech Republic and Slovakia is organized. The aim of the event is to promote discussion on the application of new research findings in the field of management accounting and controlling in the pedagogical process and to share experiences with the application of a wide range of methods and forms of teaching.

10. Publications in professional journals focused on the local professional community

FFA shares the results of the research through a wide portfolio of professional journals focused on the local professional community in finance and accounting. The journals provide the platform for engaging the local community in debates and discussions and addressing current issues relevant to professional practices. They help FFA keep influence in professional practice or public policy by providing evidence-based findings. Through professional journals, FFA highlights best practices in finance and accounting, which influence local professionals to adopt more effective and efficient ways of dealing with real practice problems.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

FFA took the recommendations from the previous evaluation seriously and made many changes in the system of research support, human research capacities, and motivation in order to improve the FFA's position on the market of basic, applied, and contract research in finance and accounting. Here is a more detailed description of the changes considering the structure of the previous evaluation report.

Based on the previous evaluation's recommendations to section 3.5 *Applied research results with an existing or prospective economic impact on society* and 3.6 *Significant applied research results with an other than an economic impact one on society*, FFA made changes that increased the potential to provide original research in a wide portfolio of topics in finance and accounting to the public and corporate sphere:

- FFA increased key research capacities to broaden coverage of professional problems in finance and accounting for which FFA can provide original applied and contract research (hiring the new research staff, establishing the Institute of Sustainable Finance).
- FFA changed the system of financial motivation in order to stimulate the research staff to acquire the applied and contract research for international clients (expanding the type of research projects financially supported by FFA, increasing financial support for the excellent research teams and projects).
- FFA significantly increased the financial support for building competitive research capacities in finance and accounting (support for hiring the new research staff and personal growth of the current research staff).
- FFA increased the number of research projects, FFA plays the role of partner to another academic research centre, which increased the ability of the FFA to participate in complex

research projects (support establishing the new cooperation between the FFA and external research teams).

Based on the previous evaluation's recommendations to section 3.7 *The evaluated unit's most significant interactions with the non-academic application/corporate sphere*, section 3.8 *System and support of technology transfer and intellectual property protection*, and section 3.9 *Strategy for setting up and support of spin-off firms or other forms of commercialisation of R&D&I results*, FFA increased interactions with the non-academic application/corporate sphere:

- FFA increased financial support for the applied and contract research and the results of the research in order to motivate the FFA members to acquire these forms of research.
- FFA focused more on applied and contract research directly oriented on the enterprises with real economic impacts.
- FFA staff increased its activity as members of professional institutions in the areas of accounting and auditing, valuation, banking and insurance, financial markets, public finance, and monetary policy.
- FFA increased the spectrum of topics of applied and contract research that FFA is able to provide for the non-academy and corporate sectors.
- FFA focused more on international clients for the applied and contract research supporting the international cooperation/mobility of individual researchers at FFA.

Based on the previous evaluation's recommendations to the section 3.10 *The most significant individual awards for R&D&I* and section 3.11 *Recognition by the international R&D&I community*, FFA made the changes that increased international recognition:

- FFA focuses on international interaction and cooperation with researchers with international experiences and visibility and increased number of international recognitions of the researchers in the form of participation in international conferences boards, in international conferences and workshops participations, in international journals boards, and in involving more institutions and making the research teams more international in the case of basic and applied research projects.
- FFA increased financial support of international cooperation/mobility, making the research staff more internationally connected, which is shown by increasing invitations of FFA members for lectures given at foreign universities and increasing the number of invited lectures given by researchers from foreign universities at FFA, increasing research activity involving the foreign researchers or providing the results for international clients.
- FFA increased its activity to be more involved in international scientific and professional associations, which led to new positions in the European Financial Reporting Advisory Group and European Accounting Association for the FFA staff.
- FFA provides significantly larger financial incentives in the case of the realization of the international projects and the international character of the research results.

Based on the previous evaluation's recommendations to section 3.12 *The most significant activities in the popularisation of R&D&I and communication with the public*, FFA made several changes that significantly improved the interactions with the public:

- FFA expanded the targeted audience and focuses on the professional public in finance and accounting, the professional public in secondary and tertiary education in finance and accounting, and the general public.

- FFA increased the activity in the publication of articles in professional journals that focus on the local professional community in finance and accounting.
- FFA significantly broadened its visibility through publishing and appearing in print and electronic media that focus on the general public. The forms of communication are very complex (interviews, providing commentaries, writing articles, sharing critical views on relevant social and professional problems, social media news).
- FFA expanded communication with the international professional community, inviting international researchers to conferences, workshops, and other professional events.
- FFA acquired and participated in international projects that increased the visibility of FFA among the international professional community and toward international institutions requiring professional services in finance and accounting.

Based on the previous *Modul 3 Overall Assessment*, the FFA made the changes that increased the activity of the departments in applied and contract research:

- FFA provided financial stimulus in the FFA's system of research support for acquiring the applied and contract research and for the results of the applied and contracts research.
- FFA made the FFA's system of research support more complex in supporting all kinds of research and research results and all areas of research in finance and accounting.
- FFA made the FFA's system of research support more focused on the research results and projects that are published/presented internationally. The financial stimulus of international research is much higher than that of pure domestic research.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
Information about FFA research	3.1-3.6	https://ffu.vse.cz/english/research/
Accounting in Europe	3.2.2	https://www.tandfonline.com/journals/raie20/about-this-journal#editorial-board
Journal of Accounting and Management Information Systems	3.2.2	https://jamis.ase.ro/index.php/editorial-board/
The Theoretical Journal of Accounting	3.2.2	https://ztr.skwp.pl/cms/scientificcouncil
Prague Economic Papers	3.2.2	https://pep.vse.cz/about-journal/inf-990000-1000_Managing-by.php
Politická ekonomie – Political Economy	3.2.2	https://polek.vse.cz/about-journal/inf-990000-2200_Managing-by.php
Journal of Tax Reform	3.2.2	https://taxreform.ru/en/about/people/editorial-board/
Economics and Informatics	3.2.2	https://fhi.euba.sk/en/veda-a-vyskum/vedecke-casopisy/ekonomika-a-informatika/editorial-board
Statistika: Statistics and Economy Journal	3.2.2	https://csu.gov.cz/editorial_board
European Financial and Accounting Journal	3.2.2	https://efaj.vse.cz/about-journal/inf-990000-0200_Editors-Advisory-Board.php
Acta academica karviniensia	3.2.2	https://aak.slu.cz/artkey/inf-990000-0500_Edicni-rada.php

Acta Aerarii Publici	3.2.2	https://aap.umb.sk/?page_id=1914
Database of model scenarios	3.3	https://vmac.shinyapps.io/NOx2030_database/
Databases of emission factors	3.3	https://www.cdv.cz/file/databaze-emisnich-faktoru-2018/ https://www.cdv.cz/file/databaze-emisnich-faktoru-2030/
State Budget in a Nutshell	3.3	https://www.mfcr.cz/cs/rozpocetova-politika/statni-rozpocet/rozpocet-v-kostce
Executive Summary of the State Budget	3.3	https://www.mfcr.cz/cs/rozpocetova-politika/statni-rozpocet/rychla-shrnuti-statniho-rozpocetu
Supreme Audit Office audit conclusion 15/31	3.3	https://nku.cz/assets/kon-zavery/k15031.pdf
EAA Comment Letter	3.4	https://ifrs-springapps-comment-letter-api-1.azuremicroservices.io/v2/download-file?path=629_67651_European-Accounting-Association_0_EAA-Comment-Letter-PIR-IFRS-october-IASB.pdf
15th EAA-FRS Seminar	3.4	https://eaa-online.org/events/post-implementation-review-of-ifs-15-revenue-from-contracts-with-customers/
EAA Comment Letter: Project Summary and Feedback Statement	3.4	https://www.ifs.org/content/dam/ifs/project/pir-ifs-15/pir-ifs15-feedbackstatement-portrait-sept2024.pdf
AP6B: Academic literature review update	3.4	https://www.ifs.org/content/dam/ifs/meetings/2024/may/iasb/ap6b-academic-literature-review-update.pdf
Digital reporting requirements, European Commission - Directorate General for Taxation and Customs Union (Volume I)	3.4	https://taxation-customs.ec.europa.eu/document/download/b09cd7eb-87ae-4317-beb8-4c0921d31353_en?filename=VAT%20in%20the%20Digital%20Age_Final%20Report%20Volume%201.pdf
Proposal for a COUNCIL DIRECTIVE amending Directive 2006/112/EC as regards VAT rules for the digital age COM/2022/701final	3.4	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52022PC0701
Proposal for a COUNCIL REGULATION amending Regulation (EU) No 904/2010 as regards the VAT administrative cooperation arrangements needed for the digital age COM/2022/703 final	3.4	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52022PC0703
Proposal for a COUNCIL IMPLEMENTING REGULATION amending Implementing Regulation (EU) No 282/2011 as regards information requirements for certain VAT schemes	3.4	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52022PC0704
Czech government communication report	3.4	https://portal.gov.cz/en/informace/INF-229

about the National Development Bank		
Ministry of Industry and Trade communication report about the National Development Bank	3.4	https://mpo.gov.cz/cz/rozcestnik/pro-media/tiskove-zpravy/cmzrb-se-meni-na-narodni-rozvojovou-banku--krome-podpory-podnikatelu-sehraje-klicovou-rolu-v-rozvoji-infrastruktury--263148/?utm_source=chatgpt.com
Draft of Accounting Act	3.4	https://odok.cz/portal/veklep/material/KORNCKKHGM1N/
Comments I on the new Accounting Act	3.4	https://odok.cz/portal/veklep/material/KORNCKKHGM1N/KORNCZJDUYZQ (pp. 242 to 249)
the Accounting Act submitted to the Government of the Czech Republic dated 16 January 2024	3.4	https://odok.cz/portal/veklep/material/KORNCKKHGM1N/KORNCZJDUYZQ
Comments II on the new Accounting Act	3.4	https://odok.cz/portal/veklep/material/KORNCKKHGM1N/KORNCZJDUYZQ (pp. 249 to 254)
Czech Accounting Board Interpretation no. I – 40 Reporting Intangible Results of Research and Development	3.4	http://nur.cz/wp-content/uploads/2020/10/I-40_updated.pdf
Analysis on the impact of ethanol on gasoline prices in the U.S. for the Renewable Fuels Association in the USA	3.4	https://ethanolrfa.org/file/2425/Impact%20of%20ethanol%20on%20gasoline%20prices%202023.pdf
Accounting and the mitigation of the resource curse: Exploring the efficacy of the EU Law concerning Reports on Payments to Governments in country-specific contexts across the EU	3.4	https://sigarra.up.pt/flup/pt/pub_geral.show_file?pi_doc_id=243348
Financial Directorate decision on the case in the Czech Export Bank Annual report	3.4	https://www.ceb.cz/storage/AnnualReport_ReportTranslation/1-2000/71ae6b5b-5b5d-455b-8fdf-82b6ac37af10_file_vz-en-22-fin.pdf (p. 114)

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of International Relations

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

The Faculty of International Relations (FIR) is one of the largest faculties whose mission is to develop education and knowledge in the field of international economic and political relations and to provide internationally recognized study programs based on critical thinking and openness, personal and societal responsibility and commitment to lifelong learning. The vision of FIR is to be the best educational and research institution in the field of international economic and political relations in the Czech Republic and through its strategy of internalization and internationally verified process of quality assurance and enhancement it is an internationally recognized institution, which belongs among top three best ranked schools within the region of Central and Eastern Europe. The faculty employs more than 140 R&D&I staff, of which more than 40% are women.

FIR positions itself with a global outlook, adopting an interdisciplinary approach and a methodologically diverse research ethos. It examines the intricate macroeconomic, microeconomic, political, security, and legal dimensions of international relations, all within the context of sustainable development and consumption. The faculty places significant emphasis on social responsibility, engaging with all relevant stakeholders to foster meaningful collaboration. Collaboration is central to FIR's mission. The faculty has established strong partnerships with a wide range of Czech and international entities, including major corporations such as KPMG, Kaufland, Coca-Cola, Siemens, Česká spořitelna (Czech bank), Google Czech Republic, Kantar, Lasvit, and Unicredit Bank. It also works closely with key public administration bodies and non-governmental organisations, such as the Ministry of Industry and Trade, the Ministry of Foreign Affairs of the Czech Republic, Konrad Adenauer Stiftung, CzechTrade, and CzechInvest. These partnerships go beyond

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

mere formal ties; they actively contribute to the faculty's dynamic research environment and its tangible impact on students and society alike.

FIR's research activities are closely aligned with the needs of Czech society, addressing broad economic, political, and legal challenges in an ever-changing international landscape. The faculty's research, consulting, and educational initiatives serve a diverse range of stakeholders, including public authorities and non-governmental organisations. FIR plays a key role in strategic projects such as contributing to the strategic development of Czech Centres under the Ministry of Foreign Affairs, participating in a lifelong learning programme on sports diplomacy in cooperation with the Czech Olympic Committee, and engaging in the Government of the Czech Republic's National Convention on the European Union. This engagement includes exploring crucial topics such as the enhancement of EU-US relations and the EU's review of economic governance.

Education at FIR transcends traditional boundaries, integrating knowledge and skills essential to international economic and political relations. This holistic approach is essential in both the public and private sectors, where an understanding of the international context is increasingly crucial. Its curriculum is designed to foster critical thinking, problem-solving abilities, and analytical skills, ensuring that graduates are well-prepared to meet the challenges of the international landscape.

The faculty's research priorities reflect its ambitious academic profile while leveraging its extensive interdisciplinary capabilities. Research themes encompass a broad spectrum of topics, including the evolving international political, security, and legal environment in response to contemporary challenges; innovative strategies for international business and enhancing the competitiveness of Czech enterprises amidst shifting political and economic conditions; and the strategic and operational management of business processes within an international framework.

Furthermore, FIR places strong emphasis on the didactics and sociolinguistics of professional language, recognising the importance of effective communication in the global marketplace and political sphere. The faculty offers a comprehensive linguistic education through four language departments: the Department of English, the Department of German, the Department of Romance Languages, and the Department of Slavic Languages. FIR organises Foreign Language Olympiads for primary and secondary school students, hosting national finals in English, German, Spanish, French, and Russian at the university campus. These Olympiads serve as a vital platform for developing young people's language skills while reinforcing the faculty's commitment to supporting academic and educational exchanges at local and national levels.

Research at FIR is primarily conducted within its specialised departments, namely the Department of International Economic Relations, the Department of International Business, the Department of International and Diplomatic Studies, and the Department of Business and European Law. Additionally, FIR is home to two distinguished research centres: the International Research Centre for International Economic Relations and the Jan Masaryk Centre for International Studies. These centres serve as hubs of scholarly research, supporting FIR departments and contributing to academic discourse through publications in leading international journals. They foster a dynamic academic environment by facilitating visits from international scholars, hosting lecture series and research seminars, and encouraging a culture of intellectual exchange. Dozens of such external and internal (brown bag) seminars were held at FIR in 2019-2023.

Alongside these research-focused centres, FIR is also home to the Centre for Asian Studies, the Centre for European Studies, and the Institute for Sustainable Business. The centres establish close cooperation with similarly specialised centres abroad and with domestic institutions. Together, they organise conferences and round tables on current topics, serve as information and advisory centres and strive to popularise the topics they address. All faculty centres and departments regularly organise a wide range of lectures, seminars, debates, and conferences. These events cater not only to students and alumni but also to professionals from diverse fields seeking to enhance their

expertise. Notable examples include the FIR Annual Conference, held since 2014, or the Law in Business Conference, organised since 2008.

The faculty also prioritises international collaboration, participating in various student and academic exchange programmes. FIR actively fosters international mobility through partnerships with prestigious universities across Europe, Asia, and the Americas. By engaging in exchange opportunities, students gain invaluable exposure to different cultures, economic models, and political systems, enriching their academic journey.

In conclusion, FIR is a centre of academic excellence and global engagement, shaping the next generation of leaders while actively contributing to discussions on international affairs. Its steadfast dedication to high-quality research, positive societal impact, and the development of responsible global citizens reinforces its role as a key institution within both the academic and international spheres, as explored in the following sections.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	10.26 / 4.7	9.96 / 4.43	8.3 / 3.7	7.02 / 2.6	6.82 / 2.52	12.31 / 5.64
Associate Professor	21.3 / 11.0	19.55 / 9.39	18.4 / 8.1	18.9 / 8.06	19.5 / 8.25	26.63 / 13.75
Assistant Professor	103.03 / 64.57	103.75 / 66.05	106.8 / 67.9	106.49 / 65.7	106.3 / 65.74	118.48 / 74.26
Assistant	2.23 / 0.71	0.67 / 0.67	-	-	-	2.45 / 0.77
R&D Personnel ³	-	-	-	-	-	-
Researchers in other categories ⁴	8.92 / 2.62	8.84 / 3.27	5.87 / 1.81	4.5 / 1.47	5.64 / 2.54	9.81 / 3.6
Technical and economic staff ⁵	22.99 / 21.12	21.65 / 20.3	19.56 / 18.2	19.40 / 17.81	18.84 / 16.84	25.75 / 23.65
Scientific, research and development staff involved in teaching activities	20.61/12.91	20.75/13.21	21.36/13.58	21.3/13.14	21.26/13.15	24.56 / 15.62
Early career researchers ⁶	33 / 13.5	31.5 / 13	32 / 11	34.05 / 11.55	28.55 / 8.05	38.82 / 12.6
Total ⁷	22.34/131.13	216.67/130.32	212.29/124.29	211.66/120.33	206.91/117.09	

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participate in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical, and economic staff.

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories, and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research, and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	-	-	-	-	3	1	2	0	9	3	1	0
Associate Professor	-	-	2	0	8	3	4	3	7	4	5	2
Assistant Professor	-	-	24	9	22	14	14	10	6	4	3	3
Assistant	-	-	1	-	-	-	-	-	-	-	-	-
R&D Personnel ⁹	-	-	-	-	-	-	-	-	-	-	-	-
Researchers in other categories ¹⁰	-	-	-	-	-	-	-	-	-	-	-	-
Technical and economic staff ¹¹	-	-	-	-	-	-	1	1	-	-	-	-
Scientific, research, and development staff involved in teaching activities	1	0	8	4	3	2	2	1	-	-	-	-
Early career researcher ¹²	0	0	10	4	6	4	2	1	0	0	0	0
Total ¹³	0	0	39	14	41	22	22	14	22	11	9	5

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical, and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research, and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participate in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories, and technical and economic staff.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	-	-	-	-	-	-	2	1	2	1	5	2
Associate Professor	-	-	1	0	11	4	4	3	3	2	1	0
Assistant Professor	-	-	22	8	31	24	12	8	9	6	4	4
Assistant	-	-	-	-	1	0	-	-	-	-	-	-
R&D Personnel ¹⁵	-	-	1	1	3	0	-	-	-	-	-	-
Researchers in other categories ¹⁶	-	-	-	-	-	-	-	-	-	-	-	-
Technical and economic staff ¹⁷	-	-	-	-	1	1	-	-	-	-	-	-
Scientific, research and development staff involved in teaching activities	-	-	6	1	5	5	1	0	-	-	-	-
Early career researcher ¹⁸	0	0	21	4	11	5	2	0	1	0	0	0
Total ¹⁹	0	0	45	13	57	33	20	12	15	9	10	6

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories, and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research, and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	1,763	1,133	1,870	1,189	2,044	1,311	2,105	1,388	2,077	1,358	9,859	6,379
Master's ²⁰	1,135	803	1,090	746	1,076	745	1,017	718	1,074	717	5,392	3,729

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

Doctoral	72	34	64	27	57	29	52	18	48	24	293	132
Lifelong Learning Courses	78	47	9	5	40	19	24	12	38	24	189	107
Total	3,048	2,017	3,033	1,967	3,217	2,104	3,198	2,136	3,237	2,123		

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	7/3	-	7/3	-	7/3	-	7/3	-	8/3	-	9/3	
Master's	10/4	-	10/4	-	10/4	-	10/4	-	11/4	-	11/3	
Doctoral	8/6	-	11/7	-	11/7	-	11/7	-	11/7	-	13/9	
Lifelong Learning courses	1/1	1/0	1/1	1/0	1/1	1/0	1/1	1/0	1/1	1/0	1/1	1/0
Total	26/14	1/0	29/15	1/0	29/15	1/0	29/15	1/0	31/15	1/0		

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences		Zvolte položku.	100%
		39%	Balanced basic and applied research	
	5.2 Economics and Business		Zvolte položku.	
	5.3 Education		Zvolte položku.	
	5.4 Sociology	1%	Basic Research	
	5.5 Law	10%	Basic Research	
		40%	Balanced basic and applied research	
	5.6 Political science		Zvolte položku.	
	5.7 Social and economic geography	10%	Basic Research	
	5.8 Media and communications		Zvolte položku.	
	5.9 Other social sciences		Zvolte položku.	
6. Humanities and the Arts	6.1 History and Archaeology		Zvolte položku.	
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

FIR aims to occupy a prominent position within the Czech and international academic landscape. FIR academic staff consistently engage in professional networks which have an impact not only on the research community but also on the general public. The following paragraph provides examples of the transfer on a non-profit basis by engaging in consulting and expert activities in relation to state and non-state entities for the evaluated period.

Dr. Přemysl Průša has been appointed for the next five years a member of the Board of The Union of Trade and Tourism which is the top representative of Czech trade and tourism. It is respected by the professional public, state institutions and professional European organisations. In this way, FIR continues to maintain and strengthen its contact with major institutions and companies in the retail market in the Czech Republic. Prof. Hana Machková has been appointed to the position of "Personalité Experte Associée" and will serve on the advisory board of the Conseillers du Commerce Extérieur de la France République Tchèque together with top managers of French companies operating in the Czech Republic. The foreign trade advisors include directors of Bouygues, Cofidis, Equans, Forvia, Komerční banka (Czech bank), L'Oréal, Saint Gobain and Sanofi. The advisers are appointed by the Prime Minister of the French Republic.

Doc. Vincenzo Merella, Ph.D., has been a member of the Italian Economic Association and the Spanish Economic Association. Ing. Josef Bič, Ph.D., serves as a coordinator of relations with collective members within the Board of Directors of Czech Economic Society. Prof. Ing. Stanislav Šaroč, Ph.D., was a member of Scientific Board of the Czech Banking Association until 2023. Doc. Ing. Mgr. Štěpánka Zemanová, Ph.D., served till 2022 as an external member of the Scientific Board of the Ministry of the Foreign Affairs of the Czech Republic. She is also a member (Treasurer) of the Global International Relations Section of the International Studies Association (ISA). Doc. Jeremy Alan Garlick, M.A., Ph.D., is a member of the executive committee of the Central and Eastern European International Studies Association (CEEISA). Ing. Matthew Huntley supports the CEEISA as its Secretary. Doc. Jakub Eberle, Ph.D., is a board member of the Programme Council of the Forum 2000 Foundation, and a member the Executive Committee of the International Association for the Study of German politics. He has been a research director at the Institute of International Relations Prague. Ing. JUDr. Zuzana Trávníčková, Ph.D., is a head of the Committee for the Rights of People at Risk of Poverty and Social Exclusion of the Government Council for Human Rights of the Government of the Czech Republic. Doc. JUDr. Nicole Grmelová, Ph.D., as an evaluator according to the 17+

Methodology consults to the Advisory Bodies of the Research of the Development and Innovation Council of the Government of the Czech Republic. Prof. JUDr. Martin Boháček, CSc., is a member of the Accreditation Commission of the Institute of State and Law of the Czech Academy of Sciences. Doc. JUDr. Tomáš Moravec, Ph.D., serves as an evaluator of the National Accreditation Bureau for Higher Education. Prof. JUDr. Jan Dědič is a member of the Czech Government Legislative Council, exerting a direct impact on the creation of new laws in the Czech Republic. His scholarly outputs are regularly cited by Czech law courts and international arbitration tribunals. Doc. Ing. Mgr. Radka Druláková, Ph.D., was a member of the Czech Science Foundation (GAČR) Evaluation panel of the Discipline Committees, specifically Panel P408 Juridical Science and Political Science (2019-2021). She was also a chair of the Panel P408 in 2021-2023.

FIR dedication to produce high-quality research that advances knowledge in the field and support for the research excellence of its academic staff and doctoral students is also visible in prestigious awards received from local, national and international competitions. These awards validate our dedication and show our impact on research. On the local level, FIR researchers and doctoral students regularly receive the Rector's Award for prestigious publications at the Prague University of Economics and Business. On the national level, FIR doctoral students regularly receive the Josef Hlávka Prize. In the international context, for example, Gaziza Shakanova's article on the political convergence of the Russian orthodox church and the state was awarded the Ted Jelen Best Journal Article Award of the Religion & Politics Section from the American Political Science Association. Examples of awarded researchers and doctoral students can be seen in Table 3.2.1.

FIR academic staff serve on editorial and advisory boards of esteemed international journals, of which some are globally well-known publishers such as Sage Publishing or Palgrave Macmillan. Their expertise ensures rigorous peer review and enhances the scholarly discourse. Examples of foreign journals are the Journal of International Relations and Development, the Journal of Current Chinese Affairs, and the European Food and Feed Law Review. Examples of Czech journals with international scope are the Czech Journal of International Relations, Acta Informatica Pragensia – Journal of Social and Business Informatics, and Political Economy. Further examples of FIR academics' membership in editorial boards can be seen in Table 3.2.2.

In order to strengthen our international ties, FIR academics regularly accept invitations to give lectures or lead research seminars at other universities and research institutes. Furthermore, to enrich the academic environment at the faculty and the university, FIR invites influential speakers and respected scholars to the university campus. One of the examples is the lecture given by a Nobel laureate, Prof. Jean Tirole from the Toulouse School of Economics in France. His lecture was held at the university campus in 2022 on the occasion of obtaining the degree Doctor Honoris Causa based on the FIR's proposal. Examples of lectures given by FIR academics for foreign universities and lectures given by foreign scholars at the university campus can be seen in Table 3.2.3 and Table 3.2.4.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Gaziza Shakanova, Ph.D.	Ted Jelen Best Journal Article, 2023	American Political Science
Laure de Batz	Best Paper relating to the topic of Global Strategy presented at the 47th EIBA Conference, 2021	Global Strategy Journal
Ing. Jana Hovorková, Ph.D.	Josef Hlávka Prize, 2020	Hlávka Foundation
Pamir Halimzai, Ph.D.	Josef Hlávka Prize, 2021	Hlávka Foundation
Mgr. Ing. Petr Tomčíak, Ing. Michal Strnad, Ph.D.	Josef Hlávka Prize, 2022 and 2023	Hlávka Foundation
Smaranda Pantea, Ph.D.	Rector's award for prestigious publication in 2022 (1st place)	Prague University of Economics and Business
Ing. Michal Strnad, Ph.D.	Rector's award for prestigious publication in 2023 (2nd place)	Prague University of Economics and Business
Mgr. Nikola Adamovská, Ing. Michaela Zemanová, Ph.D., Mgr. Bilal Bahadir Karaca, Ph.D.	Rector's award for prestigious publication in 2022 (2nd place)	Prague University of Economics and Business
Smaranda Pantea, Ph.D.	Rector's award for prestigious publication in 2021 (2nd place)	Prague University of Economics and Business
doc. Jeremy Alan Garlick, M.A., Ph.D.	Rector's award for prestigious publication in 2020 (2nd place)	Prague University of Economics and Business

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
prof. JUDr. Nicole Grmelová, Ph.D.	European Food and Feed Law Review, Lexxion, Berlin, Germany, ISSN 1862-2720
prof. JUDr. Martin Boháček, CSc.	Acta Informatica Pragensia, Prague University of Economics and Business, Prague, Czech Republic, ISSN 1805-4951
doc. Ayaz Zeynalov, M.A., Ph.D.	Politická ekonomie, Prague University of Economics and Business, Prague, Czech Republic, eISSN 2336-8225
doc. PaedDr. Milan Vošta, Ph.D.	Studia Politicae Universitatis Silesiensis, Katowice, Poland, ISSN 1895-3492
prof. Ing. Stanislav Šaroch, Ph.D.	Review of Economic Perspectives, Masaryk University, Brno, Czech Republic, Publisher: De Gruyter, Poland, eISSN 1804-1663
doc. Ing. Mgr. Štěpánka Zemanová, Ph.D.	Journal of International Relations and Development, Ljubljana, Slovenia, ISSN 1408-6980 (Advisory Board) + Czech Journal of International Relations, Institute of International Relations in Prague, Czech Republic, ISSN 2788-2985
doc. Jakub Eberle, Ph.D.	Czech Journal of International Relations, Institute of International Relations in Prague, Czech Republic, ISSN 2788-2985
doc. Jeremy Alan Garlick, M.A., Ph.D.	Journal of Current Chinese Affairs, Hamburg, Germany, ISSN 1868-1026
prof. PhDr. Zdeněk Veselý, CSc.	Studia politica Slovaca, Bratislava, Slovakia, ISSN 1337-8163
Ing. JUDr. Zuzana Trávníčková, Ph.D.	Czech Yearbook of International Law, Prague, Czech Republic, ISSN 1804-543Y

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
Smaranda Pantea, Ph.D.	The effects of holiday vouchers on domestic tourism: evidence from a public sector voucher programme in Romania	Trento Applied Micro seminar IRVAPP/Trento/OECD 2023; Research seminar Free University of Bozen Bolzano 2023; Urban Economics Association European Meeting 2023	2023
prof. JUDr. Nicole Grmelová, Ph.D.	Civil liability of private health care providers for contracting a nosocomial infection (in French)	Universidad Santiago de Compostela, Facultad de Derecho, GRERCA 2023 conference	2023
Mgr. Ing. Kateřina Kočí, Ph.D.	Eastern Partnership: Current Challenges	University of Ljubljana	2023
Laure de Batz	Distance Learning Programme	CERGE-EI	Since 2023
Smaranda Pantea, Ph.D.	The effects of holiday vouchers on domestic tourism: evidence from a public sector voucher programme in Romania	European Regional Science Association Congress 2022	2022
doc. Ing. Mgr. Štěpánka Zemanová, Ph.D.	Non-state sanctions against Russia: Senders, targeting, effectiveness and ethics	University of Warsaw	2022
Ing. Mgr. Petr Procházka, Ph.D.	Tax avoidance by MNEs: global tax competition?	Bar-Ilan University	2022
doc. Jeremy Alan Garlick, M.A., Ph.D.	How will the war in Ukraine impact China's engagement in Eastern Europe? (online)	Davis Center for Russian and Eurasian Studies, Harvard University, United States	2022
doc. Jeremy Alan Garlick, M.A., Ph.D.	The China-Iran Deal: Mirage or Game Changer? (online)	Middle East Institute, National University of Singapore	2021
doc. Jeremy Alan Garlick, M.A., Ph.D.	Towards guanxi? Reconciling the "relational turn" in Western and Chinese International Relations scholarship	Centre for Foreign Policy and Peace Research, Bilkent, Ankara, Workshop: "Self-reflection time for the periphery"	2020

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Prof. Joseph A. McCahery	Tilburg University Law School, the Netherlands	Institutional Investors and ESG Preferences	2023
Stephen E. Satchell	University of Cambridge	Style Investment and the Theory of Characteristics	2023
Dr. Paolo Pizzolo	Jagiellonian University in Krakow	The Geopolitical Role of the Three Seas initiative:	2023

		Mackinder's MiddleTier Strategy Redux	
Dr. Rustam Jamilov	University of Oxford	The Regional Keynesian Cross	2022
Prof. Marek Martyniszyn	Queen's University Belfast School of Law	Minding its own Markets in a Transnational World? Extraterritoriality in EU Competition Law	2022
Prof. Jean Tirole	Toulouse School of Economics in France	The Economics of the common good, meritocracy and social justice	2022
Dr Francesco Olmastroni	University of Siena, Italy	The EU through multiple crises: from contestation to confrontation	2022
Dr. Xymena Kurowska	Central European University	How to succeed in the journal peer review process	2022
Dr. Othon Anastasakis	University of Oxford	The impact of crises from the EU periphery perspective	2021
Professor Kerry Brown, Ph.D.	King's College London	What does China want: does China under Xi Jinping have a vision for the world?	2020

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the project/programme call	Name of the authority/guarantor project/programme call	Year
doc. Ing. Mgr. Štěpánka Zemanová, Ph.D.	APSIA Junior Faculty Fund (JFF)	Association of Professional Schools of International Affairs (APSIA)	2023
doc. Jeremy Garlick, M.A., PhD	Rada pro výzkum, vývoj a inovace (RVVI) – National Council for Research, Development, and Innovation/Evaluator in the field of Political Science	Advisory body of the Czech Government in terms of evaluating the social relevance of publications shortlisted by national research institutions	2020-2023
Lucie Nencková, Ph.D., MBA	Just Transition Fund	State Environmental Fund of the Czech Republic	2022-2023
doc. Ing. Mgr. Radka Druláková, Ph.D.	Social Sciences and Humanities (Discipline Committee OK4), member	Czech Science Foundation	2021-2023
prof. JUDr. Nicole Grmelová, Ph.D.	Rada pro výzkum, vývoj a inovace (RVVI) – National Council for Research, Development, and Innovation/Evaluator in the field of Law	Advisory body of the Czech Government in terms of evaluating the social relevance of publications shortlisted by national research institutions	2020-2023
Lucie Nencková, Ph.D., MBA	Environment for life	Technology Agency of the Czech Republic	2019-2023
doc. Ing. Mgr. Radka Druláková, Ph.D.	Evaluation panel on Juridical Science and Political Science (P408), member and chair	Czech Science Foundation	2019-2023

doc. Ing. Mgr. Štěpánka Zemanová, Ph.D.	Evaluation panel on Juridical Science and Political Science (P408), member and chair	Czech Science Foundation	2015-2019
doc. Ing. Mgr. Štěpánka Zemanová, Ph.D.	Social Sciences and Humanities (Discipline Committee OK4), member	Czech Science Foundation	2017-2019

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1-3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

The academic staff of FIR has been working on over forty diverse research projects during the evaluated period. They have not only enriched academic discourse but also offered practical solutions to some of the pressing challenges ranging from global economic trends influencing local markets and consumers to intricate geopolitical relations. All projects prove the interdisciplinary orientation of the faculty. The following paragraphs provide examples of some of these research projects.

1. The [European Hub for Contemporary China](#) or "EuroHub4Sino" is a Horizon Europe project funded by the European Research Agency, which aims to create a major AI-powered European platform of China knowledge. It will provide independent European policy research and analysis to the EU and member states' officials, China researchers and other stakeholders. EuroHub4Sino is based on the collaboration of a consortium of eight different European research institutions and universities. Apart from FIR, the consortium includes the University of Heidelberg (Germany), the Institute for Security and Development Policy (Sweden), the Jagiellonian University in Kraków (Poland), the Royal Institute of International Affairs a.k.a. Chatham House (UK), the University of Warwick (UK), as well as the two Brussels-based think tanks Beyond the Horizon ISSG and Hybrid Core, responsible for project management and IT expertise, respectively. Thus, the project contributes to the realisation of FIR's vision of being one of the internationally recognised research institutions.

The EuroHub4Sino project started in October 2023 with regular meetings among scientific members, IT experts, and project managers to determine the work steps of the project in the next three years, until it is completed in September 2026. Domain experts from the various participating institutions have regular weekly meetings to set up categorizations and analytical properties for sources on

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

which the AI-generated knowledge platform of the project will be trained. In early May 2024, a joint workshop with the Brussels-based Centre for Security, Diplomacy, and Strategy (CSDS) was held at the Brussels School of Governance. The workshop, titled "Economic Security and China-Europe Relations" brought together members of the EuroHub4Sino project, as well as a wide range of experts from EU institutions, academia, and think tanks, and provided an opportunity to discuss the relevance of the project for a broader audience.

2. Doc. Jeremy Garlick, who represents FIR in the above project, has been elaborating his research focus on contemporary China also as a principal investigator and team leader of two Czech Science Foundation (GAČR) projects. One of them focused on **"China's Regionalising Normative Influence in Asia and Europe"** (2022-2024, [GAČR 22-12355S](#)). The project aimed to use the concept of normative power to analyse China's regionalising foreign policy under the umbrella of the Belt and Road Initiative (BRI), specifically in five regions of Asia and Europe: Central and Eastern Europe (CEE), Central Asia, the Middle East, South Asia, and Southeast Asia. These regional cooperation platforms are intended to encourage the formation of a 'community of practice' through the recognition and renegotiation of practices introduced by China. However, the degree to which practices and norms introduced by China are accepted by regional actors is likely to vary across regions, necessitating comparative analysis to draw out the similarities and differences. One of the outputs was a monograph published by the prestigious Bloomsbury Publishing (Advantage China: Agent of Change in an Era of Global Disruption), which, together with other outputs published in impact journals, increased the visibility of the faculty in the inter-agency environment (reviews in the Asia Pacific Business Review, etc.).

3. In September 2023, the research team from the Department of International Business started a joint project funded by the Technology Agency of the Czech Republic called **"Supporting the Change in Behavioural Patterns of Generation Z and the Design of Interventions to Prevent Food Waste, Including the Evaluation of their Impact"** ([TQ0100183](#)). The implementation period ends in August 2026. The project is aimed at exploring and influencing the behaviour of the younger generation concerning food waste. Given the growing problem of food waste, this project is a key step towards finding effective and practical solutions that could lead to a significant change in behaviour and attitudes. This initiative not only supports scientific research but also encourages students to think about their own consumption and attitudes towards food. The project is realized in cooperation with several entities from the Czech Republic with the principal investigator being Mendel University in Brno (the others are Faculty of Education at Charles University, Inesan, Green Solution and Zachraň jídlo (Save the Food)). The Ministry of the Environment is the application guarantor, and the Ministry of Agriculture and the South Moravian Region will cooperate in the dissemination of the project results.

4. Another example of applied research is a research project called **"Setting up Coordination Mechanism under the Presidency of the Council of the EU: Preparations and Development from the View of Selected Member States, Lessons Learned and Recommendations for CZ PRES 2022."** ([TIRDUVCR932MT01](#)). The implementation period was from August 2020 until November 2020. The project aimed to give recommendations for improvement with regard to the functioning of the Czech coordination mechanism in relation to the EU, namely during preparations and in the course of the Czech presidency of the Council of the EU in the second half of 2022. The partial goal was to provide model examples regarding the setting of national administration actors' cooperation and the coordination mechanisms functioning in selected member states in the context of the Presidency. [The research report](#) deals with a partial analysis of selected presidencies and recommendations for setting up a coordination mechanism and its cost-effectiveness, which include a Cost-Benefit analysis and SWOT analysis. A related partial goal rested in the identification of "best practices" (as well as

"worst practices"), which served for the formulation of respective recommendations for CZ PRES 2022. The results of the interdisciplinary expertise of the faculty experts were intensively communicated with the project sponsor, which was the Office of the Government of the Czech Republic, thus having direct impact on CZ PRES 2022.

5. Connected to the Presidency, a team composed of experts from the Department of International and Diplomatic Studies, the Department of International Economic Relations, the Department of International Economic Relations FIR, and the Technical University of Ostrava conducted follow-up research called "**Presidency Trio of the Council of the European Union: what can be expected from our partners?**" ([TIRDUVCR932MT05](#)). The implementation period was between February 2021 and April 2021. The main goal was to find out what content of the FR-CZ-SE trio's presidency programme would adequately reflect (preliminary) national priorities (or priority areas) of the respective countries' presidencies, i.e., France, the Czech Republic and Sweden. The partial goals were: preliminary identification of the main national priorities of the individual members of the trio and possible negotiating positions; identification of possible common areas to focus on in the preparation of the trio's joint presidency programme (while introducing controversial areas to avoid); creation of an overview of positions of other members of the trio on areas that could be expected as priorities of the Czech Republic (identification of "friction areas" and areas of possible cooperation). The recommendations that followed from the project for the Czech Republic when negotiating the joint programme were taken into account by the Office of the Government of the Czech Republic.

6. The topic of the Czech Presidency resonated also in a TAČR project called "**The Regional Dimension of Communicating the Czech Presidency (CZ PRES 2022) and Cooperation with Schools.**" ([TIRDUVCR932MT08](#)). The implementation period was from February 2022 until June 2022. The research was conducted in cooperation with MEDIAN, s.r.o., a research agency in the area of market research, media and public opinion. The main goal was to find out and recommend to the Office of the Government of the Czech Republic how to effectively communicate the topic of the Czech Presidency in the regions of the Czech Republic using cooperation with schools and other regional partners and civil society organisations. These communication plans are based on a thorough analysis of the communication environment in each region (at the level of NUTS 3), taking into account their specificities. The research covered suitable communication tools and a suitable focus on various aspects of the Czech membership in the EU, taking into account the specifics of each region, possibilities of cooperation with the categories of partners listed above and suitable educational tools, incl. the creation of communication-educational modules. At the same time, the analysis included a basic overview of the media environment in every region (traditional and online media). The output consists of several partial analyses, which became part of the final research report, recommendations for communication strategy (including specifics of individual regions, topics, actors, and appropriate tools), and educational modules, which were adapted to different population groups: primary, and secondary schools, universities and the general public.

7. The applied research was also conducted on the regional level, thus strengthening the direct social impact of the faculty. A project called "**Human Dimension of Sustainable Urban and Regional Mobility Plans**" (SUMP, [TL02000400](#)) aimed to develop methods how to change the view on mobility in Czech towns, cities and regions in a positive way. The implementation period was between January 2019 and December 2020. The result was the elaboration of a certified methodology to be used for safety mobility evolution and to extend the original SUMP methodology which focuses on technical implementation only, with an important human dimension. Specific outcomes were: 1) Establishing the Partnership on Urban Mobility, together with application guarantors. The platform put together partners from state and public administration and government, professional organizations, and local

communities. 2) Developing and disseminating resources related to all aspects of sustainable mobility. 3) Intensively supporting cooperation with regions that have a significant impact on mobility issues. The Department of International Business FIR was a co-investigator along with the investigators from the Faculty of Transportation Sciences, Czech Technical University in Prague and the Faculty of Transport Engineering, University of Pardubice. Results of the project are for example the Methodology 2.0 – Sustainable Urban Mobility Plans, the Methodology of Creating SUMP CR and SR in the Context of European Methodology, or the [Summer School Sustainable Mobility – Made in Pardubice](#).

8. In an era where energy security and policy are increasingly intertwined with geopolitical dynamics, a research project titled "**Decarbonisation of the Czech energy sector in the light of the new EU energy geopolitics**" ([GAČR 23-06411S](#)) embarks on a critical examination of the Czech Republic's gas dependence within the broader context of the European Union's evolving relationships with key energy suppliers and transit nations. The implementation period is from January 2023 until December 2025. The project focuses on the intersection of security paradigms with energy policy through the development of scenarios focusing on the EU's relations with EU suppliers (in particular the Russian Federation) and major transit countries. The project aims to provide scenarios for the transformation of the Czech energy market during the decarbonization process, taking into account the role of discourse shaped by the new energy geopolitics. This research builds on the findings of a previous projects that were successfully completed in 2021 or 2023 respectively ("Internal and External Dimensions of EU Activism in Energy Relations vis-à-vis Russia and Alternative Suppliers" and "The Energy Discourse of the European Commission and the European Parliament and its Impact on Member States").

9. Another example of GAČR funded basic research is a project called "**Weathering Corporate Bankruptcy: The Role of Discipline Effect**" ([GAČR 23-05769S](#)). The implementation period is between January 2023 and December 2025. The principal investigator based at the Department of International Economic Relations and the research is conducted in cooperation with Prof. Mehmet Ugur from the University of Greenwich. The research project employs an agency theory, which demonstrates that the causal effects of leverage and competition on corporate bankruptcy are due to the extent to which they mitigate or exacerbate agency conflicts. It extends the literature assessing that the effects on corporate bankruptcy hazard are non-monotonic in a cross-section of firms with different leverage levels and product-market competition. The causal mechanism is due to the balance between discipline vs. agency-cost effects. It demonstrates that corporate bankruptcy is essentially a managerial effort problem that can be mitigated by choosing the optimal level of debt given the level of product-market competition. It aims to show that the optimal level of leverage that minimizes the firm's bankruptcy risk is higher (lower) in less (more) competitive industries. The research expands on the impacts of current non-financial external shock on corporate bankruptcy, considering the pandemic lockdown and the current war in Ukraine. It will match and compare samples of surviving and non-surviving firms to discover patterns of difference between these two groups.

10. A project called "**Digitalization of the Public Sector: Effects on Growth and Innovation of Domestic IT Sectors**" ([GAČR 23-06213S](#)) which began in 2023 will serve as a gateway to understanding how the transformation of public services influences the technological landscape of an entire region. The principal investigator and her team are based at the Department of International Economic Relations and completed by Ms Nadzeya Laurentsyevea from LMU Munich. The project proposes three related studies on the effects of digitalization of public administration on the development of the domestic IT sectors in the EU, with a focus on Central and Eastern Europe (CEE). The first study estimates the effect of the demand from the public sector on the development

of national IT sectors in the EU, using sector-level data on the size and innovation of IT sectors from Eurostat and aggregate indicators on public procurement for software and IT services from Tender Electronics Daily (TED) and two-way fixed effects methods. The second study estimates firm-level effects of winning IT-related tenders on firm growth in the Czech Republic using tender-level data from the TED dataset and national sources, firm-level data from Amadeus, and regression discontinuity design methods. The third study estimates the effects of winning public tenders on firm growth and innovation in 10 CEE countries using propensity score matching and difference-in-difference methods and firm-level data from TED and Amadeus, complemented with project-level data from GitHub.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
Strategic Visegrad Grant	Supporting mental health in organisation: developing future business leaders					136/5.37
GAČR	China's multilateral economic diplomacy in the era of the New Silk Road Initiative	533/21.03	546/21.54	558/22.01		
GAČR	China's regionalising normative influence in Asia and Europe				1,026/40.47	1,026/40.47
TAČR BETA 2	Setting up a coordination mechanism within the Presidency of the Council of the EU (recommendations for CZ PRES 2022)		941/37.12			
TAČR BETA 2	Trio Presidency of the Council of the EU: what can we expect from our partners?			500/19.72		
TAČR BETA 2	Regional dimension of Presidency communication (CZ PRES 2022) and cooperation with schools				1,300/51.28	
TAČR BETA 2	Motivation of Czech nationals to pursue a					1,189/46.9

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

	career in the EU institutions					
GAČR	Decarbonisation of the Czech energy sector in the light of the new EU energy geopolitics (with a focus on gas dependence)					811/32
GAČR	Weathering Corporate Bankruptcy: The Role of Discipline Effect					726/28.64
GAČR	Digitalization of the public sector: effects on growth and innovation of domestic IT sectors					1,015/40.04
Total		533/21.03	1,487/58.66	1,058/41.73	2,326/91.75	4,903/193.42
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
TAČR	TL02000400: Human aspects of sustainable urban mobility planning MOBILMAN	437/17.24	437/17.24			
Horizon Europe	European Hub for Contemporary China (EuroHub4China)					427/16.84
GAČR co-researcher	Internal and external dimensions of EU activism in energy relations vis-à-vis Russia and alternative suppliers	463/18.26	376/14.83			
GAČR	The energy discourse of the European Commission and the European Parliament and its impact on Member States			477/18.82	477/18.82	513/20.24
Total		900/35.5	813/32.07	477/18.82	477/18.82	940/37.08

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023

²⁷ Ibid.

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

Škoda Auto	Uniqway		1,334/52.62	1,592/62.8		
Škoda Auto	Database for Škoda Auto	112/4.42				
Škoda Auto	Market analyses	387/15.27				
Škoda Auto	Research for Škoda Auto ČR	1,055/41.62				119/4.69
MPO	Export strategy analysis ČR			250/9.86	459/18.11	
ČIAŽP (Czech Environmental Inspectorate)	Old environmental burdens (research)			48/1.89		
CrossEurope cons.	Analyses of perception "3SI"				370/14.51	180/7.1
SHS ČMS (Association of Historic Settlements of Bohemia and Moravia)	Evaluation of investments				130/5.13	
RRA PK (Regional Development Agency of the Pilsen Region)	RRA PK (Regional Development Agency of the Pilsen Region)				50/1.97	
Czech Tourism	Methodology and research of accommodation capacities in the destination Berounsko					74/2.92
Total		1,554/61.31	1,334/52.62	1,890/74.55	1,009/39.72	373/14.71

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts²⁹, on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

FIR plays a leading role in societal development, not through conventional means such as patents and licences, but by fostering a deep understanding of social, economic, and political dynamics. By focusing on comprehensive analyses, surveys, and diverse methodologies, the faculty's contributions go beyond commercial success, offering valuable insights for the public domain. Where required by the project design, gender aspects were always considered, e.g., by a balanced selection of respondents, focusing on gender aspects of the issue under study. The research findings support governmental bodies, non-profit organisations, and businesses, informing policy decisions

²⁹ See Terms definition.

and strategic planning. In an age where information holds immense influence, the faculty's commitment to knowledge dissemination establishes it as a key driver of societal progress. The following sections provide examples of outcomes and impacts from applied, fundamental, and contract research projects.

The research project called **"Motivation of Czech Nationals to Pursue a Career in the EU Institutions"** (TIRDUVCR932MT10), conducted between May and October 2023, came to several findings that emerged from the survey among students. Currently, Czech students show little interest in working in international institutions. Half of the respondents had never encountered information about job opportunities in these institutions. However, the majority of respondents expressed interest in both internships and jobs in EU institutions or agencies. Students of international relations and law have the greatest awareness of the possibility of internships within the EU structures (both 86%). In contrast, students of agriculture and environmental fields (both 31%) and economic fields (32%) have the least awareness. Students from social science disciplines have significantly greater awareness of work in European institutions and also show a higher interest in working in these institutions. EU institutions are then the most frequently considered option (37%). The UN follows in second place (22%) and NATO in third (14%). Social science students regard working for EU institutions as "prestigious work abroad." Conversely, students of natural sciences more often express somewhat negative perceptions of work in the EU as "administrative work" or "excessive bureaucracy." Students are most attracted to work in European institutions by financial remuneration, while they are least interested in working abroad and the opportunity to help European integration. The vast majority of those who would like to work in EU institutions would be willing to prepare long-term for successful acceptance. While the project does not explicitly address the gender dimension, its findings will benefit everyone regardless of their gender. Also, the findings help to improve an innovative [executive course](#) for graduates aiming to strengthen the position of Czechs in EU institutions. The course is designed as a preparation for the European Personnel Selection Office's (EPSO) selection procedures for AD Generalists and AD Specialists.

A project called **"Human Dimension of Sustainable Urban and Regional Mobility Plans"** (TL02000400), conducted between January 2019 and December 2020, offers several outputs. One of them is the Ministry of Traffic's certified methodology, titled "Methodology of the Plan of Sustainable Urban Mobility (SUMP)," which represents a paradigm shift in urban planning. Developed through a TAČR grant project, this methodology emerged organically from grassroots efforts, primarily gathering insights from cities and municipalities with prior experience in elements of sustainable urban mobility plans. It addresses the core challenges encountered during the implementation of SUMPs, especially the prevalent disconnect in public comprehension. Emphasizing communication, the methodology underscores its pivotal role in effectively promoting SUMPs, which brought a fresh perspective to the traditionally technical discourse on transportation. This holistic approach integrates public engagement and stakeholder interaction, previously overlooked aspects. The development process included hosting two summer schools, engaging Czech and Moravian cities and municipal representatives, and fostering a collaborative environment for knowledge exchange. Post-certification, the methodology's principles continue to inspire a series of initiatives, such as a travelling exhibition, an international conference in Jihlava, and the launch of the [citychangers.eu](#) platform, among others. These endeavours not only reinforce the methodology's concepts but also catalyse the ongoing evolution of sustainable urban mobility dialogue.

A project called **"Supporting Mental Health in Organisation: Developing Future Business Leaders"** (Visegrad Fund, 22210016), conducted between January 2023 and May 2024, developed innovative and cost-efficient solutions for mental health care in post-Covid times. Under the project, the issue

was addressed by developing a series of workshops focusing on mental health in organizations. To scale the initiative, it offered a "train-the-trainer" programme, preparing future trainers to conduct workshops in other business schools in V4 countries, and onboarded stakeholders, such as academics, managers and entrepreneurs. The initiative resulted in equipping future leaders with the necessary skills and attitudes to respond to mental health challenges in organizations. The project and its outcomes implicitly reflect the gender dimension, allowing everyone to recognize their own needs (and the needs of those they supervise) and respond to them accordingly. Team members from the Department of International Business, Dr. Kamila Matysová and Dr. Jitka Volfová, organized workshops for university students, academics and managers at the VŠE university campus in 2023 and 2024. The research results and further outputs can be found on the project webpage leadership.wz.uw.edu.pl. Addressing well-being through the mental health lens is key to creating a sustainable work and study environment. Thus, the project outcomes are directly and indirectly connected to the sustainability of current and future human resources, namely the „S“ part of ESG.

Uniqway is a great example of how initially a student project can transform into a contract research project funded by Škoda Auto. Uniqway's pilot operation, a comprehensive car-sharing system designed for students and university staff, has made significant strides in advancing mobility and transport research. Launched on October 17, 2018, and culminating in March 2023, the project's ambition was to forge a fully intermodal transport platform that would validate theoretical models in Mobility-as-a-Service (MaaS) and Mobility-on-Demand (MoD). The initiative, a collaborative effort by CTU in Prague, the Prague University of Economics and Business, the Czech University of Life Sciences in Prague and Škoda Auto Digilab, s.r.o., has provided pivotal data for regional transport management, influencing not just the Czech Republic but potentially setting a precedent internationally. The project's core technology, underpinned by business intelligence (BI) algorithms, was honed to determine the optimal vehicle number and fleet composition, enhancing marketing strategy and communication tactics. This technology has been instrumental in addressing development needs within the carsharing system, with over 7,000 users registering and collectively covering more than 1.6 million kilometres. The Uniqway project supports sustainability by improving car-sharing systems and promoting more efficient transport solutions, reducing environmental impact through data-driven fleet management and encouraging intermodal travel. FIR has played a crucial role since the project's inception, transitioning from an academic study to a fully operational service. Students across VŠE faculties have crafted a robust marketing and brand strategy, demonstrating the profound societal impact of integrating academic research with practical application.

"Supporting the Change in Behavioural Patterns of Generation Z and the Design of Interventions to Prevent Food Waste, Including the Evaluation of their Impact" is a project financed by TAČR aimed at exploring and influencing the behaviour of the younger generation concerning food waste. Given the growing problem of food waste, this project is a key step towards finding effective solutions that could lead to a significant change in behaviour and attitudes. Although the project started in 2023, an experimental diary survey of students was already in place at the end of that year and was conducted in early 2024. The results of this survey are expected to provide valuable information for further steps in the fight against food waste. The project addresses sustainability by tackling food waste through behavioural interventions aimed at Generation Z, while its gender dimension is implicit in its focus on student populations without specifying any gender-based differences. Thus, its findings will benefit everyone regardless of their gender. The Ministry of the Environment is the application guarantor, and the Ministry of Agriculture and the South Moravian Region will cooperate in the dissemination of the project results.

"Analysis of the implementation of the Export Strategy of the Czech Republic 2012-2020" was an applied project conducted for the Ministry of Industry and Trade of the Czech Republic. A team of

researchers worked on a study analysing the implementation of the Czech Republic's Export Strategy for 2012–2020. The study first assessed the Export Strategy of the Czech Republic for the period 2012–2020. Then, the team analysed current trends in international trade in order to identify ways how to diversify exports, strengthen the ambitions of Czech exporters, and improve their position in supply chains. They proposed indicators for a new export strategy, as well as possibilities for financing export opportunities by Czech companies. The project lasted from September 1 to November 30, 2021 and the findings from this study were used by the Ministry for the preparation of the new Export Strategy of the Czech Republic 2023-2033.

"**Feasibility study for the establishment of the Hradec Králové Innovation Centre**" was financed by the Hradec Králové Region. The study of this document was primarily conducted to provide a detailed assessment of the state of the innovation ecosystem in the Hradec Králové Region. Its aim was not only to map the current situation but also to identify key factors that influenced the development of innovation in the region. As part of the analysis, the study evaluated demand for the services of the Hradec Králové Innovation Centre (hereinafter also referred to as "KIC"), with particular emphasis on the needs of local entrepreneurs, scientific institutions, and other relevant stakeholders. Based on the findings, the study proposed a strategic framework for the future operation of KIC. This framework included a definition of the portfolio of services provided, as well as recommendations concerning the financial and legal aspects of its activities. Special attention was paid to identifying potential risks and constraints that might have affected the centre's efficiency in the future. The document also contained specific proposals for a timeline of further steps necessary for the successful integration of KIC into the regional innovation environment. The recommendations focused not only on organisational aspects but also on the long-term sustainability and development of the centre, considering the changing conditions and needs of the region.

A research study entitled *Equal Opportunities in Selected European Foreign Services*, explored gender equality in diplomatic services across selected European countries. The study was conducted for the **Ministry of Foreign Affairs of the Czech Republic** by the Institute of International Relations in Prague using the expertise of a faculty academic. The document examined gender representation in leadership positions within foreign services, focusing on ambassadorships, work-life balance policies, institutional support for diplomats' families, and flexible work arrangements. It provides a comparative analysis of foreign services in countries such as Belgium, Estonia, Finland, France, Germany, Poland, and Slovakia. The findings highlight persistent gender disparities, particularly in high-ranking diplomatic roles, and identify best practices for promoting gender equality. Moreover, in a more general manner, the study contributed to broader societal benefits such as increased workforce diversity, improved workplace equity, and better representation of diverse perspectives in international relations. The study served as a resource for policymakers aiming to implement sustainable gender equality measures in foreign services. The results of the study were followed up by research carried out later by FIR for the Office of the Government of the Czech Republic in connection with the Presidency of the Council of the European Union (2022), namely "**Motivation of Czech Nationals to Pursue a Career in the EU Institutions**" ([TIRDUVCR932MT10](#), see above).

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
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³⁰ Specify the specific type of result. Add rows as needed.

Digital platform – expert service for policymakers, researchers, businesses, and civil society	2023	European Hub for Contemporary China (Horizon Europe). Available at: https://eh4s.eu/
Survey in the field of sustainable development and consumption	2023	Supporting the Change in Behavioural Patterns of Generation Z and the Design of Interventions to Prevent Food Waste, Including the Evaluation of their Impact. More information available at: https://fir.vse.cz/news/unique-research-project-at-prague-dormitories-will-help-reveal-food-waste-among-students/
Significant analysis	2023	Supporting mental health in organizations: developing future business leaders. Warszawa. 2023. Available at: https://leadership.wz.uw.edu.pl/wp-content/uploads/2023/06/Report_Visegrad_30.06.pdf
Expert output for policymaking; preparatory course for EPSO tests	2023	Motivation of Czech Nationals to Pursue a Career in the EU Institutions, more information available at: https://www.isvavai.cz/cep?s=jednoduche-vyhledavani&ss=detail&n=0&h=TIRDUVCR932MT10
Expert service to the public concerned	2023	Průvodce labyrintem výběrových řízení do institucí EU (A guide to the labyrinth of EU selection procedures). 2nd edition [online]. Praha: Úřad vlády ČR, 2023. 25 pages. https://tvorimevropu.cz/2023/03/28/pruvodce-labyrintem-vyberovych-rizeni-do-instituci-eu/
Significant analysis (partial output of a broader research project)	2023	Autonomy and Homonymy in Developing Sustainable Leadership in the Czech Republic: https://ceeconference.vse.cz/wp-content/uploads/CEECBE-abstracts_2023.pdf
Expert output for policymaking (Office of the Government of the Czech Republic)	2022	The Regional Dimension of Communicating the Czech Presidency (CZ PRES 2022) and Cooperation with Schools
Certified methodology	2022	Certified methodology of the Ministry of traffic: Methodology of the Plan of Sustainable Urban Mobility
Feasibility study for the regional administration (Hradec Králové Region)	2022	Feasibility study for the establishment of the Hradec Králové Innovation Centre. Available at: https://www.proinovace.cz/file/edee/2023/10/studie-proveditelnosti-zalozeni-kic-zaverecna-zprava.pdf
Expert output for policymaking (Office of the Government of the Czech Republic)	2021	Presidency Trio of the Council of the European Union: what can be expected from our partners?
Research report for policymaking purposes (Ministry of Foreign Affairs of the Czech Republic)	2021	Equal Opportunities in Selected European Foreign Services
Research report for government use (Ministry of Industry and Trade of the Czech Republic)	2021	Analysis of the implementation of the Export Strategy of the Czech Republic 2012-2020
Research report (for CzechInvest - a subordinate public authority)	2020	Targeting investment support in the Czech Republic with regard to the expected impact of technological change
Research report for policymaking purposes (Ministry of Foreign Affairs of the Czech Republic)	2020	Falling oil prices: Research into the impact on producer countries in the EU's neighbourhood
Expert output for policymaking (Office of the Government of the Czech Republic)	2020	Setting up Coordination Mechanism under the Presidency of the Council of the EU: Preparations and Development from the View of Selected Member States, Lessons Learned and Recommendations for CZ PRES 2022. Available at: https://fir.vse.cz/research/news/project-report-setting-up-the-coordination-mechanism-within-the-presidency-of-the-council-of-the-eu/

Robust marketing and brand strategy supporting sustainable development and consumption	2019	Uniqway - contract research project funded by Škoda Auto (2018-2023), https://www.skoda-storyboard.com/en/carsharing-uniqway-2/
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Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)³¹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

FIR is a hub of scholarly and practical engagement, with research, implementation, consulting, and educational activities that cater to a broad spectrum of stakeholders, including public authorities and non-governmental organizations. FIR's extensive interactions with academic and non-academic spheres—ranging from government agencies, foundations, to companies and banks—underscore its well-institutionalized and varied connections. FIR's commitment to societal advancement is evident in its strategic initiatives. The faculty's collaboration with the Czech Olympic Committee on a lifelong learning programme in sport diplomacy further demonstrates its dedication to educational outreach. Moreover, FIR's active participation in the Government of the Czech Republic's National EU convent showcases its involvement in high-level discourse on pivotal topics. The faculty offers executive education courses tailored to professionals from various sectors. These courses are designed to help participants enhance their skills and expand their knowledge, enabling them to perform more effectively in their careers. Through practical and relevant learning, the faculty ensures that attendees gain valuable expertise to support their ongoing professional growth. These multifaceted collaborations are not only academic exercises but also drive real-world impact. FIR's cooperative efforts with various stakeholders, including the economic sector, public administration, and non-profit organizations, span activities like data collection, analysis, and consulting services.

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³² If the commercialisation of R&D&I results is carried out in this way.

A notable collaboration is with the **Czech Olympic Committee**, focusing on a lifelong learning programme in sports diplomacy. This programme, developed in close partnership between FIR, the Czech Olympic Committee, and the Ministry of Foreign Affairs of the Czech Republic, has been offered for seven years. Upon completion, students earn a Master of Public Administration (MPA) degree. The [*MPA in Sports Diplomacy*](#) is structured as a two-semester lifelong learning programme, consisting of ten courses. Students dive into key topics such as sports diplomacy, the organization and financing of sports, law, negotiation and argumentation, communication and media relations, management and marketing, protocol and etiquette, and intercultural communication. This collaboration not only enhances the participants' professional skills but also contributes to the development of international relations and sports diplomacy. The programme's practical approach, combining theory with real-world applications, makes it a valuable asset for anyone looking to make a global impact in the sports world. It offers a unique opportunity to explore the complexities of sports management and diplomacy while fostering a deeper understanding of the international dynamics that shape the sports industry.

A key collaboration with the **Government of the Czech Republic** involves contributing to the [*National EU convent*](#) and analysing the Czech Presidency of the Council of the EU. This collaboration brings together a broad spectrum of influential stakeholders, fostering a rich and diverse discussion that has a positive impact on society. The core of the National EU convent lies in the "round table discussions," where independent experts and publicly invited participants engage in meaningful debates. Those invited to participate include political party deputies, members of the Czech Parliament, European Parliament representatives, senators, state administration officials, business leaders, non-governmental organisations, social partners, academics, and Czech deputies to European institutions. These discussions serve as a vital platform for gathering insights and formulating recommendations that influence policymaking. The outcomes of the debates are summarised and presented to the Czech Government with actionable suggestions. The Office of the Government of the Czech Republic was a frequent recipient of the FIR's analytical outputs in the period under review, especially during the Presidency of the Council of the European Union (CZ PRES 2022) as mentioned in more detail in Section 3.3.

The results of the *"Targeting investment support in the Czech Republic with regard to the expected impacts of technological change"* project were prepared for the needs of the **CzechInvest agency** which is a state supported organisation subordinated to the Ministry of Industry and Trade of the Czech Republic. They were based on both a summary of the currently available studies mapping the existing innovation capacity, knowledge, and skills of the workforce, as well as the results of an original survey and in-depth interviews conducted with Czech companies. The project also involved the formulation of an original methodology that allowed for the identification of priority sectors within the concept of smart specialisation, based on the analysis of macroeconomic and company data. The results of this methodology were presented in both national and regional breakdowns. This document contained a total of ten theses regarding the targeting of investment support and the improvement of the investment environment in the Czech Republic, as well as a list of identified priority sectors for investment support at both national and regional levels. The theses contained in this document were then thoroughly discussed in two research reports that were developed during the project period 2019-2020.

The aim of the project *"Falling oil prices: Research into the impact on producer countries in the EU's neighbourhood"* was to obtain qualified data for decision-making by the state administration in the field of foreign policy and international relations, with a specific focus on the economy and energy security. The application guarantor was the **Ministry of Foreign Affairs of the Czech Republic**. The fall in oil prices, as one of the effects of the economic crisis caused by the COVID-19 pandemic,

affected the economies of the EU's neighbourhood to varying degrees. The research aimed to provide an analysis of the impacts on the domestic political situation in individual states, their foreign policy orientation, and relations with the EU, or with individual Member States. The research report focused primarily on the consequences that this development brought for the Czech Republic, specifically on Czech foreign policy in relation to individual states or regions. The research covered countries in North Africa, Eastern Europe, and the Middle East (e.g. Algeria, Azerbaijan, Russia, Iraq, Libya, and Syria).

Furthermore, besides the research and consulting activities, FIR founded an **executive academy**, which offers a variety of courses. The faculty supports its academics who are recognized experts and leverages their unique knowledge for the benefit of society by offering courses focused on such topics as ESG in Value Chains, Destination Management: Smart and Sustainable, Digital Assets and the Blockchain Industry, Understanding Defence: a Business Perspective, Professional Diploma in Corporate Compliance, and the European Investment Bank – Sustainability in Investment. Courses are lectured by FIR academic staff and external experts who also prepared a 4-week online course entitled Digital Assets and the Blockchain Industry for Binance Academy. It hosts a selection of courses curated and accredited by leading educational institutions, of which one is the Prague University of Economics and Business.

At the end of 2023, intensive preparations began for several of the above-mentioned executive education courses, which are a direct means of transferring knowledge into practice. The courses are offered to professionals who need to expand their competences in a specific area of interest. To give one example, the course "*Understanding Defence – a Business Perspective*" is tailored for professionals who are interested in the field of defence and seek to acquire knowledge not offered in any other university course worldwide. The aim of the course is to present the complexity of the defence world from a business perspective. It seeks to explain the relationship between military technologies and policymaking and clarify international regulations for defence production and military/dual-use trade, with a specific emphasis on the EU and NATO regulatory frameworks. Participants will gain knowledge of the specifics of the defence business, including marketing, sales, market analysis, and support programmes for research and development of military and dual-use technologies. They will also explore current challenges and anticipated future trends in defence technologies. Upon successful completion of this course, participants will be equipped to create strategies for business development, sales and marketing of defence/dual-use products with a clear methodology and understanding of product/market specifics.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
E.ON (donation)	400/15.78	0	0	0	0
L'Istituto Italiano di Cultura (donation)	126/4.97	128/5.05	125/4.93	121/4.77	128/5.05
Komerční banka (donation)	129/5.09	0	0	55/2.17	0
Procter and Gamble (donation)	48/1.89	0	0	0	0
Total	703/27.73	128/5.05	125/4.93	176/6.94	128/5.05

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

Through a dynamic series of conferences and workshops, FIR engages with the expert community, fostering a collaborative environment for scholarly exchange. Beyond the academic sphere, we extend our reach to the general public via media channels and public lectures, debates and conferences making complex topics accessible and engaging. This dual approach ensures that our cutting-edge research not only resonates within academic circles but also sparks curiosity and informs the wider society, thereby bridging the gap between academia and the public.

There are numerous public appearances on expert topics both in the Czech and foreign media, for instance by Jeremy Alan Garlick:

- 'Preventing nuclear war', *Dan Snow's History Hit* (podcast, UK), 10 March 2022
- Interview about nuclear deterrence & Ukraine, *The World Today with Sally Sara*, ABC Radio (Australia), 21 March 2022
- 'What is Beijing's strategy in Central and Eastern Europe?', *TRT World Round Table* (Turkey), 1 February 2021
- Interview: 'CPEC as a corridor is dubious: it's about China's leverage in Pakistan', *StratNewsGlobal* (India), 27 July 2020

There were also numerous public appearances on Czech Television – a commentary on national and foreign security issues or the development of the global economy, for example by Zbyněk Dubský (from 2022 onwards, these commentaries mainly focus on issues related to the war in Ukraine):

- 90' ČT24: EU and UK - Brexit agreement, 17 October 2019
- Interview Studio ČT24: International context of the war in Ukraine, 10 April 2022
- Interview Studio ČT24: Kissinger and the war in Ukraine, 26 May 2022
- Interview Studio ČT24: Globsec conference: security issues and Ukraine, 30 May 2023
- Interview Studio ČT24: The Ukrainian counter-offensive and its international context, 11 June 2023

During Researcher's Night, food-wasting topics were presented to the general public (2021 FW measurement, 2022 use by-best before, 2023 crooked fruit and vegetables). The scientific festival VědaFest focused on primary school pupils and dealt with similar topics in 2022 and 2023. The topic of food wasting was also popularised during Open House Days in 2022 and 2023. In 2022, a representative from our university took part in Český Vševěd, which is a competition searching for the best populariser of science. With her video on food-wasting topics and stage performance advising on how not to waste food, she won 3rd prize. Within the Technological Agency of the Czech Republic project, a workshop with stakeholders on the Food Wasting of Generation Z was held in 2023. After a food-wasting press release stressing its economic aspects in 2023, there were multiple public appearances on TV (Czech TV, Prima), radio, newspapers, podcasts, and websites.

Under the TAČR grant project focusing on sustainable urban mobility the website citychangers.eu was launched. The project included the organization of two workshops aimed at municipalities in 2019 and 2020. Additionally, parklets that showcase sustainable mobility options were established in numerous cities nationwide, promoting these concepts to the public.

FIR has obtained the Ministry of Education subsidies to support Ukrainian refugee students/teachers and implemented adaptive language courses for them. It has also received the Ministry of Education subsidies (+ partners co-financing) to support gifted and talented pupils and we implemented the final rounds of national language Olympiads (Czech, English, German, Russian, Spanish and French languages).

The FIR's academic staff members have actively taken part in organizing, processing background documents, and presenting them in the context of the National Convention on the EU. This initiative coordinated by the Office of the Government serves as a platform for communication among stakeholders, specifically addressing the formulation of European (economic) policies by the Czech government. One of the events took place in June 2023 at Liechtenstein Palace in Prague, focusing on the critical theme of reviewing the administration of EU economic affairs.

FIR also has a cryptocurrency expert who has been actively involved in various activities, including delivering articles, and podcasts, and participating in conferences. He co-authored an article on the maturation of Bitcoin and its shift from speculation to a more secure investment, published on Seznam Zprávy on August 31, 2023. Additionally, he explored the potential of cryptocurrencies in mitigating banking crises in an article dated March 15, 2023, published on Roklen24. He also actively participated in TV programmes, including a segment on the Lehman Brothers' impact on Czech Television on September 15, 2023. His engagement also includes educational activities, such as conducting workshops for the Czech National Bank and Deutsche Börse, as well as participating in a lecture for a high school audience. Overall, his diverse involvement showcases a comprehensive contribution to the discourse and understanding of cryptocurrency in various forums. Some of the FIR's experts have been giving regular lectures for the Diplomatic Academy of the Ministry of Foreign Affairs of the Czech Republic.

An overview of public appearances of FIR academic staff in media can be found at fmv.vse.cz/charakteristika-fakulty/fakulta-v-mediich/.

To sum it up – FIR tries to increase its visibility via more publications in internationally respected scholarly journals and more direct scholarly exchange within an expanding international network. FIR has been successful in this endeavour thanks to a long-term incentive programme and, as a consequence, the Horizon project has succeeded mainly thanks to its strategy of reaching out to the professional public through publications.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

The Evaluation Report delivered by the International Evaluation Panel in 2020 was a key document for FIR as it laid out essential recommendations aimed at improving synergies within its professional focus. FIR has carefully considered these recommendations and has been gradually incorporating them into both specific provisions and strategic measures. The main aim is to strengthen the internationalisation of the scientific research activities and to reach a balanced focus on basic and applied research for its development.

One of the main areas of emphasis was in the realm of applied research. The Panel's analysis recognized the potential for the faculty to enhance its research output by strengthening collaboration across departments and deepening its engagement with both national and international research networks. The evaluation period that followed the 2020 report revealed that FIR's academic staff has been proactive in addressing these recommendations, particularly through their involvement in a series of funded research projects. A prime example of this is their participation in 12 research projects financed by the Technology Agency of the Czech Republic (TAČR). These projects have allowed FIR to focus on applied research with direct relevance to contemporary issues. By fostering interdepartmental collaboration (Department of International Economic Relations, Department of International and Diplomatic Studies and Department of Business and European Law), the projects have tackled important topics, such as the Czech Republic's presidency of the Council of the European Union in 2022 (CZ PRES 2022). FIR's teams established a robust coordination mechanism for the presidency in 2020, and their ongoing work involved a range of activities including analysis of the Trio Presidency partners' expectations, development of regional communication strategies, establishing school collaborations, and encouraging Czech nationals to pursue careers within EU institutions. The TAČR-funded projects provided opportunities for collaborative engagement across various academic fields.

FIR academic staff has been involved in another set of research initiatives supported by the Czech Science Foundation (GAČR). A total of 11 GAČR-funded research projects have further contributed to the faculty's robust research profile. These projects have allowed FIR to expand its research scope by pursuing fundamental research topics within the fields of international relations and economics. The complementary funding sources of TAČR and GAČR have enabled FIR to support both applied and theoretical research, with each approach providing valuable insights into global and national issues. By tapping into a wide range of research funding, FIR has enhanced its capacity to explore a broad spectrum of questions and challenges, ensuring that its academic work is both versatile and impactful.

In the international environment, FIR has made substantial strides in raising its visibility and extending its influence. The faculty has worked diligently to cultivate specialized expertise in areas that are critical to contemporary global challenges, particularly in the spheres of international economics and politics. This focus has paid dividends, with FIR securing a few prestigious research grants from international bodies such as the Visegrad Fund and the European Commission. These projects have not only provided valuable insights into key international issues but have also fostered collaboration between FIR researchers and their counterparts from universities across the globe.

The faculty uses various tools to systematically motivate scientific activity, including support for outstanding PhD students (2 positions annually), providing academic staff with sabbatical for one semester (2 positions per year), and offering financial grants to post-docs (both positions are currently filled). The result of this intensive systematic support for academics from 2020 onwards is success in prestigious international competitions such as Horizon Europe (2023) and, more recently, outstanding success in the MSCA Postdoctoral Fellowships (2025). One of the most significant

achievements of FIR in recent years was its successful application for the Horizon Europe project titled "European Hub for Contemporary China" (EuroHub4China). The EuroHub4China project is particularly notable for its strategic focus on international collaboration.

Nationally, FIR's engagement in applied research has been equally impactful. Its involvement in TAČR-funded research projects on the Czech EU Council Presidency, conducted in collaboration with the Czech Government Office, has helped the country navigate its key role within the European Union. These projects, which spanned from 2020 to 2023, have not only addressed national issues but have also reinforced FIR's standing as a key institution within the Czech Republic's applied research landscape.

Furthermore, FIR has demonstrated its leadership in international academic networks. It plays a pivotal role in the Central and East European International Studies Association (CEEISA), the region's only internationally recognized association for international studies. FIR faculty members from the Department of International and Diplomatic Studies are actively engaged in CEEISA, holding key positions on its Executive Council or Secretariat. A noteworthy example of this involvement is the contribution of Štěpánka Zemanová, who played one of the leading roles in the establishment of the International Studies Association's (ISA) new Global International Relations Section (GIRS). For over three years, she has served on its Executive Committee, further solidifying FIR's commitment to international collaboration and its leadership in the field of international studies.

Regarding the recommendation to work more systematically with high school youth, the faculty hosts national finals for English, German, Spanish, French and Russian languages at the university campus. The Foreign Language Olympiads serve as an important platform for the development of young people's language skills and emphasize the faculty's commitment to support academic and educational exchanges at the local and national levels, and at primary schools, secondary schools and universities. Moreover, FIR is the main organizer of the Olympiad in the Czech language. FIR students also travel to high schools or grammar schools as part of the "FIR in High School" initiative. On these promotional trips, they share their experiences of studying at university, represent the faculty and raise awareness of the faculty among prospective students.

In conclusion, the International Evaluation Panel's 2020 recommendations have been embraced by FIR in a thoughtful and strategic manner. The faculty's efforts in applied and fundamental research, combined with their active participation in international academic networks, have resulted in significant advancements in research capabilities, national and international collaborations, and overall visibility.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
Homepage of the faculty webpage for research (with a regularly updated news section)	3.1	https://fir.vse.cz/research/
Research and Publications of the Jan Masaryk Centre for International Studies	3.1	https://fir.vse.cz/research/jan-masaryk-centre-for-international-studies/research-and-publications/
International Research Centre	3.1	https://fir.vse.cz/research/international-research-centre/about/
Video about research at the Prague University of Economics and Business	3.1	https://youtu.be/yKERQi2r9Mk?si=h_T2vUZ3ISygywRa5

(starring 2 researchers from our faculty - Smaranda Pantea and Jeremy Garlick)		
FIR Conferences	3.1	https://fir.vse.cz/research/science-research-at-fir/our-research/conferences/
FIR - LinkedIn	3.1	https://www.linkedin.com/company/70935050/
Centre for Asian Studies	3.1	https://cas.vse.cz/english/
Centre for European Studies	3.1	https://ces.vse.cz/english/
External seminars	3.1	https://fir.vse.cz/research/international-research-centre/research-seminar-series/external-seminars/current-seminars/
Internal (brown bag) seminars	3.1	https://fir.vse.cz/research/international-research-centre/research-seminar-series/internal-brown-bag-seminars/
European Hub for Contemporary China	3.3	https://eh4s.eu/
Uniqway	3.4	https://www.vse.cz/english/bulletin/uniqway-student-carsharing-celebrated-3-5-years-since-service-was-launched/
Sports Diplomacy MPA Programme	3.5	https://www.olympijskytym.cz/en/article/from-medals-to-a-diploma-olympic-champion-toth-and-other-sports-diplomacy-students-receive-an-mpa-degree https://fir.vse.cz/news/fir-has-new-graduates-of-the-sports-diplomacy-mpa-programme-2/
Public appearances of FIR academic staff in the media	3.6	https://fmv.vse.cz/charakteristika-fakulty/fakulta-v-mediich/

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of Business Administration

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

The Faculty of Business Administration (FBA) at the Prague University of Economics and Business is among the most respected business schools in Central and Eastern Europe. The FBA's leading position in the region is demonstrated by its status as the only school in the Czech Republic to have earned the prestigious **Triple Crown accreditation**, which combines three renowned international accreditations: **AACSB, EQUIS, and AMBA**. FBA qualities have also been recognized by the **Financial Times**. In "Master in Management Ranking 2023," FBA ranked 18th with the international CEMS Master in Management program.

Mission and vision

Our **mission** is to **generate and transmit knowledge** as well as to **develop skills** and **form attitudes** which are necessary for the successful management of companies and organizations in a changing world. We accomplish this mission by actively engaging in basic, applied, and contract research, as well as teaching and industry engagement. These activities are always pursued with a potential practical impact in mind.

Our **vision** is to be an acknowledged and referenced higher education institution in management in Europe. We pursue this vision by striving for excellence in all our activities. We are involved in the international academic community through partnerships and alliances with other universities. Notably, we are members of the **Global Alliance in Management Education (CEMS)**, and the **Central European Exchange Programme for University Studies (CEEPUS)**. Our students can pursue double

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

degree programmes with universities such as **NEOMA Business School**, **ZHAW School of Management and Law**, and **KEDGE Business School**.

In addition to teaching and research, FBA takes seriously its social responsibility. It is involved in the **United Nations initiative Principles for Responsible Management Education (PRME)** and participates in **Advanced PRME**. It is also a partner of the non-profit organization **Centrum Paraple**, which supports people with spinal cord injuries. Another important activity is the cooperation with the NGO "**Spolu dětem**" (Together for Children), which helps teenagers when they leave orphanages.

Organizational structure and faculty

FBA is comprised of nine departments and seven Centres of Excellence.

The **departments** (Arts Management, Entrepreneurship, Human Resource Management, Logistics, Management, Managerial Economics, Managerial Psychology and Sociology, Marketing, and Strategy) are organized around the areas in which we provide education to bachelor's and master's students.

The **Centres of Excellence** (Centre for Business Ethics and Sustainability Management, Centre for Economy in Regulated Sectors, Centre for Family Businesses, Centre for Marketing Research and Strategic Marketing, Centre for Restructuring and Insolvency, Centre for Workplace Research, Laboratory and Experimental Research Centre) serve as interdisciplinary platforms dedicated to addressing specific real-world challenges, ensuring the practical relevance of FBA's R&D initiatives. These centres facilitate interactions between basic, applied, and contract research and between various fields.

Faculty members are almost always hired by departments. In addition to their department affiliation, they may also be members of one or more Centres of Excellence. In 2023, academic faculty members represented 116 FTE. 6% of these positions were full professors, while 22% were Associate Professors (docent). Administrative staff represented over 27 FTE (see Table 3.1.1).

Study programmes and students

FBA currently offers **four bachelor's study programmes**, two in Czech (Business Economics and Management, Arts Management) and one in English (Business Administration). The number of bachelor's students in all programmes is nearly 2,000 (see Tables 3.1.4 and 3.1.5).

FBA offers **four master's programmes**, two in Czech (Management, Arts Management) and two in English (International Management, Management). The number of master's students in all programmes is around 1,400 (see Tables 3.1.4 and 3.1.5).

FBA offers **one doctoral programme** (Management and Managerial Economics) in Czech and English. The number of doctoral students in both programmes is between 40 and 50. Historically, FBA offered two programmes (Business Economics and Management, Economics), each in the Czech and English versions. The accreditation for these programmes expired in December 2024 and will not be renewed (see Tables 3.1.4 and 3.1.5).

As regards lifelong learning, FBA offers **one MBA** and **one DBA** programme. The MBA programme has around 50 students. The DBA programme was launched in 2020, and the number of students has constantly grown. In 2023, it had 24 students (see Tables 3.1.4 and 3.1.5).

Research

The FBA faculty members engage in basic, applied, and contract research. The activities are predominantly in the area 5.2 Economics and Business (according to FORD classification). Other areas where FBA contributes involve 5.1 Psychology and cognitive sciences, 5.4 Sociology, 5.7 Social and economic geography, and 5.9 Other social sciences (see Table 3.1.6).

Basic research is conducted primarily in the areas of **Entrepreneurship, Family Business Research, Workplace Research, Marketing Research and Strategic Marketing, and Experimental and Behavioural Economics**. In these areas, we publish in top journals and participate in research projects. In the 2019-2023 period, a total of 11 basic research projects funded by the **Czech Science Foundation (GAČR)** were conducted. In 2023, FBA obtained a **Horizon** project which started in 2024.

In the realm of **applied and contract research**, FBA actively engages in partnerships with various stakeholders, including governmental entities such as **ministries (Industry and Trade, Transportation, Justice, Health)**, **non-profit organizations** like **the Association of Employers of Disabled People in the Czech Republic**, as well as **private enterprises** including **Škoda Auto, ORLEN Unipetrol RPA, and Bizerba Czech & Slovakia**. Furthermore, FBA collaborates with esteemed **international partners** such as **OECD, the European Parliament and Bocconi University**. FBA had more than **60 corporate partners**.

Societal impact

There are several areas, in which R&D activities conducted at FBA bring social benefits. The **Centre for Family Business** supports family firms in the Czech Republic through research-based consulting and education. The **Centre for Workplace Research** examines workplace transformations and their societal impacts. The **Harry Pollak Centre** focuses on corporate restructuring and insolvency, while the **Department of Entrepreneurship** contributes to SME policy evaluation. Other key areas include **behavioural interventions, logistics, sustainability, social exclusion, energy sector analysis, marketing research, and arts management**.

Our impact manifests also in our **media citations**. In 2023, the faculty members were cited 617 times in leading media.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	6.825/0.2	9.962/4.43	6.217/0.2	6.95/0.2	6.883/0.55	6.89/0.36
Associate Professor	24.708/7.725	19.554/9.388	25.618/6.768	26.238/6.62	25.742/5.971	18.62/6.65
Assistant Professor	58.174/25.992	103.75/66.05	65.159/30.367	64.024/30.261	65.284/31.409	29.97/26.19
Assistant	5.888/2.388	0.667/0.667	3.07/1.333	3.775/1.775	5.312/1.762	6.33/5.22
R&D Personnel ³	N/A	N/A	N/A	N/A	N/A	N/A
Researchers in other categories ⁴	20.233/7.257	8.841/3.272	13.515/3.2	16.372/3.353	12.856/2.923	12.15/4.42
Technical and economic staff ⁵	24.2/20.6	25.637/21.787	26.475/22.475	25.425/20.825	27.35/22.35	4.21/21.61
Scientific, research and development staff involved in teaching activities	97.9/37.65	101.6/38.65	98.9/37.3	101.55/39.45	101.2/39.05	61.81/38.42
Early career researchers ⁶	11.35/3.3	11.4/3.4	7.65/2.4	5.9/3.7	7.7/4.5	5.34/3.46
Total ⁷	142.14/65.65	145.08/64.59	139.18/62.73	141.71/63.03	145/66.25	

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	1	0	1	0	2	0	3	1	5	0
Associate Professor	0	0	5	0	6	1	3	2	13	5	5	2
Assistant Professor	1	0	21	3	23	8	16	13	7	3	0	0
Assistant	2	1	4	3	6	4	3	1	5	3	0	0
R&D Personnel ⁹	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Researchers in other categories ¹⁰	2	1	28	7	11	4	5	1	3	1	1	0
Technical and economic staff ¹¹	6	6	11	10	11	9	2	1	4	2	0	0
Scientific, research and development staff involved in teaching activities	3	1	31	6	36	13	24	16	28	12	10	2
Early career researcher ¹²	4	2	16	2	0	0	0	0	0	0	0	0
Total ¹³	11	8	70	23	58	26	31	18	35	15	11	2

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories and technical and economic staff.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	2	0	3	2	3	0	1	0
Associate Professor	0	0	7	1	11	1	3	1	6	4	6	0
Assistant Professor	1	1	15	5	30	10	18	12	10	8	1	0
Assistant	0	0	9	4	2	0	5	2	4	2	2	1
R&D Personnel ¹⁵	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Researchers in other categories ¹⁶	0	0	11	2	17	4	5	4	1	0	5	1
Technical and economic staff ¹⁷	2	0	5	5	17	13	4	4	4	3	1	0
Scientific, research and development staff involved in teaching activities	1	1	31	10	45	11	29	17	23	14	10	1
Early career researcher ¹⁸	1	1	9	5	0	0	0	0	0	0	0	0
Total ¹⁹	3	1	47	17	79	28	38	25	28	17	16	2

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	1,840	1,010	1,923	1,061	1,998	1,117	1,999	1,157	1,995	1,182	9,755	5,527
Master's ²⁰	1269	749	1,321	780	1,414	851	1,452	858	1,334	776	6,790	4,014

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

Doctoral	77	30	70	32	60	26	58	21	46	14	311	123
Lifelong Learning Courses	43	19	53	19	59	19	68	14	72	18	56	6
Total	3,229	49	3,367	51	3,531	45	3,577	35	3,447	32		

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	4/5		4/4		4/4		4/4		4/3		4/5	
Master's	5/4		5/4		5/4		5/3		5/3		5/4	
Doctoral	3/3		3/3		3/3		3/3		3/3		3/3	
Lifelong Learning courses	0/1		0/2		0/2		0/2		0/2		0/2	
Total	12/13		12/13		12/13		12/12		12/11			

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Balanced basic and applied research	
5. Social Sciences	5.1 Psychology and cognitive sciences	10%	Balanced basic and applied research	100%
	5.2 Economics and Business	70%	Balanced basic and applied research	
	5.3 Education	2%	Balanced basic and applied research	
	5.4 Sociology	5%	Balanced basic and applied research	
	5.5 Law		Zvolte položku.	
	5.6 Political science	3%	Basic Research	
	5.7 Social and economic geography	5%	Basic Research	
	5.8 Media and communications		Zvolte položku.	
	5.9 Other social sciences	5%	Basic Research	
6. Humanities and the Arts	6.1 History and Archaeology		Basic Research	
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

The Faculty of Business Administration (FBA) at the Prague University of Economics and Business is only the 129th school worldwide to receive the prestigious **Triple Crown accreditation (AACSB, EQUIS, and AMBA)**. This places FBA among the **top 1%** of business schools globally. It is the only school in the Czech Republic and one of just three in Central and Eastern Europe to hold this esteemed recognition.

In particular, the **EQUIS** accreditation, granted by the EFMD, requires business schools to maintain a high standard of research excellence. Schools must have a well-defined research strategy aligned with their mission, producing high-quality, peer-reviewed publications that contribute to academic knowledge, business practice, and society. Schools seeking this accreditation must ensure continuous, relevant, and internationally competitive research aligned with EQUIS's rigorous standards.

Members of the FBA academic staff received various **individual awards for high quality research papers** (Journal of Corporate Real Estate, Journal of Entrepreneurship in Emerging Economies, European Academy of Management, Sage Business) or the **Best Reviewer Award** (Journal of World Business, Journal Evaluation and Programme Planning, Journal of Entrepreneurship in Emerging Economies, European Academy of Management, European Journal of International Management). Several researchers also received awards from **professional organizations** (Best Scientific Work Award by Slovene Sociological Association, European Microfinance Research Award from European Microfinance Network). FBA researchers also regularly receive **awards in local or national competitions**, such as the Rector's Best Paper Award, or the Josef Hlávka Foundation Award (see Table 3.2.1).

The academics at FBA are actively engaged in editorial roles for prestigious international journals within the school's areas of specialization. These journals include Q1 and Q2 journals based on AIS or Scopus rankings, such as **Small Business Economics, Journal of Small Business Management, Scientific Reports, World Leisure Journal, or Journal of Entrepreneurship in Emerging Economies** (see Table 3.2.2). Additionally, faculty members also contribute their expertise to other journals indexed in Web of Science or Scopus, including those published by VŠE, such as **Prague Economic Papers, Central European Business Review, and Politická ekonomie**.

Moreover, members of FBA actively contribute as reviewers for esteemed journals, reflecting their expertise and recognition within their respective fields. Some of these prestigious journals include **Management Science, Entrepreneurship Theory and Practice, Journal of Consumer Behaviour, Technovation, Small Business Economics, Applied Psychology, Journal of World Business, Psychological Science, Perspectives on Psychological Science, Nature Human Behaviour, Judgment and Decision Making**, and **Journal of Institutional Economics**, among others. This engagement underscores FBA's commitment to scholarly excellence and its pivotal role within the academic community.

The FBA academics are elected **members of various academic and professional organizations**, such as the **Czech Academy of Sciences** (Daniela Pauknerová), **Transdisciplinary Workplace Research Network** (Marko Orel), **Humanizing Digital Work Network** (Marko Orel), and the **European Coworking Assembly** (Marko Orel), among others. Furthermore, the faculty members actively participate in the evaluation bodies of the **National Accreditation Office for Higher Education** (Tomáš Pavelka, Jindřich Soukup), the **Ministry of Education** (Ondřej Dvouletý), the **Technology Agency of the Czech Republic** (Petr Houdek, Štěpán Bahník, Ondřej Machek, David Anthony Procházka), and the **Czech Science Foundation** (Petr Houdek). The FBA members are also non-elected members of various professional associations, such as the **Czech Banking Association** (Jaroslav Schönfeld), **Turnaround Management Association** (Jaroslav Schönfeld), **Association of Small and Medium-Sized Enterprises and Crafts** (Jiří Hnilica), **Czech Marketing Society** (David Říha), **Smart City Innovation Institute**, **Association Francophone de Management International**, **Association of University Counsellors** (Veronika Motlová), and the **Czech Society for Transport Law** (Radek Novák), among others. They are also members of working groups at various **ministries of the Czech government** (Jiří Patočka, Michal Šebesta, Ondřej Dvouletý).

Regarding **invited lectures abroad**, faculty members from FBA have delivered research-related presentations at distinguished universities and business schools worldwide. Notable institutions include the **University of Vienna, Copenhagen Business School**, and **George Mason University**, among others (see Table 3.2.3). These engagements signify FBA's global reach and its active participation in academic exchange and knowledge dissemination on an international scale.

Additionally, FBA frequently **invites prominent scholars** specializing in economics, management, and entrepreneurship (see Table 3.2.4). These distinguished academics participate by delivering talks as part of various platforms within FBA's academic framework, including the Research Seminar Series in Economics, Brown-Bag Seminar, Seminars in Interpretative and Critical Business Studies, Research Club, and the Applied Ethics and Morality Research Group Seminars. These engagements serve to enrich academic discourse, foster interdisciplinary dialogue, and promote the exchange of cutting-edge research insights within the FBA community.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
doc. Marko Orel	Best Scientific Work Award	Slovene Sociological Association
prof. Martin Lukeš	Best Reviewer Award	Journal of World Business
dr. Jana Abíková	Editors' Choice Award 2023	Sage Business
doc. Ondřej Dvouletý	European Microfinance Research Award	European Microfinance Network

doc. Ondřej Dvouletý	Most Inspirational Paper Award	European Academy of Management, Strategic Interest Group (SIG) Entrepreneurship
doc. Zuzana Chytková	Rector's Best Academic Article Award (1st place)	Prague University of Economics and Business
dr. Pavlína Honsová	Josef Hlávka Award	Josef Hlávka Foundation
doc. Marko Orel	Literati Award for Outstanding Paper	Journal of Corporate Real Estate
doc. Daniela Pauknerová	Rector's Best Scientific Book Award (2nd place)	Prague University of Economics and Business
doc. Ondřej Dvouletý	Outstanding Reviewer Award	Journal of Entrepreneurship in Emerging Economies

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
doc. Ondřej Dvouletý	Small Business Economics, ISSN 0921-898X
doc. Ondřej Dvouletý	Journal of Small Business Management, ISSN 0047-2778
doc. Štěpán Bahník	Scientific Reports, ISSN 2045-2322
dr. Jan Hanzlík	Studies in Eastern European Cinema, ISSN 2040-350X
doc. Marko Orel	World Leisure Journal, ISSN 1607-8055
prof. Jindřich Špička	Central European Business Review, ISSN 1805-4854
Richard Brunet-Thornton,	Baltic Journal of Management, ISSN 1746-5265
doc. Štěpán Bahník	Social Psychology Bulletin, ISSN 2569-653X
doc. Marko Orel	International Journal of Workplace Health Management, ISSN 1753-8351
doc. Ondřej Dvouletý	Journal of Entrepreneurship in Emerging Economies, ISSN 2053-4604

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
dr. Petr Jirsák	Business Process Excellence: Assessing Process Performances	Copenhagen Business School	2023
dr. Tomáš Miklánek	Do Fixed-Prize Lotteries Crowd Out Public Good Contributions Driven by Social Preferences?	University of Vienna	2020
doc. Marek Hudík	Understanding Rational Choice Theory	George Mason University	2023
doc. Lubomír Cingl	Czech Experience with BI and Collaboration with the Slovak Republic	IMF Workshop on behavioral insights in public policy, Bratislava	2023
dr. Efthymia Kottika	Social Media Storms & Crisis Management	INSEEC Grande École	2020
dr. Marko Orel	Building Technology Studio	Politecnico di Milano	2022
doc. Daniela Pauknerová	Sustainable Leadership	Maynooth University	2023
doc. Ondřej Dvouletý	Research rigour and publishing in top journals	University of Essex	2021

prof. Šárka Laboutková	The impact of institutions on welfare, poverty, and inequality	Sapienza University of Rome	2023
dr. Felipe Martínez	Processes and Digitalisation	Porto Business School	2021

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Christian Bjørnskov	Aarhus University	How long is the Economic Legacy of Autocracy?	2024
Diego Aparicio	IESE Business School, University of Navarra	Concealing Prices	2024
John Howells	Institute of Brand and Innovation Law, University College London	The Chilling Effect of Government intervention on Early US Radio Technology Development	2023
James Tremewan	IESEG School of Management	Norm-related beliefs and vaccination rates of nurses in France	2023
Martijn van den Assem	Vrije Universiteit Amsterdam	High-Stakes Failures of Backward Induction	2023
Melis Kartal	Vienna University of Economics and Business	A new approach to the analysis of cooperation under the shadow of the future: Theory and experimental evidence	2023
Matthias Sutter	Max Planck Institute for Research on Collective Goods Bonn	Behavioral Economics for Leaders	2023
Thomas Zellweger	University of St. Gallen	Entrepreneurs as scientists: A pragmatist approach to producing value out of uncertainty	2022
Rupert Baumgartner	University of Graz	Sustainable Business Practices: Drivers, Agents of Change and Performance	2022
Wim Vanhaverbeke	University of Antwerp	Open innovation in complex innovation ecosystems – How to digitally transform healthcare, energy and agriculture?	2022

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the research project/programme call	Name of the contracting authority/guarantor of the project/programme call	Year
doc. Petr Houdek	SIGMA programme for applied research and innovation	The Technology Agency of the Czech Republic (TAČR)	2021-2023

doc. Petr Houdek	ÉTA programme: Promoting the innovative potential of the social sciences, humanities and arts	The Technology Agency of the Czech Republic (TAČR)	2021-2023
doc. Petr Houdek	Business and Management Science, Finance, Financial Econometrics and Operational Research Panel - P403	The Czech Science Foundation (GAČR)	2019-2023
doc. Štěpán Bahník	SIGMA programme for applied research and innovation	The Technology Agency of the Czech Republic (TAČR)	2021-2023
doc. Štěpán Bahník	ÉTA programme: Promoting the innovative potential of the social sciences, humanities and arts	The Technology Agency of the Czech Republic (TAČR)	2021-2023
prof. Ondřej Machek	TREND programme	The Technology Agency of the Czech Republic (TAČR)	2022
prof. Ondřej Machek	ZÉTA programme	The Technology Agency of the Czech Republic (TAČR)	2020
prof. Ondřej Machek	Environment for Life	The Technology Agency of the Czech Republic (TAČR)	2021
dr. David Anthony Procházka	SIGMA programme for applied research and innovation	The Technology Agency of the Czech Republic (TAČR)	2021-2023
dr. David Anthony Procházka	ÉTA programme: Promoting the innovative potential of the social sciences, humanities and arts	The Technology Agency of the Czech Republic (TAČR)	2021-2023

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract

research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1-3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

Ten of the most significant projects are described below. The projects cover the key research areas with a significant societal impact: workplace research (2), family business (2), behavioural interventions (2), entrepreneurship and policy evaluation (1), energy sector (1) restructuring and insolvency (1), and logistics (1).

Workplace research

The project "**Managing Human Talent in Coworking Environments**" (principal investigator: Marko Orel) was supported by the Visegrad Fund from 2019 and 2020 and included scholars from Corvinus University of Budapest, University of Warsaw, Comenius University of Bratislava.

The project was dedicated to investigating **talent attraction and retention mechanisms within coworking spaces**. As a result of this initiative, three research symposia were organized in consecutive years (2020, 2021, 2022), providing platforms for scholarly exchange and dissemination of findings. Furthermore, the project yielded a research paper published in the **Review of Managerial Science**, contributing novel insights to the academic literature on talent management in coworking environments. Additionally, a **policy brief "In Support of Coworking Environments: Policy and Other Supportive Mechanisms"** was produced, distilling key findings and recommendations from the research to inform stakeholders and policymakers about effective strategies for managing human talent within coworking spaces.

Overall, this project significantly advances **understanding and informs practice in the field of talent management**, particularly within the context of **evolving work environments such as coworking spaces**. It supports the mission of the Faculty of Business Administration by enhancing knowledge on talent management in modern work environments, a key competency for successful business and organizational leadership. Moreover, it critically contributed to forming a research group which engaged in several other projects and publications in subsequent years, including a **Horizon project**, which was obtained in 2023 and started in 2024. The establishment of this group reinforces the faculty's international research collaboration and long-term academic impact.

The project "**The impact of open-plan offices on performance and well-being revisited**" (principal investigator: Martin Lukeš) funded by GAČR between 2020 and 2022, focused on **coworking spaces**,

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

their impact on performance and well-being, and the **role of office type**. Longitudinal qualitative research was carried out (including interviews, observations, and ethnography), a longitudinal questionnaire survey, and the innovative Experience Sampling Method. During the project, the COVID-19 pandemic significantly impacted the operations of coworking spaces towards their hybridization. The research team has made a significant contribution to coworking research, providing evidence of how coworking spaces transform to contribute to their members' improved performance and well-being. In particular, it has also contributed to developing ethnographic methods in management research.

Four articles in impact journals were published and one other paper is accepted for publication. Research was also presented at prestigious international conferences, such as **Academy of Management Annual Meeting** or **EGOS**. The **Center for Workplace Research** was established at the Prague University of Economics and Business. Follow-up international research and development projects in this area were obtained. Further international cooperation occurs in the editorial work for special issues and books. We present two specific academic contributions and one application of findings below.

Many insights related to the effective functioning of coworking spaces and the combination of open and closed offices have inspired the building of an **in-house coworking space at VŠE** that was built in 2023 and opened successfully in February 2024. By generating and transmitting knowledge about workplace management and organizational behaviour, which are crucial for effective business leadership, this project aligns with the FBA's mission. By producing high-quality publications in impact journals and presenting findings at international conferences, the project enhances the faculty's academic reputation and supports its vision of being an acknowledged management institution in Europe.

Family business

The project "**Privately held firms with multiple owners; the role of family and responsible ownership**" (principal investigator: Jiří Hnilica) funded by GAČR from 2017 to 2019, explored how **owners' attitudes and behaviours**—such as trust and shared vision—affect the performance of **Czech privately owned firms with multiple owners**. A key focus was the role of family ownership in this relationship. The project aimed to enhance the understanding of corporate governance mechanisms in the private sector.

The research resulted in **three articles** published in journals indexed in the **Web of Science**, **two articles in Scopus-indexed journals**, and one article in a peer-reviewed journal. The findings were also presented at two professional conferences and contributed to a **monograph chapter published by Routledge**. Additionally, four master's students participated in the project, assisting with data collection, which provided them with valuable research experience. The project also fostered intensive collaboration with Professor Lorraine M. Uhlaner from EDHEC Business School in France.

By deepening insights into corporate governance and responsible ownership, the project directly supports the mission of FBA. It strengthens the faculty's commitment to high-quality research with practical applications, enhances international cooperation, and contributes to the development of students by involving them in meaningful research activities. Applying these results through the activities of the **Centre for Family Business** ensures that the findings of the project are transmitted to the companies and help them develop their skills and capabilities. These outcomes align with FBA's vision of being a leading institution in management education and research in Europe.

The project "**Intrafamily Conflicts in Family Firms, Antecedents, Effects and Moderators**" (principal investigator: Ondřej Machek) was funded by GAČR from 2020-2022. It contributed to a deeper understanding of how family conflict influences firm performance through family social capital.

The research comprised several studies. It included systematic **literature reviews**, a **qualitative study** analysing the advice-seeking process of family business owners and the role of external actors in conflict resolution, as well as a **conceptual model** of status conflict in family firms, examining its antecedents, effects, and moderators. One study focused on the factors influencing the entrepreneurial orientation of family firms, revealing a non-linear effect of socio-emotional wealth, a positive effect of professionalization, and a negative effect of bifurcation bias. Additionally, research was conducted on the impact of organizational culture and social capital on family firm performance.

Overall, the project resulted in **two articles in impact journals**, including an article published in **Family Business Review**—a leading journal in the field, and five articles indexed in Scopus. Its findings are utilized by the **Centre for Family Business** at FBA in consulting and educational activities for family firms. The project also played a significant role in the academic development of students. Two PhD students, Michele Stasa and Nikola Rosecká, successfully completed their studies with topics directly related to the project. For her contributions, Michele Stasa received the **Josef Hlávka Prize in 2023**, along with several publication awards. Additionally, master's student Lucie Dofková wrote her thesis based on the project.

This interdisciplinary research, bridging the topics of conflict and family business, facilitated **international collaboration**, particularly with Dominika Wach from TU Dresden, and supported the professional growth of PhD students. In doing so, the project aligns with the Faculty of Business Administration's vision of becoming an acknowledged and referenced institution in management in Europe.

Behavioural interventions

The project "**Testing External Validity of Experiments on Dishonest Behaviour**" (principal investigator: Petr Houdek) funded by GAČR from 2018 to 2020, focused on the question of generalizability of the laboratory experiments results to real-life situations.

The project had **three aims**: Testing the effect of participant selection and self-selection on the level of group dishonesty using an international sample of participants; qualitative analysis of the validity of laboratory experiments, namely, investigating whether and how the conditions of the laboratory experiment affect participants' behaviour; verifying whether the results of laboratory experiments are transferable to the real work environment using a field experiment.

The project has shown that **people with low moral integrity are more likely to engage in an environment that enables cheating and subsequently cheat more intensely**. An interesting finding was that measures aimed at reducing the selection effect had the opposite effect – they tended to encourage the selection of dishonest individuals.

The project led to the publication of **six impacted articles** in prestigious journals, including **Judgment and Decision Making**, **Journal of Behavioral and Experimental Economics**, and **Journal of Economic Methodology**.

The project has provided insights into dishonest behaviour in various settings. The results can be applied especially in the recruitment and assessment of personal integrity of employees or

managers. Thus, it contributes to knowledge in fields such as **personnel management, HR management, or CSR strategies**. The findings can also be used in public policy, for example in the design of regulatory measures for institutions and in setting transparent evaluation and reward systems.

This project was conducted by the **Centre for Laboratory and Experimental Research**, which popularizes the research results to a broader public, thereby bridging academia and business and contributing to the faculty's mission. The project results were covered by media, including **Lidové noviny**.

The project "**Experimental study of predictors of corrupt behaviour**" (principal investigator: Štěpán Bahník) funded by GAČR from 2019 to 2022, investigated the **factors that influence the decision to accept a bribe**. It focused on the influence of punishment, moral licensing, perceived harmfulness and the fairness of rewards on unethical decision-making using a newly developed computer task modelling a bureaucratic form of corruption. The project has published **three articles** and **one working paper**.

One study showed that bribe-taking was deterred by fines, with the deterrent effect increasing with increasing size and likelihood of punishment. However, the effect of punishment differed with respect to personality traits. **Another study** tested whether refusing small bribes increases the likelihood of accepting larger ones in the future. The results found no evidence supporting this hypothesis, suggesting that earlier fears that honesty may be partly habit-based. **Yet another study** showed that the likelihood of harm that might have been caused by unethical behaviour did not affect that behaviour. The **last study** looked at whether unfairly low pay increases dishonesty. The results show that perceptions of the absolute rewarded amount play a more significant role in unethical behaviour than relative fairness.

The research has shown a **more substantial impact of traditional methods of deterring dishonest behaviour**, such as punishment, than alternative methods that rely on making it more difficult to rationalise dishonest behaviour. The economic game developed and validated in the project has been made freely available to other researchers and can be used to inform future research on unethical behaviour.

This project was conducted by the **Centre for Laboratory and Experimental Research**. It aligns with the FBA's mission by generating valuable knowledge on ethical decision-making, a crucial aspect of managing organizations. The project's contributions to academic literature enhance the faculty's reputation in behavioural research.

Restructuring and insolvency

The project titled "**The Development of Preventive Pre-Insolvency and Insolvency Restructurings of Companies in Financial Difficulties, and the Possibilities of Increasing the Use and Success of These Procedures by Setting up an Early Warning System and Establishing Procedures for Preventive Restructurings**" (principal investigator: Jaroslav Schönfeld) was funded by the TAČR from 2019 to 2020.

This research has significantly contributed to the **development of a new legislative framework** aimed at preventing corporate crises. The findings also contributed to develop a **web-based application** launched by the **Ministry of Justice** for assessing financial health. This application helps companies identify financial distress in a timely manner, enabling them to initiate recovery actions, including preventive restructuring.

Based on their work on the project, FBA researchers Jaroslav Schönfeld, Michal Kuděj, and Lee Louda were **appointed to the Ministry of Justice expert group** whose aim was to prepare a new law on preventive restructuring and an early warning system. The research was also presented at a seminar in the **Parliament of the Czech Republic**.

The **Early Warning Signal System** was successfully implemented in 2023 as a web-based application that has been freely available since July 2023 on **the Ministry of Justice website**. Due to system's availability, it can also serve as an element of due diligence, whereby businesses and entrepreneurs have the opportunity to test their financial health on a regular basis.

The project resulted in a **book** published in 2023 and the project's outcomes were covered by the media, including **Czech Television, Forbes, or Hospodářské noviny**. The project was conducted by the **Centre for Restructuring and Insolvency of Harry Pollak** at FBA, which brings together leading experts on restructuring and insolvency. The project underscores the faculty's role in bridging academia and practice and significantly contributes to FBA's mission.

Entrepreneurship and policy evaluation

The project "**Evaluation of the Economic Impact of R&D Support on the Business Sector**" (principal investigator: Ondřej Dvouletý), funded by TAČR from 2020 to 2022, developed and validated a **comprehensive toolbox for assessing the economic impacts of policies and programmes aimed at supporting research and development (R&D)** within firms and fostering science-industry cooperation.

The objective was to cater to the **diverse targeting strategies** of these programmes, taking into account variations in firm characteristics and business environments. This project resulted in the production of **20 registered outputs**, which encapsulate key recommendations for evaluating public policies focused on research and development. These outputs highlight the need to combine both **qualitative and quantitative approaches** and to address the heterogeneity of the effects of state aid across characteristics of the supported enterprises, especially with regard to their size, sectoral affiliation and the intensity of drawing state aid.

Notably, three application guarantors of the project, namely the **Czech Ministry of Industry and Trade, the Czech Ministry of Agriculture, and the Confederation of Industry of the Czech Republic**, have consistently affirmed the utility of the project outputs and findings. Their ongoing endorsement underscores the practical relevance and impact of the research in informing policy decisions and shaping future initiatives aimed at fostering innovation and economic development within the Czech Republic.

Furthermore, this and similar projects helped to establish FBA's reputation in the field of impact evaluation. The project's collaboration with **key government ministries and industry representatives** reinforces the faculty's role in shaping economic policy and fostering science-industry cooperation.

Energy sector

The "**Effective Solutions to Energy Poverty in the Czech Republic**" project (principal investigator: Lucie Burešová), supported by the **European Climate Foundation** from 2022 to 2024, addressed the multifaceted issue of energy poverty. Through this initiative, tools were proposed to mitigate energy poverty, along with methods for evaluating their efficacy and assessing their impact on the state budget. Additionally, a predictive tool for anticipating energy poverty was developed as part of the project's outcomes. This endeavour culminated in the organization of **workshops** and the production of a **comprehensive report**.

These outputs serve as valuable expert contributions to the ongoing policy discourse surrounding targeting relevant tools for alleviating energy poverty. Furthermore, they inform discussions regarding the optimal combination of such tools, which encompass systemic solutions to enhance **household energy efficiency**. By providing evidence-based insights and recommendations, the project plays a pivotal role in shaping policies aimed at addressing energy poverty and promoting sustainable energy practices in the Czech Republic.

The project was among several that were conducted by the **Centre for Economy of Regulated Industries**, which closely collaborates with the ministries, government agencies and the industry. Therefore, the results of this and other projects directly influence the energy policy.

The project's **direct engagement with policymakers and industry stakeholders** reinforces the faculty's vision of being a referenced institution in management. The development of a predictive tool further aligns with the faculty's emphasis on equipping organizations with innovative approaches to complex economic and social issues.

Logistics

The project "**Intelligent Waste Management System within SmartCity**" (principal investigator: Petr Jirsák), supported by TAČR from 2021 to 2023, was dedicated to exploring innovative approaches to **waste management** aimed at reducing landfill waste and increasing recycling rates. The primary focus was on leveraging advanced technologies to store, analyse, and interpret data, thereby facilitating more efficient waste management practices.

A key outcome of the project is the development of sophisticated **software** designed to streamline waste management processes in towns and villages. This software harnesses modern technologies such as Internet of Things (IoT) and machine learning to optimize waste collection and recycling efforts. The implementation of such a system offers several benefits, including the potential reduction of costs associated with **waste management within municipal budgets**. Furthermore, the intelligent waste management system enables better predictions and adjustments of waste management demands, thus enhancing the efficacy of public procurement requests for proposals. Additionally, by **optimizing waste collection routes** and **reducing unnecessary kilometres travelled**, the system contributes to reducing CO2 emissions associated with waste management activities.

Overall, the project represents a significant step towards **achieving more sustainable and efficient waste management practices**, with tangible benefits for both municipalities and the environment. The project aligns with the FBA's mission by developing innovative management solutions that enhance operational efficiency and sustainability in the public sector.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
TAČR	The development of new regulation policies in the conditions of decentralised sectors of electro-energy and gas industry	1,444.88/56.997	1,444.88/56.997	1,444.88/56.997	577.95/22.799	0
TAČR	Lifetime customer value in the sector of cultural institutions	1,486.56/58.641	1,599.96/63.115	123.88/4.887	0	0
TAČR	Vulnerable customer and energetic poverty	17,24.88/68.043	1,810.09/71.404	376.27/14.843	0	0
TAČR	The development of system solutions for the gas industry in the Czech Republic until 2050	1,278.17/50.421	1,022.53/40.336	255.63/10.084	0	0
TAČR	Analysis and synthesis of key factors influencing the future development of investments, including the definition of the framework and system setting of the evaluation of the effectiveness of investments in the gas sector of the Czech Republic	356.96/14.081	784.21/30.935	1,197.00/47.219	0	0

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

TAČR	The Czech moviegoer in the time of COVID-19: Reducing the impact of the crisis and new opportunities for film distribution	0	263.02/10.375	1,855.57/ 73.198	714.59/28.189	0
TAČR	Professional art and COVID-19: current impacts as a challenge for innovation	0	345.62/13.634	1,275.46/ 50.314	376.02/14.833	0
TAČR	Paths to work: Educational and professional paths of young people from socially excluded backgrounds	0	784.51/30.947	1,092.01/ 43.077	1,489.14/58.743	563.11/22.213
TAČR	Smart city logistics in the context of e-commerce and sustainable urban mobility plans	0	1,128.00/44.497	2131.00/ 84.063	1,964.00/77.475	1,561.00/61.578
TAČR	The development of preventive pre-insolvency and insolvency restructuring of companies in financial difficulties, the possibility of increasing the use and success of these procedures by establishing an early warning system and establishing	865,53/34,143	84.58/3.336	0	0	0
TAČR	Economically justified costs in the regulated electricity and gas sectors	0	0	0	1,293.84/51.039	1,293.84/51.039
TAČR	The poverty line: regional dimensions of the definition of absolute poverty	0	0	0	0	886.47/34.969

TAČR	Entrepreneurship as a second career, or Entrepreneurship 2.0	0	0	0	0	636.56/25.111
TAČR	Barriers to participation in live art - solutions through the creative design of classical music concerts	0	0	0	0	466.88/18.417
TAČR	Increasing the intensity of business cooperation in creating a market in short supply chains	0	0	0	0	477.57/18.839
GAČR	Privately held firms with multiple owners; the role of family and responsible ownership	1,040.00/41.026	0	0	0	0
GAČR	The impact of open-plan offices on performance and well-being revisited	0	1,297.00/51.164	1,340.00/52.860	1,440.00/56.805	0
GAČR	Intrafamily Conflicts in Family Firms, Antecedents, Effects and Moderators	0	1,401.00/55.266	1,766.00/69.664	1,456.00/57.436	0
GAČR	Testing External Validity of Experiments on Dishonest Behaviour	1,418.00/55.937	1,276.00/50.335	0	0	0
GAČR	Experimental study of predictors of corrupt behaviour	570.00/22.485	746.00/29.428	477.00/18.817	0	0
GAČR	Entrepreneurship and Institutional Change: The Case of the Austro-Hungarian Empire Collapse and the Creation	0	0	0	1,213.00/47.850	1,303.00/51.400

	of Czechoslovakia					
GAČR	Role of social preferences in cooperative behaviour	0	0	0	433.00/17.081	851.00/33.570
GAČR	Behavioural organizational politics: Experiments in prosocial political behaviour	0	0	0	2,011.00/79.329	1,602.00/63.195
GAČR	Three experiments on the use of salience for sustained compliance tax regulations environments	0	0	0	0	1,560.00/61.538
GAČR	Why don't birds of a feather always flock together? Imperfect selection of cheaters in cheating-enabling environments	0	0	0	0	1,898.00/74.872
Ministry of Culture	Risks, problems and needs of artists without permanent employment in the current economy in the Czech Republic	0	0	0	181.00/7.140	0
CEIBS	Trans-China railway, New Silk Road and Maritime Silk Road: Trade opportunities and challenges in Central and Eastern Europe	256.98/10.137	0	0	0	0
Visegrad Fond	Managing human talent in coworking environments	445.20/17.562	0	91.16/3.596	0	0
ECF	To propose effective solutions to energy poverty	0	0	0	482.74/19.043	370.61/14.620

ERASMUS+	Critical Thinking Across the European Higher Education Curricula (CRITHINKEDU)	0	133.35/5.260	0	0	0
ERASMUS+	Innovative online learning environments: using business case studies in higher education	620.04/24.459	642.16/25.332	0	321.81/12.695	0
ERASMUS+	SDG Labs	0	0	0	604.22/23.835	579.87/22.875
ERASMUS+	Cowork4EU	0	0	0	660.71/26.064	662.78/26.145
Total		1,1506.52/ 453.932	1,5562.91/ 582.361	1,3425.88/ 529.619	1,5219.02/ 600.356	1,4712.69/ 580.381
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
COST	The Geography of New Working Spaces and the Impact on the Periphery [funded indirectly through coordinator's budget]	0	0	0	0	0
TAČR	Local energy and heat sources in the communal environment with a possibility of island operations	333.10/13.140	339.76/13.403	346.55/13.671	353.48/13.944	360.55/14.223
TAČR	Evaluation of the economic impact of research and development support on the corporate sector	0	131.60/5.191	855.40/33.744	178.60/7.045	0
TAČR	Precarity as a real experience of the self-employed and micro-enterprises	0	412.76/16.282	829.28/ 32.713	1,020.06/40.239	772.25/30.464

²⁷ Ibid.

TAČR	Intergenerational management to support digitization in the construction industry	180.00/7.101	180.00/7.101	180.00/7.101	0	0
TAČR	An intelligent system for the operation of waste management within SmartCity	1,370.40/54.059	652.20/25.728	0	0	0
TAČR	Use of gas systems for hydrogen	0	0	0	799.20/31.527	799.20/31.527
TAČR	Cognitive distortions and errors in working with information and strategies for their prevention, field of education	0	0	0	0	242.20/9.554
GAČR	Causal role of environmental identity in pro-environmental behavior	0	0	0	0	706.00/27.850
Ministry of Culture (NAKI)	Cultural tradition of Czech fisheries in light of its use in tourism and landscape creation	498.00/19.645	490.00/19.329	439.00/17.318	0	0
Total		2,381.50/93.945	2,206.32/87.034	2,650.23/104.547	2,351.34/92.755	2,880.20/113.618

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
ŠKODA AUTO a.s.	Mapping employer branding Campaigns; External visibility; Research on university students' preferences in	232.59/9.175	144.00/5.680	248.40/9.799	0	195.00/7.692

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

	electromobility and sustainability; Computer simulation of robotic sequential workstations; Pallet position conversion methodology;					
Vinekon, s.r.o.	Data processing in purchasing	58.00/2.288	0	0	0	0
Ministry of Industry and Trade	Price elasticity of fuels	290.00/11.440	290.00/11.440	0	0	0
Društvo - Associazione PiNA	Ideahub	70.62/2.786	0	0	0	0
UNIPETROL	Optimising the distribution of polyolefins	701.55/27.675	480.73/18.964	0	0	0
ICEFIELD	Research on the processing and evaluation of data on insolvency proceedings in the Czech Republic	0	473.38/18.674	0	0	0
Market Vision s.r.o.	The impact of social networks on consumption behaviour; Influencer monitor; Young employee barometer	0	50.00/1.972	50.00/1.972	50.00/1.972	125.00/4.931
Association of Employers of the Disabled CR, z.s.	Typology of organisations employing people with disabilities	0	0	70.58/2.784	0	0
ORLEN Unipetrol RPA s.r.o.	Optimising the distribution of polyolefins; Verification of the origin of goods; Use of inland waterway transport	0	0	681.25/26.874	745.15/29.394	1,013.40/39.976
Bocconi university	Sustainability in small and	0	0	126.42/4.987	122.13/4.818	0

	medium-sized enterprises					
European parliament	European pharmaceutical research and development	0	0	372.58/14.697	0	0
BSC, Poslovno podporni center, d.o.o.	Rural coworking spaces	0	0	126.98/5.009	0	0
g82, s.r.o.	Decision-making process when choosing a mobile operator	0	0	0	50.00/1.972	0
Dům RADOST a.s.	Students' preferences when choosing a rental	0	0	0	100.00/3.945	0
Naviga Advisory and Evaluation s.r.o.	Ex-post evaluation of OPPIK 2014+ and replication of the counterfactual impact analysis of OPPI 2007+	0	0	0	0	919.50/36.272
Bizerba Czech & Slovakia s.r.o.	Influence of the self service system Bizerba	0	0	0	0	100.00/3.945
APKURS	Taxation of online betting	0	0	0	0	700.00/27.613
Total		1,352.76/53.364	1,438.11/56.730	1,676.21/66.122	1,067.28/42.101	3,052.90/120.429

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts²⁹, on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

²⁹ See Terms definition.

Self-assessment:

The following results have existing or prospective economic impact on society. These results are categorized according to key research areas at FBA as follows: entrepreneurship and policy evaluation (2), sustainability (2), logistics (2), precarity and social exclusion (1), energy sector (1), marketing research (1), and arts management (1).

Entrepreneurship and policy evaluation

1. The OECD publication "**Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes**" (co-authored by Ondřej Dvouletý), provides guidance for governments on evaluating SME and entrepreneurship policies. It emphasizes evidence-based policymaking through control groups, clear objectives, and business survival analysis.

The Framework influences SME policies across OECD member countries and beyond, promoting rigorous policy evaluation to enhance entrepreneurship initiatives. Integrated into **key OECD programmes**, such as the **SME and Entrepreneurship Strategy** and the **SME Policy Index**, it helps countries assess and improve their policies. It also supports capacity-building, strengthening policymakers' ability to create effective entrepreneurship policies.

Presented multiple times to the OECD Committee on SMEs and Entrepreneurship—comprising representatives from **38 OECD countries and international bodies**—the Framework has been widely shared with national governments. Its launch webinar drew over **250 participants from 62 countries**, further extending its reach.

Aligned with the OECD Recommendations on SME and entrepreneurship policy, the Framework supports robust monitoring and evaluation mechanisms. These principles guide adherents, including **OECD countries** and others such as **Brazil, Bulgaria, Croatia, and Romania**, with a progress review scheduled for 2027. Future OECD accession countries must also comply.

The Framework also plays a role in the **OECD Declaration on Enhancing SMEs and Entrepreneurship Policies**, which promotes data collection, policy evaluation, and targeted SME support. It has been applied in assessing **Hungary's SME Strategy**, **Spain's Start-up Law**, and the **UAE's SME policies**.

Capacity-building is another key impact area. The OECD organizes **policy evaluation training**, including seminars for **Egypt** and the **UAE**. Additionally, the **UK Department for Business and Trade** funds an **International SME and Entrepreneurship Policy Evaluation Discussion Network**, fostering global knowledge exchange.

The framework had an impact on **sustainability** through OECD Declaration on Enhancing SMEs Entrepreneurship Policies for Greater Resilience and Green and Digital Transitions.

2. The study "**European pharmaceutical research and development: Could public infrastructure overcome market failures?**" (co-authored by David Anthony Procházka) examines a new European approach to **pharmaceutical policy**, assessing the need for a long-term transboundary mission within the European pharmaceutical sector.

Through extensive literature review and expert surveys, the study identifies underinvested threats and areas of research and development, proposing policy options for establishing a **European medicines infrastructure**. The most ambitious proposal suggests creating a **Europe-wide public**

infrastructure with budgetary autonomy and research capacity, partnering with third-party research centres and companies.

The study, drawing from analysis of over **250 reports and consultation with 56 experts** from various fields and countries, addresses the misalignment between public health priorities and the pharmaceutical industry's research and development agenda.

The proposed infrastructure, akin to CERN and EMBL, aims to foster non-profit research and development projects over 20 to 30 years, facilitating open **global data sharing**. The results of the study were **presented at the European Parliament**. The proposal for a European public infrastructure was met with an overwhelmingly positive response during consultations.

Gender dimension is not relevant for this result. While there are no direct effects on **sustainability**, proposed Europe-wide public infrastructure can possibly lead to economies of scale and therefore, cost savings.

Sustainability

3. The article "**Towards comprehensive corporate sustainability reporting: an empirical study of factors influencing ESG disclosures of large Czech companies**" (co-authored by Ivan Balogh and Ladislav Tyll) analyses which **ESG disclosure factors** are relevant for **large Czech companies**. The authors construct the total ESG disclosure index, consisting of three subindexes (ESG) and calculate the values for the **100 largest Czech companies**. Furthermore, the relationships between firm-level factors and ESG disclosure indexes were estimated.

This paper extends academic literature on ESG disclosures by verifying the significance of firm-level factors in the context of Czech businesses before the adoption and transposition of the **Corporate Sustainability Reporting Directive**.

Based in this study, **ESG rating** was developed. It introduces a structured system assessment in line with future legislative standards **and actively educated and prepared companies** in effective and correct reporting their activities according to ESG criteria. Each year, starting from 2022, about **100 companies with a turnover of over CZK 1 trillion** participated in the rating, which corresponds to an average of about **1/5 of the Czech GDP**.

Beyond the evaluation itself, the initiative focused on educating the corporate sector and the general public through **media communication**. Media covering this initiative include Forbes and Seznam Zprávy among others. A key component was also to strengthen **ESG teaching at FBA**, where the rating data enriched both student teaching and executive programmes.

Companies gained a valuable opportunity to **test their ESG reporting processes without legal implications**, significantly strengthening their readiness for mandatory CSRD reporting. The results demonstrate a significant improvement in companies' ability to effectively plan and implement ESG strategies while maintaining their strategic comprehensiveness.

Sustainability and **gender** dimension are key components of the ESG rating, and therefore, this result has potentially significant impact in these areas.

4. The report "**Sustainable SMEs in the Czech Republic**" (by Jindřich Špička and Nina Bočková) focuses on the **sustainable strategies** employed by **small and medium-sized enterprises (SMEs)** within the Czech Republic.

Through a comprehensive analysis utilizing content analysis of documents and interviews, the report identifies **three key pillars** defining sustainable European SMEs: **welfare initiatives towards employees, circular economy and energy efficiency**, and **community engagement**. It highlights the various sustainability-related benefits, encompassing revenue-related aspects such as growth, competitive positioning, and market access, as well as cost-related factors like operational efficiency and capital cost reduction.

Notably, the report is part of the **International contractual research SME EnterPRIZE**, overseen by the **Sustainability Lab of SDA Bocconi School of Management**. The summary report of the international research was presented to **Generali's senior management**, representatives of the **European Commission**, the **Club of Rome** and the press at a conference in **Brussels** in September 2021.

This result has clear implications for **sustainability**, as this topic represents the very core of this report.

Logistics

5. The **"Smart City Logistics Toolkit"** (co-authored by Michal Šebesta) is an innovative **software** designed to **serve municipalities** as a comprehensive solution for **optimizing smart city logistics**, particularly within the context of e-commerce and sustainable urban mobility plans.

This toolkit encompasses a range of tools and an **original methodology**, offering municipalities the ability to efficiently plan and execute various actions within the smart city logistics domain, without the need for costly subscriptions to specialized software from commercial consultancy firms. By leveraging this toolkit, municipalities benefit from enhanced efficiency in planning their smart city logistics agendas, resulting in **cost reductions** and **improved resource allocation**.

Moreover, the methodology underpinning the toolkit has been **certified**, further enhancing its credibility and reliability. Adoption of this methodology and associated tools is anticipated to facilitate better project selection within municipalities, thereby reducing unnecessary changes and mitigating potential inefficiencies that could impede city inhabitants and generate negative externalities.

Ultimately, the effective utilization of the toolkit is expected to foster a **higher quality of life** for city residents and improve **operational efficiencies** for businesses operating within the city, including retail stores, e-commerce platforms, delivery companies, and other enterprises. Collaborating with these stakeholders, municipalities can leverage the toolkit to identify and implement optimal smart city logistics solutions, driving sustainable urban development and enhancing overall urban liveability.

The toolkit promotes **sustainability** by enabling municipalities to optimize urban logistics with **minimal environmental impact, reducing congestion and emissions** through data-driven planning. By eliminating the need for costly third-party software, the toolkit supports **long-term resource efficiency** and fosters resilient, **eco-friendly urban mobility solutions**.

6. The report **"Optimisation of polyolefin distribution in ORLEN Unipetrol RPA"** (by Petr Jirsák, Radek Novák, Bedřich Rathouský, Felipe Martínez, Michal Mervart, Michal Šebesta) is the result of a long-term contract research by the Department of Logistics for **ORLEN Unipetrol RPA**.

Among the most important contributions of this research are the results on secondary distribution, digitization of logistics documents, blockchain and a study on the use of **multimodal transport for the distribution of polyolefins**. In the context of secondary distribution, ORLEN Unipetrol RPA has used partial factual findings of a commercial, economic, legal and technical nature in the gradual changes they are making in the distribution of polyolefins in domestic and foreign markets.

Mapping the status of data sources from the systems including their circulation, the creation of logistics documents in terms of the readiness of logistics for digitization, assessing the current status of the use of blockchain for the digitization of selected logistics documents, all this was valuable input for follow-up projects leading to digitization.

For the strategic building of distribution channels in relation to their variability and resilience, ORLEN Unipetrol RPA expects to use the results of the multicriteria analyses performed. In the export and import area of logistics chain solutions, it will be primarily about the use of **progressive logistics technologies in multimodal transport**, including river and sea transport, all with regard to the dynamically evolving situation of logistics capacities not only within the Czech Republic, but especially in Europe and the world.

The already developed and defended outputs bring **new methodological insights and tools**, e.g., dynamic simulation of selected parts of secondary distribution, gravity model for determining the location of terminals in distribution, identification of relevant bimodal and trimodal terminals, but also logistics and legal know-how.

Precarity and social exclusion

7. The research report "**Precarity as the Real Experience of Self-employed and Micro Enterprises**" (co-authored by Martin Lukeš, Marko Orel, Ondřej Dvouletý, and Jan Zouhar) is an outcome of a research project conducted in collaboration with the Institute of Sociology of the Czech Academy of Sciences. The research offers **concrete policy recommendations**, such as the introduction of a **nursing allowance for entrepreneurs**, and has already influenced government discussions, including the development of **an Entrepreneur's Portal**.

Key survey findings indicate that perceived precarity **varies by industry**, with tourism, hospitality, and personal services being the most affected. The study also examined **gender disparities** in entrepreneurial precarity. **Women entrepreneurs** were disproportionately affected by financial insecurity, business survival concerns, and caregiving responsibilities. In-depth interviews revealed that their lower and less stable incomes limited their ability to secure financial safety nets, making them more reliant on spousal income. These findings support policy recommendations for **improved childcare support** and **more flexible business structures** to accommodate caregiving needs.

A major challenge identified was the **lack of accessible and reliable information** for entrepreneurs, particularly in crisis situations. Recognizing this issue, policymakers have initiated the development of an **Entrepreneur's Portal**, managed by the Ministry of Industry and Trade, to centralize and streamline information access.

The project's impact extended to **policy workshops** and **media discussions**. A workshop titled "**Certain Uncertainty**" explored the effects of illness and caregiving on entrepreneurship, while another on coworking examined its role in supporting the self-employed. These events were attended by **government representatives, business associations, and media**.

Public outreach included articles in media outlets such as Heroine, Hospodářské noviny and CzechCrunch, covering topics like **gender disparities in entrepreneurship** and **startup dynamics**. The research's practical contributions aim to inform future policy interventions that create a more resilient and equitable business environment in the Czech Republic.

Energy Sector

8. The development of the "**Certified Methodology for the Regulation of Naturally Monopolistic Activities in the Gas Industry**" (co-authored by Jiří Hnilica and Lucie Burešová) was a key component of a five-year project. Similar methodologies were also developed, designed, and evaluated for the electricity industry.

As part of this project, adaptation of the **tariff systems** to new regulatory principles was proposed, ensuring the correct motivation of regulated entities to develop and operate **energy assets** while **equitably allocating system costs** to market participants. The overarching goal of these methodologies is to promote **efficient behaviour and energy use** among stakeholders. Moreover, the project assesses future scenarios of energy decentralization and their potential impact on power and gas grid utilization, as well as the allocation of system costs among users.

These **certified methodologies** are actively employed by the **Energy Regulatory Office**, further supported by proposed amendments to energy and regulatory legislation aimed at fostering a fair and efficient energy market.

The methodologies support **sustainability** by promoting **efficient energy use** and **equitable cost allocation**, ensuring long-term grid stability. By adapting tariff systems to new regulatory principles, the methodology encourages investment in sustainable energy assets and facilitates the **transition toward decentralized energy systems**.

Marketing Research

9. The book "**Social Media Storms: Empowering Leadership Beyond Crisis Management**" (co-authored by Efthymia Kottika), published by Routledge, serves as an invaluable guide for understanding, preparing for, and **effectively managing social media storms**. It delves into the benefits and dynamics of these storms, highlighting the potential opportunities they offer for enhanced customer engagement.

The book offers **practical managerial insights** on planning for, measuring, and skilfully navigating social media storms, drawing from a solid theoretical foundation and illustrated with compelling real-life examples and case studies. Geared towards advanced undergraduate and postgraduate students in digital marketing, marketing communications, strategy, and crisis management, the book provides a comprehensive understanding of the social media storm phenomenon. Moreover, it equips marketing and communications professionals with the tools to capitalize on the opportunities presented by social media storms.

Building on the book's insights, **INSEEC School of Business and Economics in Paris** has developed a **specialized course** on social media storms, featuring a simulation game designed by an international team of professors. This course is also available for executive training at the Prague University of Economics and Business, demonstrating its relevance and applicability across diverse educational and professional settings.

Arts Management

10. The study "**Performing arts and COVID-19: current impact as an innovation challenge**" represents the key outcome of a three-year project. Throughout the project's duration, three workshops were organized, fostering **collaboration and knowledge exchange among stakeholders in the arts sector**.

Notable outputs with significant social impact emerged from the project, including the development of a **web application integrated into the IDU Academy website**, dedicated to training cultural managers.

Additionally, the project yielded the creation of a **Business Model Innovation Manual**, offering insights into innovation within arts and cultural organizations and introducing the utilization of the **Business Model Canvas tool**.

Moreover, the project culminated in the publication of the **Status of the Artist report**, which aimed to identify the needs, weaknesses, and strengths of **male and female artists**, serving as a foundation for establishing measures to enhance the status of artists. By differentiating between the male and female needs, the publication reflects the **gender dimension**. The report delved into various aspects of artists' behaviour in the labour market, including their income sources, economic needs fulfilment, registration in the social system, and awareness of rights and obligations within labour relations and basic labour legislation.

Through these endeavours, the project contributes to a deeper understanding of the **challenges and opportunities faced by professionals in the arts sector**, particularly in light of the COVID-19 pandemic, and offers valuable insights for future innovation and policy development.

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
Research analyses/Surveys/Interviews	2023	JIRSÁK, Petr, NOVÁK, Radek, RATHOUSKÝ, Bedřich, MARTÍNEZ, Felipe, MERVART, Michal, ŠEBESTA, Michal. Optimalizace distribuce polyolefinů ve společnosti ORLEN Unipetrol RPA – šestá fáze projektu smluvního výzkumu. [Optimisation of polyolefin distribution in ORLEN Unipetrol RPA] Praha: Vysoká škola ekonomická, 2023. 24 s.
Research analyses/Surveys/Interviews	2022	HNILICA, Jiří, BUREŠOVÁ, Lucie, PÁRTL, Otakar, KUBEČEK, Vladimír, DVOŘÁK, Jindřich. Certifikovaná metodika regulace přirozeně monopolních činností v plynárenství. [Certified Methodology for the Regulation of Naturally Monopolistic Activities in the Gas Industry]. Praha: VŠE FPH, 2022.
Research analyses/Surveys/Interviews	2022	PROKŮPEK, Marek, GROSMAN, Jakub, ŠUBRT, Daniel, PROKOP, Petr, VAIT, Barbora. Performing arts and COVID-19: current impact as an innovation challenge [online]. Výzkumná zpráva v rámci řešení projektu TL04000374 v rámci 4. výzvy ÉTA TAČR. Praha : VŠE, 2022. 157 s.
Research analyses/Surveys/Interviews	2021	ŠPIČKA, Jindřich, BOČKOVÁ, Nina. Sustainable SMEs in the Czech Republic (country report for Generali EnterPrize White Paper "Fostering sustainability in Small and Medium-sized Enterprises"). Praha : Vysoká škola ekonomická, 2021. 23 s.

³⁰ Specify the specific type of result. Add rows as needed.

Research analyses/Surveys/Interviews	2021	PROCHÁZKA, David Anthony, FLORIO, Massimo, PANCOTTI, Chiara. European pharmaceutical research and development: Could public infrastructure overcome market failures? [online]. Brussels : Vysoká škola ekonomická, 2021. 102 s.
Research analyses/Surveys/Interviews	2023	VOLEJNÍČKOVÁ, Romana Marková, LUKEŠ, Martin, MAŘÍKOVÁ, Hana, ZOUHAR, Jan, ŠVARCOVÁ, Markéta, OREL, Marko, DVOULETÝ, Ondřej. Prekarita jako reálná zkušenost sebezaměstnaných a mikropodniků. [Precarity as the Real Experience of Self-employed and Micro Enterprises] Praha: Sociologický ústav AV ČR, 2023. 102 s. ISBN 978-80-7330-415-7.
Other – Monographs	2023	POTTER, Jonathan, STOREY, David, DVOULETÝ, Ondřej, SHAH, Pablo. Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes 2023. 1. vyd. Paris : OECD Publishing, 2023. 172 s. ISBN 978-92-64-77765-1. eISBN 978-92-64-85108-5. eISSN 2078-0990. ISSN 2078-0982. DOI: 10.1787/a4c818d1-en.
Other – Monographs	2021	RYDÉN, Pernille, HOSSAIN, Muhammad Ismail, KOTTIKA, Efthymia, ŠKARE, Vatroslav. Social Media Storms. Empowering Leadership Beyond Crisis Management [online]. 1st Edition. Oxfordshire, New York : Routledge, Taylor & Francis Group, 2021. 174 s. ISBN 9780367425272. eISBN 9780367853297. Available at: https://www.routledge.com/Social-Media-Storms-Empowering-Leadership-Beyond-Crisis-Management/Ryden-Hossain-Kottika-Skare/p/book/9780367425272 .
Other – Software	2023	ŠEBESTA, Michal, ŠVADLENKA, Libor. Software pro municipality jako nástroj metodického aparátu smart city logistiky v kontextu e-commerce a plánů udržitelné městské mobility – Smart City Logistics Toolkit [Software for municipalities as a tool for methodological apparatus of smart city logistics in the context of e-commerce and sustainable urban mobility plans - Smart City Logistics Toolkit]. Praha: Katedra logistiky, VŠE, 2023. Available at: http://mis.vse.cz/smartcity .
Other – Articles	2022	BALOGH, Ivan, SRIVASTAVA, Mohit, TYLL, Ladislav. Towards comprehensive corporate sustainability reporting: an empirical study of factors influencing ESG disclosures of large Czech companies. Society and Business Review. 2022, roč. 17, č. 4, s. 541–573. ISSN 1746-5680. DOI: 10.1108/SBR-07-2021-0114.

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)³¹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

System for knowledge transfer

Knowledge transfer at FBA is a part of the corporate relations strategy. FBA has a wide range of partners among **multinational corporations, SMEs, entrepreneurs, cultural institutions, government institutions**, and **non-profit organisations**. The university strives to be perceived by managers and proprietors of the best companies and other institutions in the Czech Republic as the number one partner among Czech business schools.

Goals and strategy in this area are articulated primarily within **Strategy for Engagement with Practice, Marketing and PR Plan, and the System for Corporate Partnerships**. The following rank among the most important priorities:

The development of **long-term and intensive partnerships** with top companies and other organisations that structurally correspond to the profile of FBA, its departments, and Centres of Excellence.

The **systematic monitoring and projection** of the requirements of practice into pedagogical activities. Monitoring is conducted via regular meetings, round tables, and Scientific Board meetings.

The development of **contract research**.

The development of **executive MBA and executive education**.

The development of **relations with graduates**.

As **connections with practice** have been traditionally part of the FBA organisational culture, this field is, to a substantial extent, decentralised to the level of the **FBA departments, Centres of Excellence**, and even **individual faculty members**.

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³² If the commercialisation of R&D&I results is carried out in this way.

The most powerful strategic tool to strengthen and reinforce engagement with practice is the **FBA Performance Appraisal System** in which funds are distributed directly to FBA departments and indirectly to individual faculty. University members are awarded points for activities, such as contractual research and consulting, teaching within Executive Education programmes and courses within the executive MBA, supervising student internships at companies and other organisations, board memberships of prestigious professional organisations, jury membership of prestigious professional competitions, and others.

Within this highly **motivational environment**, the role of FBA is relatively **supportive** and **co-ordinating**. For example, processes are established for conducting of contractual research, provide contracts and invoicing for corporate partnerships, facilitate personal contacts of our academic personnel with partners from practice, create marketing and sales materials, ensure the organisation of executive education courses, and others.

Typical users of FBA R&D

Ministries, for which FBA carries out applied and/or contract research in cooperation with them; methodologies developed at FBA have been applied in practice and have had multiplicative effect on society via their use in legislation, supporting programmes and rules given by these ministries. The results of FBA's research have been applied by the Ministry of Industry and Trade, Ministry of Justice, and Ministry of Culture.

Companies and non-profit organisations for which FBA staff conducts tailor-made contract and applied research projects. Most of these research projects are carried out based on real demands from companies. Research projects are carried out either by departments or centres of excellence. FBA conducted research for ORLEN Unipetrol RPA, Škoda Auto, g82, MASPEX Czech, and Bizerba Czech & Slovakia.

Companies interested in purchasing ready-made research studies (e.g., the Influencer monitor research project). These studies are offered to our corporate partners, promoted on FBA communication channels.

Corporate partners cooperate with FBA at faculty level or engage in specific cooperation with centres and departments. FBA has contracts with approximately 100 corporate partners, including Asahi, Coca-Cola, L'Oréal, Nestlé, Procter & Gamble, and PwC among others. For example, the Centre for Family Business has its strategic board involving the owners of significant family firms who provide guidance and financial support. The centre organises practice-oriented family business conference twice a year and several workshops. Similarly, the Centre for Restructuring and Insolvency of Harry Pollak organises a professional conference once a year. It is involved in research, advisory, evaluation, expert, educational, information or other activities commissioned either by the government, state administration, local authorities, state institutions or contracted by private and public clients.

Individual users, such as alumni, students, managers and general public. These users are reached via lectures, papers in newspapers, popular press and newsletters, in which results of FBA research are presented.

Commercialization

The main channels for commercialization of FBA's research activities are via contract research, consulting, and executive education. Executive education includes AMBA accredited Executive MBA programme and open and customized courses. The open courses cover our key areas (selected):

Family business

Building a successful family business for the next 100 years

Family councils

Sustainability

ESG masterclass

Sustainability management academy

Restructuring and Insolvency

Economic minimum for insolvency trustees.

Marketing

Crisis communication in social media

Mastering on-line marketing

HR management

Building human-powered organizations

HR Academy

Outplacement

Various **open courses** were conducted for Fidia Pharma, ČSSZ Czech Social Security Administration, and ORLEN Unipetrol RPA.

Short course options are either open or of a series of courses eligible for certification. The length of the course depends on the subject matter and ranges from one day to four days. Certification programmes may extend up to seven to ten days within one calendar year. All potential candidates, individuals or organisations, are invited to meet with one of our advisers or business analysts to prepare an educational and/or career roadmap. In doing so, course content may be customised to meet specific needs or goals.

Skills often lacking in Central Europe, such as **project management**, **intercultural management**, and **diversity** create part of the curriculum. The programme catalogue is reviewed bi-annually and is based on current business and management trends, but above all, participant input and feedback. To better cater to our participant base, courses are generally one-day sessions with an emphasis on interactivity and practicality. In some areas, follow-up sessions form part of the experience and form a community of practice.

FBA engaged in **consulting** for **Škoda Auto**, **Česká Spořitelna**, **Durnham SAMS Nordic Telecom**, as well as for corporate partners. Projects focus on ESG, Generation Z, growth strategy, market research, and others.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
Paid training courses for employees of application entities	724/28.561	39.6/1.562	316.245/12.475	851.054/33.572	257.19/10.146
Consulting	500/19.724	163.5/6.450	75/2.958	127.153/5.016	1,106.6/43.653
Total	1,224/48.285	203.1/8.012	391.245/15.433	978.207/38.588	1,363.79/53.799

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

The FBA faculty members consistently disseminate research findings through various communication channels, such as **web sites** and **social media** (LinkedIn, Instagram, Facebook). Additionally, **managerial summaries of publication outputs** are shared with relevant media outlets to garner media coverage. FBA actively contributes to leading economic press such as **Hospodářské noviny**, as well as other prominent media platforms including **Forbes**, **Ekonom**, **Euro**, **Seznam Zprávy**, and several others.

Moreover, our researchers frequently engage in interviews on **national television and radio channels** such as ČT and ČRo, providing expert commentary on managerial and business topics. For this purpose, FBA employs a **media relations specialist** who helps to publicize all publication outputs through popular articles, interviews and media commentaries. The implementation of a new system and the systematic approach to media coverage of our researchers' publications has yielded remarkable results, evidenced by a remarkable **165% year-on-year increase in media publicity** from 2022 to 2023. This reflects FBA's commitment to enhancing visibility and impact through effective communication strategies and engagement with various media outlets.

In addition to traditional academic channels, some faculty members at FBA actively engage in popularizing their research outcomes through various **online platforms and blogs**. Several faculty members provide interviews on **professional podcasts**. Moreover, faculty members participate as speakers at forums aimed at **popularizing social sciences**, including Science Café, Pátečníci (the popularization section of the Czech Skeptics' Club), and Noc vědců (Researchers' Night).

Faculty members contribute to outlets specialized in the popularization of science, such as the journal **Vesmír**. They also participate as guests in **podcasts** and manage **social media profiles** dedicated to disseminating research to a broader audience. These efforts reflect FBA's commitment to bridging the gap between academic research and public understanding, thereby fostering greater engagement and appreciation for scholarly work within the broader community. FBA faculty members actively participate in diverse educational initiatives, including summer schools like the **Summer School in Behavioural Sciences**. Additionally, they contribute by delivering talks at high schools through programmes such as **Experti do škol (Experts to schools)**, aiming to introduce young people to research and academia. These engagements not only foster a deeper understanding of academic disciplines among students but also inspire the next generation of scholars and researchers.

Popularisation of science also happens indirectly through the involvement of faculty members in a number of professional events that connect academics, practice, the general public and students. Examples include cooperation on **Startup Festival**, organization of **Startup VŠE**, activities like **Startup Night** etc. Several of the FBA's academics act as jurors in prestigious professional

competitions, such as the **Top Responsible Company**, **Marketer of the Year**, **Czech Industry Challenge**, **Social Impact Awards**, and **Internet Effectiveness Award**.

Examples of media outputs include:

- One of FBA's notable achievements is the **Influencer Monitor**, a longitudinal research study dedicated to monitoring the popularity of Czech influencers, which has garnered significant recognition from the marketing and business press over the long term. This study is conducted by the Centre for Marketing Research and Strategic Marketing and is published twice a year. The results of the Influencer Monitor are usually covered by media such as iDNES, Czech News Agency (ČTK) or MediaGuru.
- Petr Houdek from the Department of Management and the Centre for Laboratory and Experimental Research runs a popular **blog "Experiments on People and Society,"** where he popularizes research in behavioural economics. Versions of the blog articles often appear in media, including MF DNES and Hospodářské noviny. The blog is also featured on X and Facebook. Petr Houdek's blog is regularly archived by the National Library of the Czech Republic for their cultural, educational, scientific, research or other informational value in order to document an authentic sample of the Czech Web. They are part of a collection of Czech websites that the National Library of the Czech Republic intends to preserve and make available for future generations. Their record is part of the Czech National Bibliography and the catalogue of the National Library of the Czech Republic.
- Since 2023, Marek Hudík from the Department of Managerial Economics has participated in the projects **"Experts to Schools."** The purpose of the Experts to Schools project is to introduce primary and secondary school students to current economic developments from the perspective of renowned Czech economists from the ranks of university teachers and financial experts. The aim is to introduce secondary school students to economics in practice and to motivate them to study at universities with an economic focus. The project takes the form of lectures in secondary schools, where secondary schools select from a list of topics, see below, and use a web form to arrange lectures with a speaker. Lectures with discussion are 90 minutes in length, unless otherwise specified for the topic. After the lecture, both parties complete a satisfaction questionnaire. The official partner of the project is the Czech National Bank. The project is supported by the Council of Scientific Societies of the Czech Republic and the CERGE-EI Foundation. Marek Hudík gives lectures not only in Prague, but also in various parts of Czechia. The topics include applied microeconomics, strategic decisions, or economic growth.
- In September 2022, Ladislav Tyll from the Department of Strategy appeared in radiozet.cz podcast to talk about **ESG**. He talked about his research on the biggest Czech firms' attitude towards ESG and the ranking that he and his team at FBA developed. This podcast is one of many media appearances of Ladislav Tyll and his team. They reach out to broader audiences via various channels, including podcasts, interviews, articles, and lectures.
- In May 2023, Tomáš Pavelka from the Department of Managerial Economics talked about the **government's savings plan on the Czech Television ČT24**. He identified segments that will be affected by the government spending cuts. He questioned the planned changes in the value added tax rates. Tomáš Pavelka frequently appears in the media and provides expertise on macroeconomic topics.
- In September 2023, Otakar Němec talked on the **impact of climate change on wine growing** in Události on the Czech Television ČT1. He explained how the climate change will impact the composition of grape varieties and wine cultivation. He presented a study that he conducted in collaboration with researchers from the Czech University of Life Sciences Prague.

- In November 2023, Ludmila Mládková from the Department of Management published an article on **Communities of Practice** on the portal Podnikatel.cz. This article explains what Communities of Practice are and what their key characteristics. She argues that the management model based on them is very flexible, promotes knowledge sharing and creation, and thus the innovation of the company. In this model, employees are divided into small groups that meet the criteria of Communities of Practice. The article is based on Ludmila Mládková's research. The portal Podnikatel.cz is an important outlet for FBA, as it is a renowned portal focusing on entrepreneurship and management.
- In November 2023, the article "**The gender pay gap in our country is 16.4%. Why women earn less and how to address the situation**" by Kateřina Legnerová from the Department of Human Resource Management was published by iDnes. The article compares the data for Czechia and EU and highlights the factors behind the gender pay gap. Kateřina Legnerová appears in media on a regular basis and attempts to convey the latest data and insights from the field of HR management.
- In November 2023, Lenka Šilerová from the Department of Managerial Psychology and Sociology published an article on the portal **psychologie.cz** on **professional coaching**. She explains how to recognize a professional coach, what topics are suitable for coaching, and what differences are between coaching and therapy. In this and other articles, Lenka Šilerová conveys state-of-the-art knowledge of the field to a broader audience.
- Between 2019 and 2022, the FBA faculty members contributed to the column in **Hospodářské noviny "VŠE o..."**. They communicated the academic ideas to a broader audience, trying to bridge the academic world and the world of practice. The articles included topics such as family business, digitalization, trends in marketing, the effects of COVID-19, and evidence-based management. Among many contributors were Ondřej Machek, David Anthony Procházka, Petr Houdek, Marek Hudík, Oldřich Vávra, Ondřej Dvouletý, Miroslav Karlíček, Jiří Hnilica, Jan Mareš, and others.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

Applied research projects

Recommendation 1. There is a need to expand the EU-level funding applications.

Following the recommendation, FBA has increased **bonuses for project applications**. In 2022, the project office at the university level hired experienced staff who provide excellent support to applicants. During this period, the faculty members applied for eleven EU projects (including ERC). In 2023, we obtained a **Horizon**, an **EIT Culture & Creativity project**, several **Erasmus+** projects, and a project funded by the European Climate Foundation.

Recommendation 2. We suggest to continue the quest for research funding from the business sector, in order to ensure some longer-term funding with more flexibility in use.

The financing from the contract research projects **increased from CZK 1.07 mil. in 2022 to CZK 3.05 mil. in 2023**. This represents **an increase by 185%**. Progress is also evident in the growth in the number of contractual corporate partners and the financial value of partnership contracts. In

2021 we had **82 corporate partnerships** with financial value of **CZK 5.7 mil.** In 2022 it was 85 partners and value of CZK 6.2 mil. In 2023 we had **101 corporate partners** and total value of all contracts **CZK 9.5 mil.**

Recommendation 3. We suggest further strategic focus on continuity and brand building.

FBA has followed this suggestion and focused on research in several areas. Between 2020-2023, we funded four excellent research teams to allow them to develop their activities and gain visibility. FBA's current primary areas of research are **family business, workplace research, entrepreneurship, behavioural and experimental economics, strategic leadership, and marketing research and strategic marketing.** In additional areas, FBA is successful in contract research (logistics), applied research (energy sector, culture), and consulting (sustainability).

Applied research results

Recommendation 1. Increase self-awareness of tangible results of the implemented projects, and share knowledge within the faculty.

FBA disseminates the results internally and externally, distributes **research newsletters** at faculty and university levels. For important research outcomes, FBA requires **managerial summaries** that are published on the faculty website. To increase FBA's visibility, a **media expert** was hired who helps us publish our achievements in newspapers, magazines, TV, and radio. Between 2022 and 2023, FBA **media outputs increased from 233 to 617**, which represents an increase by **165%**.

Recommendation 2. Ensure continuity of the initiated impactful activities and do not leave loose ends.

FBA attempts to follow up on successful projects. FBA has a long-term collaboration with **ORLEN** and **Škoda** in terms of contract research. As regards applied research, there are several projects focusing on the **energy sector**, in which area FBA is gaining a national reputation. In areas such as **family business** and **workplace research**, there is a clear continuity and lasting impact.

Cooperation with the non-academic environment and technology transfer

Recommendation 1: We suggest that FBA explores opportunities for partnership with other academic centres (within universities sector) with technology and applied science profile, to engage in technology transmission, commercialisation and academic start-up programmes.

FBA has intensified our activities with the start-ups. Since 2022, in collaboration with the Czech Technical University, Charles University, the University of Chemistry and Technology, and the Czech University of Life Sciences, FBA began to organize **star-up nights**. This initiative has later resulted in new activities, such as **Unistarter**, which directly focuses on the transfer of knowledge and technology. FBA also explores possibilities of cooperation with the **CETAV – Transfer Center of the Czech Academy of Sciences**.

Recognition by the scientific community

Recommendation 1: A strategic direction for further development should be to build on those strong contacts and target both key academic outlets to engage in editorial boards (that is of journals with top profile, higher than the current range) and the academic and professional organisations, like for example the Academy of Management, gaining visibility by playing some public roles in those.

There has been an improvement in this area. The FBA members are now on editorial boards of journals such as **Small Business Economics, Journal of Small Business Management, and Scientific Reports**. FBA is also more active in professional organizations. In 2023, FBA agreed to co-organize

two big conferences: **33rd International Congress of Psychology** and **80th Annual Congress of the International Institute of Public Finance**. The two conferences took place in 2024.

Popularization of R&D&I

Recommendation 1; Despite very good results in popularising FBA's R&D&I outputs, FBA's academic staff should be further encouraged to engage in popularising their research, by use of blogs, and other social media channels. Further contacts with press, TV and radio should be encouraged. Follow the international linkages, where you were already noticed, to advertise your research. Furthermore, institution-level initiatives could be organized. For example, open lectures for general public and for prospective students are a great way to popularize business administration-related R&D&I in general, and for FBA's public positioning in particular.

FBA became more active in popularizing its outputs. As already mentioned, FBA is active in disseminating its outputs in the media. Additionally, its members are active on **social media**, they attend **podcasts**, participate in **summer schools** and **public lectures**.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
Faculty web	3.1	https://fba.vse.cz/
Master in Management Ranking 2023	3.1	https://rankings.ft.com/rankings/2948/masters-in-management-2023
In Support of Coworking Environments: Policy and Other Supportive Mechanisms	3.3	https://im.vse.cz/workplace-research/wp-content/uploads/sites/2/post/180/Policy_report_a4_eng.pdf
Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes	3.4	https://www.oecd.org/en/publications/framework-for-the-evaluation-of-sme-and-entrepreneurship-policies-and-programmes-2023_a4c818d1-en.html
European pharmaceutical research and development: Could public infrastructure overcome market failures	3.4	https://www.europarl.europa.eu/thinktank/en/document/EPRS_STU(2021)697197
Towards comprehensive corporate sustainability reporting: an empirical study of	3.4	https://www.emerald.com/insight/content/doi/10.1108/sbr-07-2021-0114/full/html

factors influencing ESG disclosures of large Czech companies		
FBA social media	3.7	https://www.linkedin.com/company/fph-vse/posts/?feedView=all https://www.facebook.com/fphvse/?locale=cs_CZ https://x.com/fphvse
Experiments on People and Society – Petr Houdek blog	3.6	https://houdekpetr.blogspot.com/
Experts to schools	3.6	https://www.cse.cz/en/
Noc vědců (Researchers' Night)	3.6	https://www.nocvedcu.cz/organizace/vysoka-skola-ekonomicka-v-praze
Startup night	3.6	https://www.startupnight.cz/
Hospodářské noviny – VŠE o...	3.6	https://hn.cz/tagy/VSE-o-318023

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of Informatics and Statistics

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

The Faculty of Informatics and Statistics (FIS) at the Prague University of Economics and Business (VŠE) is one of the leading institutions in data science in the Czech Republic. The main fields of activity are quantitative methods (econometrics and operations research, statistics and demography) and applied informatics (enterprise information systems, data warehouses and tools and procedures that enable data evaluation, artificial intelligence and machine learning).

When developing the above-mentioned methods in basic research, their actual application in everyday business practice is considered. The current economic system cannot function without the reliable operation of information systems, advanced data analysis tools, artificial intelligence, etc. Teams of faculty staff put these methods into practice to achieve greater efficiency and effectiveness in organizations thus helping them to become more competitive.

The faculty's mission is to provide modern education in the gradually intersecting fields of informatics and quantitative sciences, to carry out basic and applied research and to contribute to disseminating of knowledge in society. The faculty's vision is to become a top institution linking knowledge and skills in informatics and quantitative fields with the needs of the application sphere and creating a safe, friendly and open environment for its employees and students. The strategic framework for faculty development, called Connecting Data, People and Business is directly related to the faculty mission and vision. and the framework places a strong emphasis on both interdisciplinary collaboration and, in particular, on the interconnection and synergy of the educational, creative and social roles of the faculty. In the context of competition from other universities focused on similar fields, the faculty is more application-oriented, with an emphasis on

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

solving the needs of practice and intensive cooperation with faculty partners from the private and public sectors. The faculty has nine departments, divided into two groups - departments dealing with quantitative methods - the Department of Economic Statistics, the Department of Statistics and Probability, the Department of Econometrics, the Department of Demography and the Department of Mathematics - and departments dealing with informatics - the Department of Information Technology, the Department of Multimedia, the Department of Information and Knowledge Engineering and the Department of Systems Analysis. Experts from both groups of departments jointly work on most of the research tasks.

FIS is personally stabilized. From 2019 to 2023, the number of faculty staff has increased by approximately 20%, with more than a third being women (Table 3.1.1.). The age structure is stable, with associate professors and professors belonging more to the older age categories - Table 3.1.2 and Table 3.1.3. The number of professors and associate professors is stable at around 20 in each group, and the approximately 80 assistant professors represent a solid base both for fulfilling all three faculty roles and for gradually complementing the generation of professors and associate professors.

The number of students increased in the monitored period, by about 10%, and both bachelor's and master's degree programmes contributed equally to this increase. Just under a third of students are women (Table 3.1.4.). The number of study programmes has also been stable. However, the structure of the programmes has changed during the period under review from programmes focused on descriptive concepts to programmes with dynamic support of information technology and modern teaching methods that reflect employers' current and future needs. The programmes combine data and analytical hard skills with knowledge of the subject area and its applications. Students participate in solving problems of faculty partners and are also involved in basic and applied research projects.

The scientific activities of the faculty are oriented both on the basic research of the Czech Science Foundation (GAČR) projects and applied research of the Technology Agency of the Czech Republic (TAČR) projects and projects announced by other organisations (ministries, municipalities, etc.). Contract research provides the strongest links to practice. The faculty is gaining an increasingly strong position in this regard which is thoroughly presented in section 3.5. The faculty is involved in international research cooperation, dealing with H2020 projects at the borderline of basic and applied research.

Basic research stems mainly from two excellent faculty teams. One of them is the Data Science and Explainable AI (Department of Information and Knowledge Engineering with the involvement of staff from other departments), which is mainly concerned with machine learning and data mining, ontologies and knowledge graphs and is a traditional investigator of major international projects (more in section 3.3). The other team is the Econometrics and Operations Research (Department of Econometrics), which emphasises basic research in the areas of efficiency analysis, data envelopment analysis, econometric models, and methods for analysing special types of data. The team focuses its activity on GAČR projects.

FIS applies basic research results to contract research, with business and non-business economic entities as the main clients (Table 3.3.2). The faculty flagship for the transfer of knowledge into practice is the long-term cooperation with the general partner of the faculty, KPMG (Part 3.5). This cooperation resulted in the implementation of the MBA programme, where the results of our R&D activities are regularly passed on to people from practice.

R&D&I capacities are presented following the vision and mission of the faculty (Table 3.1.6). The faculty is evaluated in the social sciences and its main outputs primarily focus on economic sciences. The remaining two areas of the faculty's main focus are:

- FORD 1.1. - activities in the field of quantitative sciences.

- FORD 1.2. - area of applied informatics.

Concerning the faculty activities in the fields of multimedia and presentation, it is a strategic intention of the faculty to gradually strengthen its outputs in FORD 5.8. As FIS is also an educational institution, the outputs of both pedagogical and creative activities will be published in FORD 5.3. This realizes the faculty's strategy in transferring know-how to both the scientific and pedagogical community, including the general public.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	17.3/2.3	20.25/3.1	21.5/3.875	21.5/4.3	21.5/4.3	23. 2/4.75
Associate Professor	19.3/5.3	22.0/8.2	22.5/8.2	22.0/8.0	21.5/6.0	24.3/10.2
Assistant Professor	64.275/17.33	72.564/20.66	77.10/21.5	78.45/22.0	88.875/25.33	91.25/35.2
Assistant	6.33/5.33	6.33/5.33	5.875/2.0	6.33/3.33	5.1/2.5	8.25/7.33
R&D Personnel ³	1.0/1.0	0/0	0/0	2.2/0	3.33/0	3.33/1.0
Researchers in other categories ⁴	1.0/1.0	4.25/2.5	4.25/2.5	4.25/2.5	5.1/3.75	7.2/5.25
Technical and economic staff ⁵	17.0/17.0	20.33/20.33	24.25/23.33	30.4/25.73	32.5/26.73	37.25/35.33
Scientific, research and development staff involved in teaching activities	107.205/30.26	121.144/37.29	126.975/35.575	128.28/37.63	136.975/38.13	147/57.48
Early career researchers ⁶	2.5/1.5	1.75/1.75	2.333/1.5	4.75/1.5	2.25/0	5.75/4.25
Total ⁷	126.205/49.26	145.724/60.12	155.475/61.405	165.13/65.86	177.905/68.61	

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	2	0	2	0	10	3	7	1
Associate Professor	0	0	1	0	7	1	4	1	7	3	2	1
Assistant Professor	0	0	35	9	31	8	10	2	11	6	1	0
Assistant	1	1	3	0	1	0	0	0	0	0	5	1
R&D Personnel ⁹	0	0	2	0	1	0	0	0	0	0	0	1
Researchers in other categories ¹⁰	1	1	2	2	1	0	0	0	0	0	1	8
Technical and economic staff ¹¹	4	3	5	3	13	10	1	1	6	6	0	52
Scientific, research and development staff involved in teaching activities	1	1	39	9	41	9	16	3	28	12	15	3
Early career researcher ¹²	2	1	1	1	1	1	0	0	0	0	0	0
Total ¹³	6	5	48	14	56	19	17	4	34	18	16	64

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	2	0	2	0	11	2	6	1

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories and technical and economic staff.

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

Associate Professor	0	0	2	0	6	1	4	1	7	4	3	2
Assistant Professor	0	0	27	8	29	6	13	3	9	5	0	0
Assistant	1	1	7	3	0	0	0	0	0	0	0	0
R&D Personnel ¹⁵	0	0	2	0	1	0	0	0	0	0	0	0
Researchers in other categories ¹⁶	0	0	2	2	1	0	0	0	1	0	0	0
Technical and economic staff ¹⁷	4	3	7	4	12	11	2	2	5	5	0	0
Scientific, research and development staff involved in teaching activities	1	1	36	11	37	7	19	4	27	11	9	3
Early career researcher ¹⁸	1	0	1	0	1	0	0	0	0	0	0	0
Total ¹⁹	5	4	47	17	51	18	21	6	33	16	9	3

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	1,529	487	1,582	500	1,662	533	1,675	529	1,669	520	8,117	2,569
Master's ²⁰	914	290	909	309	953	334	1,014	321	1,043	322	4,833	1,576
Doctoral	53	18	59	17	56	13	62	18	45	14	275	80
Lifelong Learning Courses	14 MBA	4	20 MBA	8	20 MBA	6	16 MBA	9	13 MBA	2	83	29
Total	2,510	799	2,570	834	2,691	886	2,767	877	2,770	858		

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	5	0	4	1	5	2	5	2	5	2	5	2
Master's	12/2	0	11/2	1	11/2	1	11/2	1	11/2	1	12/2	1
Doctoral	3/3	0	3/3	0	3/3	0	3/3	0	3/3	0	3/3	0
Lifelong Learning courses	1MBA	0	1MBA	0	1MBA		1MBA	0	1MBA	0	1MBA	0
Total	21/5	0	19/5	2	20/5	3	20/5	3	20/5	3		

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e. g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics	15%	Balanced basic and applied research	30%
	1.2 Computer and information sciences	15%	Balanced basic and applied research	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and	3.1 Basic medicine		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

Health Sciences	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences		Zvolte položku.	
	5.2 Economics and Business	67%	Balanced basic and applied research	
	5.3 Education	1%	Applied Research	
	5.4 Sociology		Zvolte položku.	
	5.5 Law		Zvolte položku.	
	5.6 Political science		Zvolte položku.	
	5.7 Social and economic geography		Zvolte položku.	
	5.8 Media and communications	2%	Balanced basic and applied research	
	5.9 Other social sciences		Zvolte položku.	
6. Humanities and the Arts	6.1 History and Archaeology		Zvolte položku.	
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

FIS staff are members of national and international scientific communities. Domestic organizations include the Czech Statistical Society, the Czech Society for Operations Research, the Czech Demographic Society, the Czech Society for Cybernetics and Informatics, the AI Czechia and others. Foreign bodies include the Data Management Association (DAMA), the IEEE, the DBpedia Association,

the Data Science Society and – in the field of quantitative sciences – the International Statistical Institute, the European Statistical Society, the Union for the Scientific Study of Population and others. The participation of FIS staff in the activities of professional communities is reflected in their work in international projects, conference programme committees, invited lectures, and also in committees that deal with the evaluation of various projects.

The prestigious FIS staff awards are related to the research area of the excellent team of Data Science and Explainable AI. It is mainly the work by doc. Kliegr who has been working in the field of rule-based applications and machine learning for a long time (Table 3.2.1.). Other awards are associated with the long-term work of the dean of the faculty, prof. Jakub Fischer, in the R&D and pedagogical field, where he helps to develop cooperation with other prestigious academic institutions in the Czech Republic (the medal of Masaryk University), and then through his work at the central level at the Ministry of Education, Youth and Sports (MEYS). The same applies to the awards received by the Rector Emeritus, Professor Hindls, for his long-term work in science and its promotion and development on an international forum.

The FIS staff participate in numerous scientific conferences organized by the faculty, as well as participate in the programme committees of conferences of other scientific institutions and universities – especially European ones. Part of their work is also membership in the editorial boards of journals (Table 3.2.2.). These are journals in information and web technologies and ontologies (Journal of Web Semantic – F 1.2., Q2, Journal of Intelligent Information Systems – F 1.2., Q2), in economic sciences (Central European Journal of Operations Research – F 5.2., Q3, Organizacija – F 5.2., Q3, Journal of Entrepreneurship, management and Innovation – F 5.2., Q3) and Plos One – F 1.7, Q1.

Lectures at foreign universities are an integral part of the work of the faculty staff. Most of them are based on long-term collaborations with institutions (UC Berkeley, Leibniz Center for Informatics, etc.) or reflect the interest of foreign universities in the results of R&D at FIS. An overview is given in Table 3.2.3.

Lectures by external visiting professors at FIS are common and have three main sources. One source is the regular RSSE – Research Seminar Series in Economics – one of the excellent scholarly activities at the university level. The International Week represents another source, held once a year, when foreign teachers are invited to teach students in extra-semester courses and, in addition, they have the opportunity to consult the problems of R&D work with doctoral students and to prepare further cooperation in both pedagogy and science. Finally, long-term collaborations with foreign universities, such as UC Berkeley (UCB), University of Vienna, University of Maribor, and Technische Hochschule Würzburg-Schweinfurt (Table 3.2.4.), represent another source.

A long-term collaboration with UC Berkeley is focused on data science. This cooperation is manifested by a particular exchange of workers who deal with the solution of common tasks in pedagogy and R&D – the topic of the cooperation is Data Literacy and Data Literacy Index. The result of the cooperation is joint projects and also joint publication outputs. In addition to this cooperation, doctoral students and FIS staff (e.g., Ing. Kuchtíková, dr. Potančok, doc. Novotný, dr. Čabla) participate in internships at UCB.

An international project has been in preparation since 2023 and it was submitted in 2025 with UC Berkeley and the Faculty of Information Technology at Czech Technical University on artificial intelligence and machine learning.

The application of UC Berkeley's methods and findings from the collaboration then helped in the design of the Data & Analytics for Business Management (DABM) programme, implemented in cooperation with KPMG (section 3.5).

One of the traditional partners of cooperation in the field of demographic research is the Max Planck Institute Germany. On behalf of FIS, this cooperation is led by dr. Majerová who solves joint projects with the Institute (part 3.3) and publishes joint scientific publications.

Another significant cooperation in creative and pedagogical activities is carried out by FIS within the European Masters in Official Statistics (EMOS) network. This network brings European universities and national statistical institutes together and involves Eurostat and the European Central Bank (ECB). Doc. Mazouch represents FIS in the network headboard. Another cooperation in the period under review was developing with the Technische Hochschule Würzburg-Schweinfurt. The cooperation involves exchanging doctoral students (Ing. Veverka and doc. Zouhar from FIS got the internship). Common topics of collaboration are refined statistical methods and data science.

Table 3.2.5 reflects the participation of FIS staff in international collaborations and their involvement in other domestic R&D institutions. In the evaluation committees of the Czech Republic, these are mainly GAČR panels (P103 - Cybernetics, artificial intelligence and Information Processing – doc. Mazouch – chairperson, doc. Formánek, P403 – is dedicated to business and management science, finance, financial econometrics, and operational research – prof. Černý, P404 – Sociology, Demography, Social Geography, Media Studies and Social Work, doc. Langhamrová). In addition, the FIS staff participate in the evaluation of calls for TAČR projects (dr. Víta). In international projects, prof. Fischer is a regular evaluator of the level of higher education institutions within the national ranking in Lithuania. Prof. Fischer was also an evaluator of two H2020 projects in 2018-2022. As part of the faculty's long-term international cooperation, prof. Svátek is invited to evaluate projects at the Leibniz Institute. More evaluated projects are listed in Table 3.2.5.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Ing. Lukáš Sýkora (student FIS DIKE), doc. Ing. Tomáš Kliegr, Ph.D.	Winner of the 14th Rule Challenge competition	Web Reasoning and Rule Systems Association and RuleML
Bc. Jiří Filip (student FIS DIKE), doc. Ing. Tomáš Kliegr, Ph.D.	Best Rule Challenge Contribution – 13th Rule Challenge	Web Reasoning and Rule Systems Association and RuleML
prof. Ing. Jakub Fischer, Ph.D.	Medal of the MEYS 1st degree for contribution to the development of education in the Czech Republic	The Ministry of Education, Youth and Sports
Prof. Ing. Jakub Fischer, Ph.D.	Silver medal of Masaryk University in Brno	Masaryk University in Brno
prof. Ing. Richard Hindls, CSc., Dr. h. c.	The "Josef Hlávka Medal" for lifelong work in favour of Czech science, art and education.	Josef Hlávka Foundation
prof. Ing. Richard Hindls, CSc., Dr. h. c.	"Gold Medal of Charles University" for extraordinary merits in the development of Charles University	Charles University
prof. Ing. Richard Hindls, CSc., Dr. h. c.	Award "For extraordinary merits in the development of friendly relations with the Slovak Republic"	Government of the Slovak Republic
Ing. Jiří Novák – Ph.D. student of FIS	Winner of the doctoral competition at the ROBUST conference.	Faculty of Mathematics and Physics of Charles University.

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
prof. Ing. Vojtěch Svátek, Dr.	Journal of Web Semantics, ISSN 1873-7749
prof. Ing. Petr Berka, CSc.	Journal of Intelligent Information Systems, ISSN 0925-9902
Mgr. et Mgr. Ing. František Sudzina, Ph.D.	Plos One, ISSN 1932-6203
Ing. Jiří Vomlel, Ph.D.	International Journal of Approximate Reasoning, area editor, ISSN 0888-613X
prof. Ing. Petr Doucek, CSc.	Organizacija, ISSN 1318-5454
prof. Ing. Josef Jablonský, CSc.	Journal of Entrepreneurship, Management and Innovation, ISSN 2299-7326
Ing. Tomáš Löster, Ph.D.	Oeconomia Copernicana, ISSN 2083-1277
prof. RNDr. Jan Rauch, CSc.	International Journal of Data Mining, Modelling and Management, ISSN 1759-1163
prof. RNDr. Ing. Petr Fiala, CSc.	Central European Journal of Operations Research, ISSN 1435-246X
prof. Ing. Hana Řezanková, CSc.	Neural Network World, ISSN 2336-4335

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
Ing. Martin Potančok, Ph.D.	EU Healthcare Ecosystem and Issues Around Access to Health Data	UC Berkeley	2020
Ing. Lucie Beranová (Dvořáčková), doc. Ing. Tomáš Kliegr, Ph.D.	Analysing text: Discovering Insights for the Healthcare Industry.	BigML Machine Learning Summer School for Business Schools	2021
prof. Ing. Josef Jablonský, CSc.	Ranking of Efficient Units in DEA Models	SEMIT 2022 conference, Ankara	2022
doc. Ing. Tomáš Kliegr, Ph.D.	Classification Over Text, Relational Databases and Graphs – Software and Case Studies (invited session talk)	17th Conference of the International Federation of Classification Societies, Porto	2022
prof. Ing. Vojtěch Svátek, Dr.	KIZI@VSE Research Highlights	TIB – Leibniz- Informationszentrum Technik und Naturwissenschaften und Universitätsbibliothek	2022
PhDr. Jan Černý, Ph.D.	The Librarian: One of the Best OSINTers	UC San Diego	
doc. Ing. Tomáš Kliegr, Ph.D.	RDFrules: A Swiss Knife for Relational Association Rule Learning, Classification and Knowledge Graph Completion	Schloss Dagstuhl, Leibniz Center for Informatics. Dagstuhl Seminar 23442 Approaches and Applications of Inductive Programming	2023
Ing. Jiří Kosek	XML & Art	Markup UK	2023
doc. Ing. Jan Zouhar, Ph.D.	Babylonian Confusion of Statistical Languages	CAIRO Research Meeting, 23rd May 2023, Technical University of Applied Sciences Würzburg-Schweinfurt	2023

doc. RNDr. Ivana Malá, CSc.	Survival Analysis: Application to the Duration of Unemployment in the Czech Republic	University of Florence	2023
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Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Haroon Mumtaz, prof.	Queen Mary University of London	Impulse Response Estimation via Flexible Local Projections	2022
Alexander Fred Ojala, prof.	UC Berkeley	Data Lab et SCET, Predli USA	2022
Stevens Lindsay, prof.	University of Stanford	New Approaches in Healthcare - Leveraging the Power of Clinical Information	2022
Melis Kartal, doc.	Vienna University of Economics and Business	A New Approach to the Analysis of Cooperation under the Shadow of the Future: Theory and Experimental Evidence	2023
Kavathatzopoulos Iordanis, prof.	Uppsala University	Artificial intelligence and Ethics	2023
Guizzardi Giancarlo, prof.	University of Twente	Semantics, Ontology & Conceptual Modelling	2023
Alberto Fernández-Hilario, prof.	University of Granada	Towards Ethical Artificial Intelligence: Consolidating Transparency, Fairness and Accountability in Machine Learning Models	2023
Emilia Del Bono, prof.	University of Essex	Expectations about the Productivity of Effort and Academic Outcomes: Evidence from a Randomized Information	2023
Asta Pundzienė, prof.	Kaunas University of Technology, UC Berkeley	Benefiting from Digital Innovations – Data Co-specialization in Multi-sided Platforms	2023
Jose Maria Caridad, prof.	University of Cordoba	Financial Econometric Models	2023

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the project/programme call	Name of the authority/guarantor project/programme call	contracting of the	Year	
prof. RNDr. Michal Černý, Ph.D.	Projects	GAČR	Member of Evaluation Panel P403 Business and Management Science, Finance, Financial Econometrics and Operational Research	2019	
prof Ing. Jakub Fischer, Ph.D.	European Commission	H2020-SC6-MIGRATION-2018	European Commission	2018-2022	
prof Ing. Jakub Fischer, Ph.D.	European Commission	H2020-SC6-TRANSFORMATIONS-2018	European Commission	2018-2022	
prof Ing. Jakub Fischer, Ph.D.	Research Council of Lithuania	09.3.3-LMT-K-712	European Social Fund	2020-2021	
prof. Ing. Petr Doucek, CSc.	Improving Robotic Physiotherapy Treatment Using Machine Learning Methods	Inter Excellence	MEYS	CTU	2021
prof. Ing. Vojtěch Svátek, Dr.	Leibniz Competition		Leibniz Institute, Germany		2021
prof. Ing. Vojtěch Svátek, Dr.	EU CHIST-ERA		Agence Recherche, France		2023
doc. Ing. Tomáš Kliegr, Ph.D.	Postdoctoral Fellowship submitted in the frame of the Research Foundation Flanders' (FWO)		European Science Foundation/ Research Foundation Flanders' (FWO)		2023
prof. Ing. Josef Jablonský, CSc.	Impact Assessment of Investment Projects in Line with Sustainable Development Principles	VEGA	Slovak Academy of Sciences		2023
doc. Ing. Tomáš Kliegr, Ph.D.	Technology Incubation		Investment and Business Development Agency CzechInvest		2023

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1-3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

The project activities of FIS generally follow three main directions. One direction is basic research (especially GAČR projects). This provides the basis for further research work in applied research. Another direction is applied research, which is assigned by some grant agencies (in the conditions of the Czech Republic it is mainly the TAČR agency, or projects announced by other organisations such as the Ministry of Industry and Trade or the MEYS). Another direction is contract research, where private and public entities assign research work directly to the university department. All these R&D activities are aimed not only at academic results (science for science's sake) but also at results usable in society's everyday life – i.e., their social relevance. The focus of the research in all its directions is based on the overall mission of the faculty.

Selected projects supported by public funds - selection from Table 3.3.1 (projects are marked in bold in Table 3.3.1):

1. **Intelligent System for Analysis and Prediction of Public Transport** (*Funded by TAČR in 2020*) is focused on the analysis and prediction of data produced by public transport systems commonly operated within the transport service of integrated transport systems. The uniqueness lies in using a combination of data sources from a multimodal scheduler, dispatching and billing system, and the ability to associate transactional and other information to a specific link in real-time travel time. The entire solution was verified by performing a semi-operation.
 - **Contribution to Social Relevance:** One of the project's main benefits was to enhance the competitiveness of products and services by increasing their utility. Another benefit was an increase in the economy, efficiency and adaptability in transport and handling systems to make these sectors globally competitive. The delivered SW was put into operation.
 - **Main Outputs:** The main outputs are Data repository for public transport data collection, SW module works with data from the data repository, Module for analysis and short-term prediction for route planning, Module for optimization of a personalized personal profile of a multimodal planner with AI support.
 - **FIS Mission Compliance:** The project involved several FIS students, allowing them to participate in research and collaborate with experts not only from FIS but also from other

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

organisations and especially other disciplines early in their careers. By contributing to the streamlining and improvement of the organisation of public transport, the project has thus increased its responsibility towards society and its sustainable socio-economic development.

- **Interdisciplinarity and Research Collaboration:** The research involved the following partners from practice (CEDA, XTCard and T-maps) with experts from (FIS and FD ČVUT) – specialists in transport and informatics.

2. **Countering Creative Information Manipulation with Explainable AI** (The EU CHIST-ERA CIMPLE project – *funded by TAČR in 2021*), in which VŠE, represented by its DSXAI team at FIS, was one of five partners, explored various strategies against information manipulation. Given the outburst of the Covid-19 pandemic shortly after the project started, Covid-related misinformation became one of the central topics of the project.

- **Contribution to Social Relevance:** Beyond Covid-19, climate change misinformation was identified as another possible domain focus; while the results achieved in CIMPLE in this respect were only rudimentary, a (partially) follow-up CHIST-ERA project was selected for funding under the name ClimateSense, to start in March 2025. The team undertook several focus groups with fact-checkers, journalists and NGOs, aiming to specify the requirements for a user interface and functionality that could ease the work of fact-checking editors in the condition of the massive inflow of claims to be checked.
- **Main Outputs:** The team developed a database of antigen test reliability verifications, comparing the claims of pharma companies with independent studies by authoritative organizations, and transformed it into an RDF knowledge graph. Domain-independent technology was explored in the project, most notably, within the task of fact-checker support by AI. A prototype interface was subsequently developed. As regards the AI functionality, large language models were explored in combination with argumentation knowledge graphs, in collaboration with the institute Eurecom, France (project coordinator).
- **FIS Mission Compliance:** The project fulfils the faculty mission of engaging in international research within the EU, promoting FIS and deepening international cooperation with positive effects for the future (another project acquired).
- **Interdisciplinarity and Research Collaboration:** The credibility of these artefacts from the biomedical point of view was strengthened via direct interdisciplinary collaboration with renowned national epidemiological institutes, on the underlying study.

3. **Center for Socio-Economic Research on Environmental Policy Impact Assessment** (*Funded by TAČR in 2021*) represents an interdisciplinary research centre, providing long-term expert capacity for socioeconomic environmental research. The Centre develops methods for policy impact evaluation, foresight, and behavioural research and provides support to the Ministry of the Environment of the Czech Republic and public authorities in policy-making. The Centre consists of 12 research institutions and universities with broad expertise. Charles University leads the project consortium and VŠE/FIS is one of the most important consortium members.

- **Contribution to Social Relevance:** The project is part of the large research programme Environment for Life. The recipient of the results is the Ministry of the Environment, whose representatives participate in all project meetings, monitor and actively comment on the development of the outputs in the individual activities and take over the final project. Considerable attention is paid to the direct applicability of outputs to environmental and other public policy-making.
- **Main outputs:** The main output of the FIS part of the project will be articles and research reports in 2025 and 2026.

- **FIS Mission Compliance:** The project is in direct accordance with the mission of FIS. It is at the interface of the research and social role of the faculty, and scientific outputs are produced that are directly applicable in practice.
 - **Interdisciplinarity and Research Collaboration:** The project is interdisciplinary and brings together institutions and experts in the economic and environmental fields. Collaboration among three departments occurs within FIS: the Department of Economic Statistics, the Department of Statistics and Probability and the Department of Multimedia, as some of the project activities are related to communicating environmental policies to the public. Experts from the Department of Management and Arts Management at the Faculty of Business Administration (FBA) are also involved in the project.
4. **Seasonality of Mortality in the Czech Republic: Climate, Epidemics and Other Influences** (*Funded by GAČR in 2022*). Climatic conditions and seasonal epidemics have become major drivers of year-to-year changes in life expectancy over the past decades. Increased mortality is observed annually during the cold months. Central Europe is an area with significant differences between winter and summer temperatures. The project explains the seasonality of mortality in the Czech Republic with regard to causes of death and develops a model of the relationship between mortality and temperature.
- **Contribution to Social Relevance:** The project focuses on three key health challenges of the 21st century: global climate change, population ageing, and urbanisation. The results identify factors influencing seasonal mortality and suggest preventive measures to reduce excess deaths during extreme temperature fluctuations. The importance of the project is underlined by its potential to improve the quality of life of the elderly and other vulnerable populations most affected by seasonal fluctuations in mortality.
 - **Main outcomes:** The first area is an analysis of the seasonality of mortality concerning causes of death. The second focuses on finding the model and measurement strategy for seasonal excess deaths (a multi-agent model of pandemic spread in the Czech Republic). The third deals with the relationship between local temperature and mortality in four large cities in the Czech Republic.
 - **FIS Mission Compliance:** The project contributes to the long-term pursuit of excellent scientific research by applying advanced statistical methods and an interdisciplinary approach. It uses the newest available data and innovative methodologies, pushing the boundaries of current research in demography and public health.
 - **Interdisciplinarity and Research Collaboration:** The project benefits from collaborations with experts from different fields and with institutions such as the Max Planck Institute, the French National Institute of Demography and the London School of Hygiene and Tropical Medicine.
5. **Automating the Creation of Marketing Content with Artificial Intelligence – Incomaker NEXT** (*Funded by TAČR in 2023*). The project aims to create a software system that automatically generates marketing content using the Incomaker NEXT artificial intelligence. The purpose is to automatically generate texts and graphics for digital marketing campaigns, saving up to 50% of human work in marketing campaign preparation, increasing sales and reducing the amount of annoying irrelevant advertising thanks to a better personalization of marketing content.
- **Contribution to Social Relevance:** The Incomaker NEXT uses AI to create content for marketing such as text for ads, emails, and social media posts to replace costly human work and maximise sales effectiveness. The purpose of the system is to automatically generate text and graphics for digital marketing campaigns.
 - **Main Outputs:** Created the Incomaker NEXT programme to support marketing activities.

- **FIS Mission Compliance:** The project supports achieving FIS strategic goals in cooperation with the faculty alumni and increasing the social prestige of the faculty. The faculty is participating in a project that will have a broad impact on the marketing community and increase awareness of the faculty. The Incomaker programme is already being used in other European markets besides the Czech Republic.
- **Interdisciplinarity and Research Collaboration:** Thanks to the cooperation between FIS and Incomaker Ltd., both research and practical specialists from the fields of SW engineering, marketing, AI design, and machine learning collaborate on the project.

Selected contract research activities/projects - selection from Table 3.3.2 (projects are marked in bold in Table 3.3.2.)

6. Study of Discrimination on the Czech Labour Market in a Social-economic Context (*Funded by Association of Independent Trade Unions in 2021*). The study describes the current state of discrimination in the Czech labour market, which is influenced by employees' social and economic status. The study describes the macroeconomic development between 2002 and 2020 with an emphasis on sectoral and regional breakdowns, analyses the differences in remuneration according to various factors (age, gender, education, place of work, profession, citizenship, sector) and follows the remuneration in the Karlovy Vary region.

- **Contribution to Social Relevance:** The study was developed as part of a long-term cooperation between FIS and the Association of Independent Trade Unions in labour market economics. The results were presented at a major international conference organised by the sponsor. One of the key outcomes was highlighting the significant and widening regional socio-economic disparities. The topic received considerable coverage in the national media, intensifying the debate. Thanks to the response to the detailed analysis of the Karlovy Vary Region, the author J. Fischer subsequently became a member of the informal advisory group of the then-governor of the Karlovy Vary Region.
- **Main Outputs:** Summary research report.
- **FIS Mission Compliance:** The project contributes significantly to the FIS mission, of which disseminating knowledge in society within the third role is an integral part.
- **Interdisciplinarity and Research Collaboration:** The author combines knowledge at the border of economic statistics and demography.

7. Strategy, analysis and communication concept Tune in to the Journey with Us (*Funded by Platforma VIZE 0 in 2022*). A comprehensive project focusing on analysing the possibilities to prevent fatal and serious traffic accidents caused by drivers' poor mental state. The project focuses on finding and communicating socially accepted practices to prepare oneself mentally for driving. The project also involved public figures as ambassadors, and the research included finding the optimal way to use their communication outreach for prevention.

- **Contribution to Social Relevance:** The analysis found that stress before getting behind the wheel triggers aggressive driving behaviour, which can be responsible for up to 40% of road accidents. The project has mapped practices to prevent stress behind the wheel, developed them into a coherent form and popularised them to the general public. The ambassador of the project was the nationally known music group Čechomor. The main contribution is to target the reduction of road accidents with an emphasis on fatal accidents.
- **Main Outputs:** Analysis, pre-driving stress relief practices from experts, collection of pre-driving stress relief practices from the general public, audio-visual content, communication platform and infrastructure, and awareness raising through a communication campaign.

- **FIS Mission Compliance:** Builds on the FIS strategic plan for the 2021-2025 period in the sections Strengthening the Role of the Faculty as a Social Authority and Strengthening Cooperation with Partners and Practitioners. This enables faculty to participate as a key partner in grant projects available within the professional segment of insurance companies - the Damage Prevention Fund.
- **Interdisciplinarity and Research Collaboration:** Collaboration of traffic experts, psychologists, data analysts, communication and multimedia experts.

8. **Community of Municipalities: Potential Economies of Scale, Impact on Reducing the Administrative Burden of Principals and Improving the Quality of School Administration** (*Funded by Union of Towns and Municipalities in 2022*). The study provides a qualified estimate of the potential financial and time economies of scale that could be achieved by sharing selected operational activities between kindergartens and primary schools, or between schools and their founders associated in voluntary associations of municipalities.

- **Contribution to Social Relevance:** The study has made a significant contribution to the debate on the potential time savings for principals and financial savings for kindergartens and primary schools that could be achieved by sharing selected non-teaching activities of schools or by transferring them to another institution. The study has received positive responses both in the national media and on professional websites dealing with education or urban development issues. Due to the successful presentation and its feedback, the authors received funding for follow-up quantitative research to be conducted between 2023 and 2024.
- **Main Outputs:** Summary research report.
- **FIS Mission Compliance:** The project contributes significantly to the FIS mission, of which disseminating knowledge in society within the third role is an integral part.
- **Interdisciplinarity and Research Collaboration:** The authors combined knowledge from economics, economics of education and economic statistics. The research involved numerous experts in the field of economics of education from the state and non-state non-profit sector as well as key actors in the educational process.

9. **Realization of creative research and value communication as part of the project Don't Let Yourself Get Out of Tune** (*Funded by Platforma VIZE 0 in 2023*). The project aims to change public attitudes towards road aggression. This is achieved through a communication campaign, creating and expanding guidance on appropriate responses to aggression on the road. The project seeks to bring about change in road safety through driver behaviour. The project is conceived as an initiation campaign with the methodical use of cartoon examples of the basic types of road aggression to provoke discussion on how to respond to them. The project ends with creating an e-learning course on aggressions and recommended reactions.

- **Contribution to Social Relevance:** Following the 2022 Platforma Vize 0 project, specific targeting of the moment of provoked aggression and stress that arises behind the wheel in response to expressions of aggression from other drivers was carried out. The project aimed to provide the general public with the tools to deal with these expressions and enhance road safety.
- **Main outputs:** Analysis, two panel studies mapping the effectiveness of the measures, stress relief procedures during acts of aggression, involvement of the general public, audio-visual content, communication platform and infrastructure, and awareness raising through a communication campaign.
- **FIS Mission Compliance:** It builds on the FIS strategic plan for the 2021-2025 period, namely on Strengthening the Role of the Faculty as a Social Authority: Strengthening Cooperation with

Partners and Practitioners. This enables faculty to participate as a key partner in grant projects available within the professional segment of insurance companies – the Damage Prevention Fund.

- **Interdisciplinarity and Research Collaboration:** Collaboration of traffic experts, psychologists, data analysts, communication and multimedia experts.

10. Elaboration of Demographic Study for Primary Schools Established by the Municipality of Prague 6 with a View to 2040 (*Funded by the Municipal district of Prague 6 in 2023*). The scope of the research was to forecast the number of pupils in primary schools and the number of pupils in the first year of primary schools in the years until 2040 in the variants without the impact of housing development and in the variant including its impact. Furthermore, it forecasts the total number of elementary school pupils due to projected migration by 2040.

- **Contribution to Social Relevance:** The study provides deep insights into complex social and demographic dynamics, with a strong emphasis on the education sector. The study examines the effects of migration on the demographic structure, with an emphasis on the influx of the younger population into Prague 6. The study serves to plan future development of the Prague 6 region, particularly in the area of education. Moreover, the study finds its use in social and health policy in the region.
- **Main outputs:** Summary research report: The study's analytical framework analysis three main factors influencing social impact. The first is fertility trends, where patterns and trends in the number of births are observed. The second key element is migration trends including the gender effects. The third aspect is the estimation of future development.
- **FIS Mission Compliance:** FIS has long been cooperating with the Municipality of Prague 6 which strengthens the role of the faculty as a social authority and creates positive PR for it.
- **Interdisciplinarity and Research Collaboration:** The contract research was carried out by the staff of the Department of Demography in cooperation with experts from the Prague 6 Municipal District, who have been cooperating on the issue for a long time

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
GAČR standard	Focused Categorization Power of Web Ontologies	897/35.4	897/35.4	31/1.2		
GAČR Standard	Models for Efficiency and Performance Evaluation in Non-	955/37.7	1,000/39.4	1,015/40		

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

	homogeneous Economic Environment					
GAČR Standard	Streaming Financial Data and related Identification and Optimization Problems	1,524/60.1	1,524/60.1	1,524/60.1	67/2.6	
GAČR Standard	Economy of Successful Ageing	1,201/47.4	1,139/44.9	1,152/45.4		
GAČR Junior	Alcohol Burden in the Czech Republic: Mortality, Morbidity and Social Context	964/38	884/34.8	835/34.9		
TAČR	The Competent Nurse for the 21st Century: The Analysis and Design of the Optimization of Nursing Education and Professional Practice	319.5/12.7	473/18.7	120 /4.6		
TAČR	Development of ODA Statistical Reporting Methods in Line with OECD DAC Methodology	78.5/3.1				
TAČR	System for New Logistic Solution Using Actual Traffic Data	225/8.8				
MIT	Development of Electromobility in the Czech Republic Depending on the Electricity Transmission System, the Distribution Network and the Decentralized Generation of Electricity	0/0	377/14.8			
GAČR Standard	Using Modern Methods of Discrete Geometry for Solving selected		956/37.7	956/37.7	956/37.7	

	Problems in Operations Research and Data Analysis – II					
TAČR	The Intelligent System for Analysis and Prediction of Public Transport		954/37.6	954/37.3	814/32.1	19/0.7
TAČR	Next Generation of Navigation and Payment Applications for Support of Electromobility Development		220/8.7	220/8.7	115/4.5	
TAČR	System for New Logistic Solution Using Actual Traffic Data		225/8.9			
TAČR	New Methods of Using ITS Application for Automatic Collection of Traffic Infrastructure Data		235/9.3	235/9.3	100/3.9	
TAČR	Development of ODA Statistical Reporting Methods in Line with OECD DAC Methodology		108/4.4			
TAČR	CIMPLE – Countering Creative Information Manipulation with Explainable AI			2,180/8.5	1,780/70.2	2,253/88.9
TAČR	Interpretation of Landscape Aspects Through the Social and Artistic Science			475/18.1	767/30.3	475/18.7
GAČR Standard	Seasonality of Mortality in the Czech Republic: Climate, Epidemics and Other Influences				1,051/41.5	1,051/41.5
GAČR Standard	Argmax-type Estimators from the Viewpoint of Optimization				1,761/69.5	1,761/69.5

TAČR	Predictive Diagnostics of ITS Technological Equipment using AI Approaches					1,281/50.2
GAČR Standard	Dynamic Score-Driven Models in Operations Research					1,272/50.3
GAČR Standard	Using Modern Methods of Discrete Geometry for Solving Selected Problems in Operations Research and Data Analysis – III					1,021/40.3
TAČR	Automating the Creation of Marketing Content with Artificial Intelligence - Incomaker NEXT					1,300/51.4
Total		6,164/243.2	8,992/354.7	9,697/382.5	7,411/292.3	10,433/411.5
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
TAČR	Center for Socio-Economic Research on Environmental Policy Impact Assessment			138/5.4	636/25.1	1.252/49.4
EU COST	European Network for Web-centred Linguistic Data Science	0/0	0/0	0/0	0/0	0/0
EU – Horizon 2020	HeartBIT_4.0 - Application of Innovative Medical Data Science Technologies for Heart Diseases	1,667/65.8	0	157.8/6.2	0	256.4/10.1
Total		1,667/65.8	0/0	295.8/11.6	636/25.1	1,508.4/59.5

²⁷ Ibid.

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Association of Independent Trade Unions	Social Stratification in the Czech Republic and Polarization of Czech Society	165/6.5				
Bezrealitky	Design and Implementation of Predictive Models to Predict the Amount of the Realized Sales Price	241/9.5				
LMC	Design and Implementation of Appropriate Audiovisual Forms for the Translation of Textual Materials of Selected Experts into Educational E-learning Modules	961/37.9				
Municipal Office Horní Slavkov	Prognosis of the Development of the Population Size and Demographic Structure	50/2				
Ministry of the Interior of the Czech Republic	Overview of Usual Prices for IT Work Based on an Analysis of the Prices Actually Agreed in Contracts Published in the Register of Contracts	278/10.9				
Strike Gold	Situational Analysis of Strike Gold's Services	54/2.1				
Zásilkovna (Packeta)	Situational Analysis of the Communication Space for the Creation of a New C2C Product in the Form of Qualitative Research with Potential Customers of the Company	65/2.6				
Bezrealitky	Analysis of the Impact of the Covid-19 Pandemic and Proposal for Model Validation with New Data		42/1.7			
Association of Independent Trade Unions	Study on Changes in the Role of Collective Bargaining at Central and Company Level between 2006 and 2018		124/4.9			
SVOBODA&WILLIAMS	Updating a Research Study that had Previously		28/1.1			

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

	Compiled a Price Index for Apartment Rentals					
Ing. Tomáš Martínek, Member of Chamber of Deputies	Research Study Analysing the Czech Republic's Readiness for a Smooth Entry into the Euro Area		22/0.9			
Hospital Na Homolce	A study to Improve the Quality of Health Service Delivery in a Cardiovascular Prevention Program.		320/12.5			
Leadspicker	Creating a Machine Learning Model to Automate the Process of Categorizing Company Profiles in a Database.			404/15.9		
Hospital Na Homolce	Data Collection Worksheet for Cardiovascular Disease Prevention Programme			193/7.6		
Association of Independent Trade Unions	Study of Discrimination on the Czech Labour Market in a Social-economic Context			124/4.7		
Czech Technical University in Prague	Assessment of the Rock Slope Condition – Statistical Evaluation of the Method Used			29/1.1		
Research Institute for Entrepreneurship and Innovation	Draft Questionnaire for the Survey on the Impact of Covid-19 on Selected Sectors of the Czech Economy.			12/0.5		
CETS	Blockchain in Energy Sector, a Study			350/13.9		
The Prague Institute of Planning and Development	Situation Analysis for the Educational Riverscape IPR System.			120/4.8		
Czech National Bank	Situational Analysis and Communication Strategy for the CNB Visitor Centre.			374/14.8		
Big Shock	Analysis of the Target Group and Concepts of Communication to College Students.			120/4.8		
The Prague Institute of Planning and Development	Situation Analysis for the Educational Riverscape IPR System.				260/10.4	
a.i.m. Agentur	Innovation of an Educational Product for an On-line Environment Using Multimedia and E-learning				180/7.1	
Platforma VIZE 0	Strategy, Analysis and Communication Concept "Tune in to the Journey with Us"				1,777/70.1	

VALEO AUTOKLIMATIZACE	Manual for the Creation of Internal Informational and Educational Multimedia Outputs, Including Testing				194/7.7	
Association of Independent Trade Unions	Economic Consequences Related to the Covid-19 Pandemic and Impacts on Employment.				124/4.9	
The Union of Towns and Municipalities	Community of Municipalities: Potential Economies of Scale, Impact on Reducing the Administrative Burden of Principals and Improving the Quality of School Administration				165/6.5	
Deloitte Advisory	Estimates of Regional Structures of Gross Domestic Product and Employment by the Districts of the Czech Republic and Main Industries				95/3.7	
Bezrealitky, (Pricetown)	Design and Implementation of Predictive Models for Predicting the Amount of the Realized Sale Price and the Realized Rent of Residential Property in the Czech Republic				69/2.7	
ČEPS	Data Analytics Development and Big Data in ČEPS				300/11.8	
Škoda Auto	Comparison, Recommendation and Independent Validation of Considered Low-code Platforms				242/9.5	
SVOBODA & WILLIAMS	Rental Price Index Update for Selected Properties					48/1.9
Association of Independent Trade Unions	Protection of the Working Conditions of Workers in Relation to the Introduction of Technological Change in Workplaces					165/6.5
Town Humpolec	Demand for Education in Nursery and Primary Schools in the City of Humpolec until 2036					49/1.9
Partnership for Education 2030+	More Time for Pedagogical School Management through Cost-effective Provision of Non-teaching Activities. Part 1 – Questionnaire Survey					331/13.1

Moravian-Silesian Hydrogen Cluster	Hydrogen Valleys as a Tool for Accelerating the Hydrogen Economy and Transforming Regions					40/1.6
The Municipal District of Prague 6	Elaboration of Demographic study for Primary Schools Established by the Municipality of Prague 6 with a View to 2040					330/13
Bezrealitky	Design and Implementation of Predictive Models for Predicting the Amount of the Realized Sale Price and the Realized Rent of Residential Property in the Czech Republic					39/1.5
Czech Technical University in Prague University Centre for Energy Efficient Buildings	Effect of Lighting on Students' Eye Performance					64/2.5
Czechatom	Evaluation and Improvement of Economic Simulation Models					50/2
Czech Statistical Office	Creating a Statistical Model for Webscraping					100/3.9
Supreme Audit Office	Statistical Model for Data Analysis					97/3.8
INCOME	Randomness Algorithm					50/2
VALEO AUTOKLIMATIZACE	Questionnaire Survey for Employee Training Needs					259/10.2
a.i.m. Agentur	Innovation of an Educational Module for Training Employees for an On-line Environment Using Multimedia and E-learning					170/6.7
The Prague Institute of Planning and Development	Vision, Strategy, Concept and Content Framework to Support the IPR River Landscape Communication System Project					246/9.8
Platforma VIZE 0	Realization of Creative Research and Value Communication as Part of the Project "Don't Let Yourself Get Out of Tune"					2,575/101.5
Total		1,814/71.5	536/21.1	1,726/68.1	3,406/134.4	4,613/181.9

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts^[1], on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

FIS focuses primarily on R&D activities for public and state administration (the City Council of Prague, the Prague Institute of Planning and Development, the Municipal District of Prague 6, the Union of Towns and Municipalities, the Ministry of the Interior of the Czech Republic, the Ministry of Health of the Czech Republic, MEYS), institutes and associations (e.g., Platforma VIZE 0) and private economic entities (e.g., Incomaker). Sustainability and gender balance are an integral part of the projects described below (e.g., projects with the Platforma VIZE 0 organization are focused on protecting human lives on the roads). On the one hand, some projects focus on these topics (analysis of the gender pay gap). On the other hand, we choose sustainable practices (including a maximum degree of computerisation and digitisation) and assemble gender-balanced project teams. Table 3.3.2 lists all clients and contract research activities.

The list of contract research commissioners and activities undertaken shows that most outputs have a significant societal impact, including an impact on sustainability in the areas described below:

1. **Client: The Ministry of the Interior of the Czech Republic, Output: Survey of Usual Prices in ICT, Year: 2019.** The target group for the output of the project for the Ministry of the Interior were judicial experts, judges, contracting authorities of the public (de facto the whole public and state administration of the Czech Republic) and non-public contracts, and ultimately also companies offering their ICT services in public contracts. The project built on the outputs from 2017 and 2018 and created a time series of ICT work prices in the Czech market. The analysis had a substantial impact on the use by judicial experts, as well as public and state administration employees, as contracting authorities can compare the financial means for different types of ICT works and thus contribute to the efficiency of spending public funds. In the pre-Covid and Covid period, the analysis was widely used, as it was the only place where data from the Register of Contracts for ICT works were processed in a clear and accessible way (it was available on the Internet of the Ministry of the Interior). In its time, it represented a benchmark for such prices in the Czech Republic. Due to the well-developed methodology provided for the output, the work was taken over in the following years by Ernst & Young, which processes the overview of usual prices for the Ministry of the Interior.
2. **Client: TAČR, Output: Methodology for Estimating the Required Number of Students and Graduates of Study Programmes Focused on the Education of General Nurses, Year: 2019.** The output of the certified methodology is primarily intended for central institutions (the Ministry of Health of the Czech Republic and the MEYS), as well as for healthcare institutions and educational institutions involved in nurse education. The creation of the certificated methodology for determining the staffing needs of the profession of general nurses for the provision of health care in the context of demographic changes in the Czech Republic and

proposals for the optimal number of students who should be admitted to the qualification study of general nurse (HEIs and universities) in the upcoming years is part of the project The Competent Nurse for the 21st Century: the Analysis and Design of the Optimization of Nursing Education and Professional Practice. The methodology for estimating the optimal number of graduates needed arises from estimates of the number of general nurses in different age groups, including estimates of the loss of general nurses due to leaving the labour market in various age groups and, conversely, estimates of the gain due to new graduates, estimates of the demand for health care and estimates of the failure rate. Based on the methodology developed, the MEYS will support (through an adjustment of the rules for the budget allocation of public universities) a significant increase in the number of students enrolled in the first years of non-medical healthcare study programmes (general nursing, paediatric nursing, midwifery, paramedic, radiological assisting and nutritional therapy) from 2025 onwards. The MEYS provides selective support for study programmes only exceptionally, as so far only dentistry, general medicine, and teaching have been supported. Sustainability is namely contained in the estimation of the optimal number of students in the programmes.

3. **Client: TAČR, Output: Methodology: Interpretation of Landscape aspects Through the Social and Artistic Science (use of interpretation centres for local development purposes), Year: 2021.** The methodology aims to make live art and human contact encounters (e.g., festivals, walks, lectures, and neighbourhood meetings linked to the locality) accessible for local development purposes. In this methodology, art is used as a tool for interpretation in the context of social science outcomes. The target groups are mainly schools, local communities, and visitors to the sites under consideration. The Prague City Council approved the methodology in its resolution, agreeing to incorporate the methodology into the strategic Prague Institute of Planning and Development's Participation Manual and recommends that the methodology be first implemented in the area of the future park Soutok (Confluence), especially in the implementation of the interpretation centres and educational programmes Living River, Water Cycle in the Landscape and Pasture and New Wilderness. The methodology should be further implemented in planning and educational processes as needed in other locations of the capital city of Prague. The implementation of the methodology will impact the environment, the development sustainability of the area, and the improvement of community life.
4. **Client: The Association of Independent Trade Unions, Output: The Study on the Discrimination on the Czech Labour Market in a Social-economic Context, Year: 2021.** The study was not only used by the Association of Independent Trade Unions, but also at the regional level where it drew attention to the deepening regional socio-economic disparities. It explored various aspects of labour market discrimination in the Czech Republic. In addition, it further analysed the pay gap according to key socio-economic factors such as age, gender, education, region, job type, citizenship, and sector of economic activity. One of its main findings was that women often face lower wages than men, even with the same education and experience. The study focused in detail on the Karlovy Vary Region, where it highlighted regional disparities, with the Karlovy Vary Region showing more pronounced inequalities than other regions. In addition to the above-mentioned results, it also initiated discussions in the media on the uneven development of individual regions of the Czech Republic, equal pay for equal work and equal pay for women and men. The discussion also took place at a major international conference organised by the contracting authority and the results are also being used by regional advisory bodies. The purpose of the project is to show inequalities in pay for equal work and thus direct society to eliminate these inequalities - to increase the well-being of people, as well as the sustainability of equitable social development.

5. **Client: Platforma VIZE 0, Output: Strategy, Analysis and Communication Concept Tune in to the Journey with Us, Year: 2022.** Outcomes focused on finding and communicating socially accepted practices to prepare mentally for driving. The target group of the project results is practically all road users on the one hand, and insurance companies (especially preventive departments such as the Damage Prevention Fund) on the other. This project was developed in cooperation with the band Čechomor and the insurance company Kooperativa. The project aimed to reduce the number of serious and fatal accidents by providing drivers with positive examples and advice on mental preparation for driving. Based on the analysis, it was found that stress before getting behind the wheel triggers aggressive driving behaviour that can be responsible for up to 40% of road accidents. The project has mapped out practices to prevent stress behind the wheel, developed them into a coherent form and popularised them to the general public. The main benefit is targeting the reduction of road accidents with an emphasis on fatal accidents. The band Čechomor created a special song So Tune in and Let's Go! and a series of video blogs sharing tips on mental and technical preparation for driving. The project also included various activities at concerts, such as photo booths and souvenir sales, with proceeds donated to support children's traffic education.

6. **Client: The Union of Towns and Municipalities, Output: Community of Municipalities: Potential Economies of Scale, Impact on Reducing the Administrative Burden of Principals and Improving the Quality of School Administration, Year: 2022.** The project's output implemented for the contracting authority, the Union of Towns and Municipalities, has a substantial impact on society throughout the Czech Republic. The target group is the management of municipalities and founders of kindergartens and primary schools. The maximum possible economies of scale, expressed as a percentage of current costs, increase with the size of the federation: while in the smaller DSO Voticko and microregion Odersko (1,400 and 1,750 pupils respectively) it ranges between 13.5 up to 15.9% of the total wage costs for non-teaching staff, in the larger DSO Horní Labe (3,500 pupils) it reaches 15.3-17.8%; it is therefore approximately two percentage points higher. In the largest of the compared DSOs (microregion Valašskomeziříčsko-Kelečsko, 5,300 pupils) the estimated savings are 14.3-16.7% (compared to the current situation) and 17.9-20.9% compared to the situation without any sharing. The study contributes to the discussion of potential time savings for principals and financial savings for kindergartens and primary schools by discussing and sharing selected non-teaching activities. The potential for economies of scale increases with the size of the DSO. The society-wide impact of this study has been confirmed by positive feedback from national media and professional websites dealing with education or municipal development issues. Thanks to the results of this study, it was possible to obtain funding for follow-up quantitative research (600 thousand CZK/24 thousand EUR), which took place in the period 2023-2024 and whose results significantly impact education policy in the Czech Republic.

7. **Client: The Prague Institute of Planning and Development, Output: Situation Analysis and Strategy for the Educational System of the River Landscape IPR. Prague, Year: 2022.** The output Educational System of the River Landscape was implemented in cooperation with The Prague Institute of Planning and Development. It links humanities, ecological, natural and technical topics related to the river and its surrounding landscape. The analysis focuses on different target groups, including schools, local communities and visitors. It explores their motivations, barriers, desires and concerns in relation to the river and educational activities. The project maps the current state of the riverscape and identifies key areas for improvement and protection. This includes analysing ecological, cultural and economic aspects. It aims to

improve the education and information system on the river landscape. The impacts of the output are in improved education, where the aim is to create an attractive and accessible education system that connects different actors and improves awareness of the importance of the riverscape while encouraging active involvement of local communities and schools in the protection and improvement of the riverscape. The emphasis is on ecological sustainability and the protection of natural resources.

8. **Client: Platforma VIZE 0, Output: Don't Let Yourself Get Out of Tune, Year: 2023.** The outputs from the implementation of creative research and value communication within the project focused on the change of public attitudes towards named manifestations of aggression on the roads, which will be achieved through a communication campaign and the creation and dissemination of a guide for an appropriate response to aggression on the road, which will help to ensure the sustainability of such a change. The Don't Let Yourself Get Out of Tune campaign has a positive impact on road safety by focusing on reducing aggressive driving behaviour. Several key aspects of the campaign contribute to its success. The campaign helps drivers to recognise the different archetypes of aggressive behaviour, such as Sticker, Mouse handler, or Braker, and gives them the tools to avoid being provoked. It helps drivers manage stressful situations on the road and reduce the likelihood of becoming aggressive by using humour and creative methods such as cartoons and witty innuendo. According to available statistics, aggression plays a role in up to 40% of fatal accidents. The campaign seeks to reduce this proportion by encouraging drivers to behave more considerately. The campaign includes educational activities and competitions to motivate drivers towards safer and more considerate behaviour on the road. Overall, the campaign contributes to a better management of aggressive behaviour on the road and thus to increased safety for all road users. The society-wide positive impact of the project outputs is aimed at reducing tensions in society and increasing road safety. With the follow-up project, this activity is heading to the Chamber of Deputies of the Czech Republic in an effort to amend the Road Traffic Law.
9. **Client: The Municipal District of Prague 6, Output: Preparation of a Demographic Study for Primary Schools Established by the Municipal District of Prague 6 with a View to 2040, Year: 2023.** The target group for the project output for the Prague 6 municipality was not only the councillors and municipality employees, but all the municipality inhabitants. The study is used to plan the future development of the Prague 6 region, especially in education, but social and health policy will use it, too. The analytical framework of the study looks in depth at three main factors influencing social impact. The first is fertility trends, where patterns and trends in the number of births are observed. The second key element is migration. The study examines the effects of migration on the demographic structure, emphasising the influx of the younger population into Prague 6. Migration can create dynamics not only in birth rates but also in educational needs, with major implications for primary school capacity. In locations with a favourable environment and employment opportunities, migration may include families with children, which affects the age structure of the population. This also addresses the gender aspects of the whole issue and the sustainability of the region's development. The third aspect is the estimation of future growth. The study provides a forecast up to 2040, accounting for current demographic data and trends. It estimates how changes in fertility, migration and birth rates will affect the number of potential primary school pupils. In this way, it provides key information for planning the capacity of schools and other educational institutions to respond effectively to the changing needs of the population in that particular locality.

10. Client: TAČR/Incomaker, Output: Incomaker NEXT, Year: 2023. Existing marketing automation systems have made significant progress in recent years in automating processes as well as product selection and recommendation. Systems automatically route ads, emails or personalized product recommendations on e-commerce sites. However, their users – companies – face high human labour costs in creating quality content such as text, images, videos or product descriptions on the web, in emails or on social media. Using artificial intelligence, Incomaker NEXT creates content, such as text for ads, emails and social media posts, product and service descriptions for use on the web, in apps, in ads or emails, product images, and cover pictures for social media, to replace costly human work in creating them and to maximize their sales effectiveness. The purpose of the system is to automatically generate text and graphics for digital marketing campaigns, saving up to 50% of the human work involved in preparing marketing campaigns, increasing the company's sales through more effective personalization, and reducing the amount of irrelevant advertising. Sustainability itself is contained in the digitization of activities in the creation of marketing campaigns and thus the reduction of the number of employees and the time to assemble them. At the same time, the system serves to preserve knowledge in the company during employee turnover. Implementing the Incomaker NEXT SW will take its own technology to a new level that has the chance to be cutting edge in the global market and thus not only continue to grow in Europe but to establish itself in the US and the mature markets of Asia.

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ^[1]	Year of application	Name
Analysis	2019	The Ministry of the Interior of the Czech Republic: Survey of Usual Prices in ICT
Certified methodology	2019	Methodology for Estimating the Required Number of Students and Graduates of Study Programmes Focused on the Education of General Nurses
Study	2021	Study Discrimination on the Czech Labour Market in a Social-economic Context
Methodology	2021	Methodology: Interpretation of Landscape aspects Through the Social and Artistic Science (use of interpretation centres for local development purposes)
Study	2022	Strategy, Analysis and Communication Concept "Tune in to the Journey with Us"
Study	2022	Community of Municipalities: Potential Economies of Scale, Impact on Reducing the Administrative Burden of Principals and Improving the Quality of School Administration
Analysis	2022	Situation Analysis and Strategy for the Educational System of the River Landscape IPR
Study - analysis, 2 panel surveys	2023	Realization of Creative Research and Value Communication as Part of the Project "Don't Let Yourself Get Out of Tune"
Study	2023	Preparation of a Demographic Study for Primary Schools Established by the Municipal District of Prague 6 with a View to 2040
Software equipment	2023	Incomaker NEXT

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

^[1] See Terms definition.

^[2] Specify the specific type of result. Add rows as needed.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)²⁹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³⁰

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

FIS has long been cooperating with key authorities and institutions of state administration with a national scope and with subjects at the local government level. Faculty staff are also involved in the work of respected professional societies and initiatives such as the Czech Statistical Society, the Czech Economic Society, the Czech Demographic Society and the Czech Association of Information Technology Managers. Various experts from FIS appear in the media and comment on current events in the Czech Republic.

FIS prepares and implements numerous educational events, seminars with experts from practice, programmes and courses aimed at students and graduates, as well as participants from outside academia. These activities contribute to fulfilling one of the key factors of competitiveness growth, i.e., the transfer of knowledge from the research to the application sphere. An example of such knowledge transfer is the organization of an annual event: the Data Science and Business Intelligence Academy of the Prague University of Economics and Business (DS&BI Academy VŠE). DS&BI Academy VŠE introduces a new concept of student education in data and business analytics. Numerous companies are involved in the preparation and implementation of DS&BI Academy VŠE. Another example of knowledge transfer is the implementation of the MBA programme Data & Analytics for Business Management (DABM). The MBA programme was developed in cooperation with KPMG. The DABM programme combines practice and theory in business analytics. It focuses on data and artificial intelligence from all angles, which sets it apart from more general MBA programmes. Besides KPMG, a number of other faculty partners are involved in the programme, particularly ŠKODA AUTO, Československá obchodní banka (ČSOB), Siemens and UC Berkeley. Thanks to a sophisticated system of partnerships with companies, public authorities and associations, it is possible to obtain assignments for contract research projects. And this has again succeeded in expanding the set of faculty partners from practice.

KPMG was the faculty's general partner in the relevant period. The main partners of the faculty were ŠKODA AUTO, ČSOB and finally Siemens from 2023. In addition, the faculty has twenty-four more partners.

²⁹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³⁰ If the commercialisation of R&D&I results is carried out in this way.

Partners from outside academia are involved in teaching students and participants in lifelong learning in the form of invited lectures, designing and consulting the topics of bachelor's and master's theses, and commissioning data projects that are solved in cooperation with partners within the master's programme. Another essential area of knowledge transfer is the implementation of internships and placements of students of the two professional programmes with faculty partners.

In collaboration with institutions, companies and associations, FIS is focused on implementing many contract research projects (Table 3.3.2), totalling 47 activities listed for the assessment years 2019-2023, in line with the FIS focus and strategy. Due to the orientation of FIS mainly towards outputs (studies, prototypes, open-source software) published under open licenses, no revenues from license sales, start-ups or spin-off companies were realized in the assessment period 2019-2023 (Table 3.5.1.).

1. **KPMG (KPMG)** has been the faculty general partner since 2019. The company has participated in preparing faculty data-oriented programmes in both undergraduate studies and lifelong learning. Students of the faculty participate in practice-oriented internships at KPMG and subsequently solve professionally oriented bachelor's and master's theses. KPMG employees then participate in faculty-organised lifelong learning. A significant form of knowledge transfer is the MBA – Data & Analytics for Business Management programme, which was designed and implemented in cooperation between FIS and KPMG.
2. **The Association of Independent Trade Unions (AITU)** is the second-largest trade union headquarters in the Czech Republic. The faculty has conducted a number of contract research projects for AITU over the years, including the study Social Stratification in the Czech Republic and the Polarization of the Czech Society in 2019. A study followed in 2020 dedicated to the changes in the role of collective bargaining at the central and company level between 2006-2018. A Study on Discrimination in the Czech Labour Market in a Socio-economic Context came in 2021, which provoked a vivid discussion in the media on equal pay for equal work and discrimination against women in remuneration. In 2022, a project followed focusing on the economic consequences related to the Covid-19 pandemic and the impact on employment. Another study in 2023 focused on protecting workers' working conditions associated with the introduction of technological change in jobs.
3. **ŠKODA AUTO (SA)** is the main faculty partner involved in the knowledge transfer system by giving lectures, assigning and consulting theses, and writing and supervising student internships at SA. At the same time, it receives courses from our faculty focused on staff development and lifelong learning. In addition to these activities, the faculty conducted a project for SA in 2022, called Comparison, Recommendation, and Independent Validation of Low-code Platforms under consideration, which focused on analysing the current state, comparison, recommendation, and independent validation of low-code platforms under consideration from functional perspectives: UX/UI, integrability, scalability, security, testing, comparison of platforms from price and other aspects. The faculty also collaborates with the SA on a research basis on topics related to autonomous vehicles and their possible application in practice.

4. **The Prague Institute of Planning and Development (IPR Prague)** is Prague's central conceptual workplace in architecture, urban planning, development, creation, and city administration. The faculty has implemented three projects for IPR Prague: The project Situational Analysis for the IPR Prague Riverscape Education System in 2021; The project Situational Analysis and Strategy for the Educational System of the Riverscape in 2022; And the project Vision, Strategy, Concept and Content Framework to Support the IPR Prague Riverscape Communication System Project in 2023. Expert reports were prepared based on the design thinking workshop outputs to define the project's communication infrastructure with partners. The output was the definition of the interaction design of the river landscape communication system in public space and on digital platforms, following the previous definition. The interaction design includes determining the requirements for the resulting content of related projects of IPR Prague in the riverscape and other needs and the requirements of IPR Prague.

5. **Platforma VIZE 0** is a group of partners who have come together with a clear vision – 0 deaths and serious injuries on Czech roads. In 2022, the faculty implemented The Strategy, Analysis and Communication Concept Tune in to the Journey with Us, which focused on the analysis of the possibilities of preventing fatal and serious traffic accidents caused by the poor psychological state of the driver. A project called The Implementation of Creative Research and Value Communication in the Framework of the Project Don't Let Yourself Get Out of Tune followed in 2023. The project aimed to change public attitudes to named expressions of aggression on the road through a communication campaign, and the development and dissemination of guidance on appropriate responses to aggression on the road, which will help to ensure that such change is sustained. Through these two aspects, the project aims to bring about a systemic change in road safety through driver behaviour. The project has a research design that focuses on identifying the target group's perspective on the topic of road aggression to effectively communicate the matter.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
Consultations, counselling and courses for employees of subjects in the application sphere	50/1.9	192/7.6	0/0	317/12.5	547/21.6
Science Development Donation - Donors – Ulož to Cloud, Škoda Auto			50/1		225/9
Total	50/1.9	192/7.6	50/1	317/12.5	772/30.6

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

FIS focuses primarily on data analysis, artificial intelligence and related fields in the popularization of professional activities. The popularization and presentation of professional activities to the public with the dissemination of results into further education and practice represents one of the crucial faculty goals, based on its mission and subsequent strategy. The aim is to raise awareness of the faculty's key domain topics and the activities they address in these areas. Popularizing these topics aims to explain the role of the faculty in society. It represents the bridge between the world of deep technical knowledge and skills, and the world of general user needs that operate in an economic context. The faculty is dedicated to explaining these topics to the public simply and understandably to educate society so that it can make informed decisions.

The faculty aims to popularize these activities among secondary school students, teachers and parents of primary school pupils and secondary school students through popularisation activities within a framework of fairs and public educating events. Within the VědaFest fair, the faculty presents topics such as data analysis or artificial intelligence in a simplified, understandable and attractive way through presentation models, games and live visualization. Popularisation is carried out through participation in public events, organising events, lectures and trips to secondary schools, and producing educational materials for secondary schools.

A secondary target group is the general public, with graduates, potential partners, customers, or people in general who form the opinion on the relevance of the university for society. In this area, the faculty regularly presents the outputs of its activities to alumni, works on reflection with representatives of practice, organises its own awareness fairs (e.g., Data Festival), creates popularisation podcasts or participates in popularisation and professional outputs in the media. The key topics are data analysis, demography, statistics, and economic aspects of analytical outputs. Contract research, built on the competencies acquired in basic and applied research, represents another crucial area through its actual impact on the activities of public and private entities. It provides the opportunity to transfer knowledge and effectively popularize existing collaborations and some contract research projects are so socially relevant that the research sponsor has a significant role in their promotion.

Regarding journalism and PR, the faculty involves experts and students in public issues with expert comments, interviews, or full articles. FIS also uses social networks to inform about upcoming events, interesting research papers, and mentions of the faculty's domain topics in the world media and news. The presentation of R&D at FIS inspires young people in particular, supports their education and prepares them for the future. It also helps the general public to better understand scientific knowledge and new technologies, thus contributing to greater awareness and education.

Examples of appearances in the media:

1. Prof. Richard Hindls, (DSTP), guest on the TV programme Questions by Václav Moravec on the topic of the development of energy prices, energy security in the coming season, and their

impact on inflation expectations and the performance of the Czech economy, 1st October 2023.

What is the condition of the state budget and what are the possibilities for savings on the expenditure side? How do government measures affect our economy? The answers to such questions were discussed with other guests by Prof. Richard Hindls, the emeritus rector of the VŠE, in the programme called Questions by Václav Moravec on the first channel of Czech national TV. According to Hindls, it is time to reconsider how our finances are managed. The popularisation of topics related to statistical calculations and analysis of economic indicators could be seen in an interview in a popular political-economic programme of a key public television station. A FIS representative discussed in a panel with the former minister of finance, the chairman of the Czech-Moravian Confederation of Trade Unions and the economic advisor of Česká spořitelna. The programme is broadcast at key viewing times.

2. Prof. Jakub Fischer (DEST), guest on the radio show Personality Plus on Czech Radio Plus, 7. 8. 2023

The FIS dean prof. Jakub Fischer was a guest of the Personality Plus on Czech Radio Plus. In this inspiring interview, prof. Jakub Fischer emphasized above all equal treatment and access to quality education for all students regardless of their nationality. "Students who study here, whether they are Ukrainians, Russians, Belarusians, other foreign nationals, Czechs, Slovaks, all deserve equal treatment and all deserve access to quality education. I am glad that not only at our faculty, but the entire VŠE treats them this way." Moderator Barbora Tachecí also opened the topic of the situation in Ukraine, which, according to the dean, is still very serious, as well as the current state of economic policy. The interview included, in addition to the topics of access to education and equal treatment for all, the decline in living standards following political action or reflection on changes in wage setting and the impact on inflation.

Other examples:

3. The Department of Multimedia at FIS VŠE won three professional awards in the IMC Czech Awards on Wednesday 28 June 2023

The Department of Multimedia, under its brand for contract research, i.e., the GEN Agency, received three professional awards in the Czech Integrated Marketing Campaign Awards on Wednesday 28 June 2023 in competition with professional communication and marketing agencies. The agency consists of teachers, graduates, and selected students in the Multimedia in Economic Practice programme and derived minor specializations. The three awards won by the department are silver for the internal communication "Colleagues for a Better Life" for the insurance company Kooperativa, silver for the communication "Invitation to the World of Money" for the Czech National Bank and bronze for the website "Booking System with a Story" for the Žilka Optik studio. In the total number of awards, and therefore in the category of the most successful agencies, the GEN agency ranked 4th. The award-winning work was created as part of contract research and collaboration with the practice.

4. Demographer RNDr. Tomáš Fiala (DDEM) spoke at Ekonom.cz on the topic of Without Migration, we Will Start to Die Out, but Ukraine is not an Unlimited Source.

RNDr. Tomáš Fiala speaks in the media to raise awareness of demographic forecasts and often comments on economic and political situations. The number of people in the Czech Republic will

not change much this century, but the population will age. After 2060, almost every third person will be a senior citizen. The low birth rate means that the Czech Republic will rely on migration to avoid depopulation. Even the hundreds of thousands of Ukrainian refugees will not significantly improve the demographic situation, as they are expected to return gradually. The population will be between 10 and 11 million. However, it would fall below 7.5 million by 2100 without migration. Business and politics must prepare for an ageing population, which includes keeping older people in the labour market and orienting production towards older consumers. Demographers' forecasts depend on the accuracy of births, deaths and migration estimates. The state should promote pro-population policies and consider new ways of financing pensions, such as taxing automation and robotics.

5. Noc Vědců (The Researchers' Night)

The faculty actively participates in popularization activities at the national level within the project The Researchers' Night. The event takes place once a year and opens the school to the public. Annually, a thematic programme is held and the faculty offers a popular science programme that includes lectures and fun activities, such as an educational game about the life cycle and financial decisions (the attendance is usually around 500 people). The faculty focuses on popularising the use of data in financial decision-making, which is closely related to the much sought-after financial literacy. As part of The Researchers' Night, the faculty co-organizes the national popularization competition Český Vševěd, where FIS prepares teachers to present their topics in an engaging way to the general public.

The activities organised by the faculty as part of The Researchers' Night aim to educate the general public in areas that will affect their daily lives and support informed decision-making. Some of the topics included are working with data, artificial intelligence and financial literacy. FIS activities are popular at The Researchers' Night and each year more visitors from the general public come to the event.

6. VědaFest

Every year, FIS participates in the outdoor event VědaFest, whose annual attendance is between two and three thousand participants. The event shows visitors science in all its forms in a fun and playful way. At the event, FIS presents topics in data analytics and business intelligence to the general public and primary and secondary school students in an accessible way. The topics are based on the specialisation of our faculty and are further used for our own popularisation event for secondary schools called VŠExpedice. FIS also targets young students in individual events, where groups of students attend popular educational lectures directly at the faculty. We focus on the topics of artificial intelligence, inflation, agile methods and trends in IT.

These activities have a significant impact on communicating the appeal of science, promoting the education of the younger generation and contributing to a better understanding of scientific knowledge and technology.

7. ToJeIT

In cooperation with the University of Hradec Králové and the Technical University of Liberec, the faculty implemented a multi-year project ToJeIT. The aim was to introduce a wide range of IT professions that go beyond the traditional ideas of programming, IT service and network management.

The project focused on awareness in data working, theoretical informatics, robotics, cybernetics, information security and other specialised disciplines, thus contributing to the spreading of awareness of the IT field diversity. The project presented networked public events that included

common material, a unified website and modern ways of communicating with the target group. Two documentaries were produced to increase the project's impact: Offline, looking at the impact of social networks on the young generation, and The Age of IT, mapping the intense involvement of IT in everyday life. The project significantly contributed to society's awareness of technology, motivated young people to study IT, and supported their awareness of the growing importance of digital skills in all spheres of life.

8. Platform Data and Business

The faculty recognizes the importance of data in today's society and has long been committed to promoting the education of students and the public in the area of data. Therefore, the Data & Business platform was created. It is an expert platform that supports and advocates for greater use of data in managerial decision-making. It is based on the practices of key institutions in the field and the methodologies of leading educational institutions. These practices are subsequently transferred into several educational programmes from bachelor and master programmes, through MBA programmes and programmes for companies. These efforts create a quality community supported by the popular Data Festival, which is organized in collaboration with KPMG. The event is open to people interested in data and everything related to it. It offers a full-day programme on data use, AI, BI, Data Science or Machine Learning. Students will learn new ways to work with data, data workers will see where they can move forward, and the general public will see that working with data is rewarding and fun. Through these efforts, the faculty creates an educated community of data people.

9. Popularising Science Through Social Media

As part of the popularisation of professional topics on social media, at least one professional or popularisation post is published weekly on Facebook, Instagram and LinkedIn. Special emphasis is placed on data analytics and its use within private and public organisations. The faculty runs a podcast called 4CAST in collaboration with the 4FIS student association, which links faculty events and professional topics. The faculty sends a monthly newsletter to students and faculty staff with information on key activities and their interpretation for an uninitiated audience. The content usually includes projects, articles, seminars, achievements and public presentations by the faculty and students. The newsletter is also sent to secondary school graduates and teachers, usually once or twice a year.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

For points 3.2 - 3.4 of the original evaluation report, the recommendation was to develop and expand applied research, especially in the area of information systems and data science. Investigate opportunities for cooperation with foreign clients and expand the focus of cooperation from the public sector to the private sector.

In the evaluation period, at its beginning, the Covid-19 epidemic, which started in 2020, was a decisive limiting factor, which caused a decrease in implemented projects (Table 3.3.2). The

development of project activities with the public and private sectors of the economy is evident in the year 2022. FIS, in line with its mission elaborated in the faculty strategy, focused on informatics, multimedia, and demography during the evaluated period. In its projects and studies, the faculty also made significant use of the potential of quantitative methods. The MEP's recommendations were reflected in the faculty's strategy, which has stopped focusing dominantly on state and public administration and has expanded its portfolio of projects to the private sector. In terms of internationalization, the FIS staff made contacts with international and multinational companies such as Škoda Auto. However, the focus of cooperation with practice still lies on the local companies. A number of contract research projects are carried out for the private sector, or for major non-governmental non-profit organizations who order studies based on direct sponsorship from the private sector. The faculty strategy didn't include expanding its activities into intellectual property trading, nor in the area of spin-off projects, sale of licenses, sale of patents. In addition to projects in cooperation with commercial entities, the faculty developed on the base of its strategy and fulfilling its mission. The examples proving this point are the projects involving individuals from cooperating faculties of the VŠE. An important project solved in cooperation with local faculties is the project Competent Nurse for the 21st Century: Analysis and Proposal for Optimization of Education and Performance of the Profession of General Nurses, where FIS cooperated with the Faculty of Health Studies of the University of Pardubice, the results of which are directly implemented in the practice of the Ministry of Health of the Czech Republic and the MEYS of the Czech Republic.

The largest projects include the TAČR project Centre for Socio-Economic Research on the Impact of Environmental Policies led by Charles University.

Recommendations for points 3.5. and 3.6. identification of directions for R&D

The years 2020 and 2021 presented a rather extraordinary challenge (the Covid-19 epidemic), to which the faculty responded immediately by setting out a local strategy towards developing of activities around processing data related to the Covid-19 epidemic. This was clearly a priority topic at the time. The activities include analyses of datasets and subsequent outputs from them. FIS has also been actively involved in the application of artificial intelligence (projects listed in Table 3.3.1 and 3.3.2). In the context of AI, the faculty has merged research on knowledge graphs and AI/ML under one research group of Data Science and Explainable AI. Great potential is seen in this symbiosis for the future, confirmed by the award of a second follow-up international project CHIST-ERA. Another area is the analysis of social phenomena data - mortality and its reasons, environmental changes, etc. The analysis of social phenomena also involves projects that are listed under the category of contract research and are carried out either in collaboration with or directly for the private sector.

Recommendations to points 3.7 - 3.9 - interactions with the non-academic application/corporate sphere, technology transfer and intellectual property protection and commercialization

The faculty did not further expand its activities into additional intellectual property trading, as its activities in the area of spin-off projects, sale of licenses, sale of patents, etc. (Table 3.4.1) are practically non-existent and were not included in the faculty's strategic plan. The main strategic intentions in the area of social relevance application are consulting and expert activities. They are traditionally carried out towards public and state administration organizations and – in the period under review – also towards commercial entities, in both supporting fields of the faculty. In addition, perspective consideration should be given to some algorithmic and software results of the faculty's top research teams.

Recommendations on points 3.10. and 3.11. - incentives to increase the visibility of FIS scientific activity

The results of R&D activities are regularly presented in the FIS Newsletter, where the acquisition of projects, top publications and other achievements (winning awards, placing in competitions, etc.) are mentioned. Social networks with the 4CAST podcast provide another platform. The cooperation at the intra-university level and nationwide platforms, presentation on the Horizon VŠE podcast and the vedavyzkum.cz portal help cover more ground. Other popularization activities are presented in section 3.6. (Researchers' Night, VědaFest, etc.). The main steps towards result presentation and promotion of R&D activities are carried out at the level of VŠE.

Recommendations on point 3.12 of the self-assessment report was directed towards expanding communication channels that would promote and popularize the results of the collaboration with the practice to the public.

At least one expert or popularization post is published weekly on Facebook, Instagram and LinkedIn as part of the popularization of expert topics on social media. Special emphasis is placed on data analytics and its use in private and public organizations. The faculty runs a podcast called 4CAST in collaboration with the 4FIS student association, which links faculty activities and professional topics. The faculty sends out a monthly newsletter to students and faculty staff with information on important activities and their interpretation for an uninitiated audience. The content usually points out projects, articles, seminars, achievements and public presentations by the faculty staff and students. The newsletter is also sent to high school graduates and teachers, usually once or twice a year.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
FIS Strategic Plan	3.1	https://fis.vse.cz/english/faculty-2/faculty/fis-strategic-plan/
Faculty Profile	3.1	https://fis.vse.cz/english/faculty-2/faculty/faculty-profile/
Research team "Econometrics and Operations Research"	3.2, 3.3	https://research.vse.cz/ekonometrie-a-operacni-vyzkum-data-modely-a-algoritmy/
Research team "Data Science & Explainable AI"	3.2, 3.3	https://research.vse.cz/data-science-explainable-ai/
"Center for Socio-Economic Research on Environmental Policy Impact Assessment"	3.3	Seepia.cz - Socio-Economic Research - Seepia.cz

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of Economics

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

Since the beginning of the 1990s, the Faculty of Economics (hereinafter referred to as FE) of the Prague University of Economics and Business (hereinafter referred to as VŠE) has been committed to delivering high-quality educational programmes at the bachelor's, master's, and doctoral levels, supported by rigorous and impactful research activities. FE has evolved into a distinguished, research-oriented small faculty characterized by its university-level standards inspired by the tradition of Western education. This development underscores its commitment to excellence in research and education, emphasizing a universal economic curriculum grounded in rigorous scholarly inquiry across traditional economic disciplines. This distinctive approach clearly differentiates FE from other faculties within VŠE.

The basic mission of FE is to provide quality higher education in a wide range of study programmes focusing on economics, national economy, economic policy, public administration and regional development, modern economic history. Faculty aims at graduates having the best possible opportunities for subsequent employment in public administration, international organizations, and in the private or academic sphere.

The main vision of FE is to successfully link teaching and research in economics, economic policy, economic history, regional studies and administrative sciences with current issues of economic and social policy. FE aims at promoting analytical approaches in evidence-based policy making at the international, national, regional and local levels. An essential important part of the faculty's vision

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

is the linking of the research on the economic aspects of private and public institutions to the formulation of relevant types of economic policies.

The societal benefit of the implemented activities in the field of R&D&I lies mainly in the application of economic analyses, findings, and recommendations in the practical functioning of public and private institutions. An example is the contract research project funded by the European Commission (2022-2024), focusing on the Czech coal regions in their transition process. Social benefits also include the development of human capital and human resources in the economy.

The main field of study was national economy, and in 1992 the field of public administration and regional economics was opened. At the doctoral level, these fields were joined by general economic theory and history of economic theory. Later on, these fields of study became profiled at all levels of study. Over the last 30 years, the faculty has become an important centre for the training of researchers in doctoral programmes. These are attended not only by graduates of our University's master's degree programme, but also by graduates of other universities and colleges.

The science and research carried out at FE represent a fundamental and permanent part of the faculty's activities. The key role in the field of science and research belongs to our own centres of expertise – departments. They focus on journal publications and monographs and on obtaining major research projects with international participation. FE continues to reward authors of articles in impacted journals through extraordinary rewards from the Dean's fund. The faculty encourages the submission of scientific and research grants, the acquisition of which requires the publication of scientific outputs. FE also carries out scientific cooperation with other universities and scientific institutions in the Czech Republic and abroad.

The focus of science and research is based on the long-term plan and profile of FE. The faculty systematically supports research especially in the field of qualitative and quantitative analysis of state interventions and regulations focused on economic efficiency and quality of life, theory and practice of regional development, and preparation of a theoretical and methodological frameworks to the study of causal relations of state policies.

In the field of science and research, FE focused on a wide range of economic research topics in the period under review. Fiscal and debt aspects of EU countries were examined in the context of the economic policies adopted. Other research focused on basic trends in the development of social services in 2020-2025 in the Czech Republic, the EU and other developed countries, on current developments in European integration, globalization and economic aspects of the pandemic. A contract research project funded by the European Commission was also implemented in the 2022-2024 period, specifically focusing on the functioning of Czech coal regions in their transition process.

FE also includes a unique R&D infrastructure in the field of economic sciences, i.e. the **Laboratory of Experimental Economics (LEE)**, which is a scientific workplace dealing with research on market institutions, decision-making of economic agents under different conditions and teaching economics through experiments. Technically, the LEE consists of two separate laboratory rooms with a total of 28 computers and one monitoring room. In addition, LEE facilitated the teaching of a number of courses and collaborated internationally with the Max Planck Institute for Social Law and Social Policy in Munich, the University of Vienna, RWTH Aachen, King's College London, Babeş-Bolyai University and the University of Economics in Bratislava.

The Institute of Expertise, which was established by the decision of the Deputy Prime Minister of the Czech Republic and Minister of Justice in 2006, when FE became an institute qualified for expert activities in the field of economics, is also an important specialized research workplace of the faculty.

Each year the Institute of Expertise prepares approximately 5 opinions in all areas of economics for which it is authorized. These are expert opinions according to Section 30 of Act No. 254/2019 Sb., on Experts, Expert Offices and Expert Institutes.

In terms of **organizational structure and size** – FE is a small faculty with approximately 60 academic staff, more than a third of whom are women. Most academics are in the 40-49 age range. FE consists of the following departments: Department of Economics, Department of Economic and Social Policy, Department of Regional Studies, Department of Economic History, Department of Philosophy and Department of Law. Academic and teaching staff include, among others, prominent economic policy makers and managers from strategic sectors of the economy. Approximately 1,000 students study at FE in 11 Czech and 1 English programme, more than a third of whom are women.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	7.53/0	8.59/0	8.13/0	8.38/0	8.42/0	15
Associate Professor	14.12/5.07	13.18/4.48	13.02/3.92	12.75/4	12.4/4.58	23
Assistant Professor	21.63/8.43	20.46/7.64	23.32/7.82	25.37/9.43	25.37/10.60	40
Assistant	2.94/0.24	0.80/0.15	1.87/0.13	1.93/0.46	1.29/0.46	6
R&D Personnel ³	-	-	-	-	-	-
Researchers in other categories ⁴	7.14/2.29	0.75/1.02	3.94/1.68	1.2/0.61	1.31/0.50	10
Technical and economic staff ⁵	10.05/9.55	10/9.5	11.92/10.37	9.46/8.96	9.13/8.63	12
Scientific, research and development staff involved in teaching activities	53.36/16.03	43.78/13.29	50.28/13.55	49.63/14.5	48.79/16.14	-
Early career researchers ⁶	5.75/2.75	5.2/2.5	9.9/3.5	11.05/4	7.4/2.5	16
Total ⁷	63.41/25.58	56.46/22.8	62.2/23.92	58.14/23.46	57.92/24.31	

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	-	-	-	-	1	-	2	-	5	-	4	-
Associate Professor	-	-	2	1	3	-	5	2	5	1	6	4
Assistant Professor	-	-	8	4	9	3	5	1	5	1	1	-
Assistant	4	2	2	-	-	-	-	-	-	-	-	-
R&D Personnel ⁹	-	-	-	-	-	-	-	-	-	-	-	-
Researchers in other categories ¹⁰	1	-	4	2	3	1	-	-	-	-	-	-
Technical and economic staff ¹¹	2	2	-	-	4	4	2	2	1	1	1	1
Scientific, research and development staff involved in teaching activities	5	2	16	7	16	4	12	3	15	2	11	4
Early career researcher ¹²	-	-	7	4	-	-	-	-	-	-	-	-
Total ¹³	7	4	16	7	20	8	14	5	16	3	12	5

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories and technical and economic staff.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	-	-	-	-	1	-	2	-	3	-	7	-
Associate Professor	-	-	1	1	3	1	-	-	8	3	6	3
Assistant Professor	-	-	16	7	12	3	2	1	7	2	3	-
Assistant	-	-	2	-	-	-	-	-	-	-	-	-
R&D Personnel ¹⁵	-	-	-	-	-	-	-	-	-	-	-	-
Researchers in other categories ¹⁶	-	-	1	1	-	-	-	-	-	-	-	-
Technical and economic staff ¹⁷	-	-	2	2	2	2	3	3	1	1	1	1
Scientific, research and development staff involved in teaching activities	-	-	20	9	16	4	4	1	18	5	16	3
Early career researcher ¹⁸	-	-	8	2	2	1	-	-	-	-	-	-
Total ¹⁹	-	-	22	11	18	6	7	4	19	6	17	4

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	939	408	988	409	1,041	430	1,054	416	1,076	415	5,098	2,078
Master's ²⁰	371	175	367	177	330	146	313	154	326	172	1,707	824

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

Doctoral	57	12	61	17	67	18	59	20	51	14	295	81
Lifelong Learning Courses	5*	5*	0	0	0	0	1**	0	2**	1**	8	7
Total	1,367	595	1,416	603	1,438	594	1,426	590	1,453	601		

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	3/1		3/1		3/1		3/1		3/1		3/1	
Master's	4/1		4/1		4/1		4/1		4/1		4/1	
Doctoral	4/0		4/0		4/0		4/0		4/0		4/0	
Lifelong Learning courses	*		-		-		**		**		-	
Total	11/2		11/2		11/2		11/2		11/2			

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

* C-MIM-EKE, C-MIM-KC (students were enrolled in the LLC study only due to the lack of nostrification of education)

** C-MIM (only enrolment in the course for later recognition)

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences	1%	Balanced basic and applied research	78%
	5.2 Economics and Business	52%	Balanced basic and applied research	
	5.3 Education		Balanced basic and applied research	
	5.4 Sociology	5%	Balanced basic and applied research	
	5.5 Law	6%	Balanced basic and applied research	
	5.6 Political science	12%	Balanced basic and applied research	
	5.7 Social and economic geography		Balanced basic and applied research	
	5.8 Media and communications		Zvolte položku.	
	5.9 Other social sciences	2%	Balanced basic and applied research	
6. Humanities and the Arts	6.1 History and Archaeology	14%	Balanced basic and applied research	22%
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion	8%	Balanced basic and applied research	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

FE has been conducting economic research for a long time, which, in addition to teaching activities, represents an important agenda of the institution that plays a vital role in the Czech and international research and science environment. The faculty's position in this area is strengthened by the membership of its staff in international scientific and research teams, advisory bodies of the state administration, as well as in other important national and supranational institutions. FE is one of the most important social science institutions in the Czech Republic, conducting cutting-edge research in the fields of economic policy and economics, with a strong emphasis on significant social impact and practical applicability of the scientific results of basic and contract research projects.

The academic staff of the faculty participate in their activities in the **editorial boards** of international scientific journals (e.g., doc. Andrej Tóth in editorial boards of several Hungarian scientific journals and doc. Klára Čermáková in number of prestigious international journals – see Table 3.2.2).

The faculty has organized a number of **invited lectures** by prominent researchers such as lecture given in 2021 by Prof. John Shutt from Northumbria University, Newcastle, UK or a lecture given in 2023 by Assoc. Prof. Martin Rode from University of Navarra – for other examples, see Table 3.2.4.

Academic staff of the faculty are regularly **invited to give lectures** at international conferences or other events held at major foreign universities (e.g., Università La Sapienza, Italy or Newcastle Business School, UK) – see Table 3.2.3.

Academic staff of FE also received **awards for their scientific research activities** – the most important ones are presented in Table 3.2.1., and the entities granting these awards include: Hlávka Foundation, Czech Science Foundation, and VŠE Rector's awards for prestigious publications in the given year.

The involvement of the faculty in international activities is realized in the form of cooperation of departments or in specific activities of individual teachers. An integral part of the international activities of academic staff is the long-term expansion of foreign contacts based on personal professional ties. This has resulted in particular in a higher number of visiting foreign professors at the faculty compared to previous years, an effort to increase the number of teachers going abroad, and an effort to increase the number of full-time foreign teachers working at the faculty.

FE renewed its cooperation with Ocean University of China on the basis of the existing Memorandum of Understanding. The subject of the agreed cooperation is the exchange of academic staff and overall cooperation in the pedagogical and scientific field (e.g., submission of proposals for joint scientific projects, organization of conferences, seminars). The first step is to resume the

already successfully organised winter school or to prepare for the start of teaching or other mobility during the next year.

A collaboration with the University of Vienna has been initiated with several courses taught at the faculty by academics from this institution.

In March 2023, a delegation from the University of Glasgow visited as part of Innovation Week to celebrate the 300th anniversary of Adam Smith's birth. The delegation prepared a workshop on the topic for Czech students and academics. The plan is to deepen cooperation especially in the field of student exchange and PhD students. This has already started with professors from the University of Glasgow who have taught at the faculty as part of an off-semester course, e.g., Theodor Koutmeridis (3/2023), Marco Avarucci (10/2023) and Michele Battisti (11/2023). Cooperation continued at the level of preparation of the "Prague-Glasgow Summer School of Economics", which took place in June 2024.

The prestige of FE and its recognition by the international community can also be evidenced by honorary doctorates awarded to eminent economists of global stature. The honorary doctorate was awarded in 2022 to John A. List, Kenneth C. Griffin Distinguished Service Professor at the University of Chicago, the world's leading expert in experimental and behavioural economics.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Ing. Milan Bednář, Ph.D.	Josef Hlávka Prize for the best students and graduates of Prague public universities (2023)	Hlávka foundation
Ing. Pavel Potužák, Ph.D.	1st-2nd place Rector's Prize for a prestigious publication (2023)	VŠE Praha
Ing. Milan Bednář, Ph.D.	1st-2nd place Rector's Prize for a prestigious publication (2023)	VŠE Praha
doc. Niclas Berggren, Art.D., Ph.D.	Project No. 19-03102S was evaluated by the GAČR Board as "excellent" (Project title: "Foundation for successful integration - underpinned by the economics of culture") 2023	Czech Science Foundation (GAČR)
Ing. Petr Špecián, Ph.D.	Rector's Award for the prestigious publication in 2022 in the category of book publications - 2nd place	VŠE Praha
Ing. Adéla Zubíková, Ph.D.	Josef Hlávka Award for the best students and graduates of Prague public universities (2021)	Hlávka foundation

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
doc. Ing. Božena Kadeřábková, CSc.	International Journal of Economic Sciences, CZ (1804-9796)
doc. Mgr. et Mgr. Andrej Tóth, Ph.D.	Közép-Európai Tanulmányok, Történészek, geográfusok és regionalisták folyóirata (Szeged) (3004-0981)

doc. Mgr. et Mgr. Andrej Tóth, Ph.D.	Annales Universitatis Mariae Curie-Skłodowska, Sectio Balcaniensis et Carpathiensis, Lublin (2451-0491)
doc. Mgr. et Mgr. Andrej Tóth, Ph.D.	Öt kontinens (Az Új- és Jelenkori Egyetemes Történeti Tanszék közleményei, Eötvös Loránd Tudományegyetem, Bölcsészettudományi Kar, Budapest) (1589-3839)
doc. Ing. Klára Čermáková, Ph.D.	Plos One (1932-6203)
doc. Ing. Klára Čermáková, Ph.D.	Frontiers in Environmental Sciences (2296-665X)
doc. Ing. Klára Čermáková, Ph.D.	Politická Ekonomie (2336-8225)

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
doc. Ing. Klára Čermáková, Ph.D.	Czech and Slovak koruna – a key study on currency separation	Università La Sapienza, Italy	2019
Ing. Pavel Potužák, Ph.D.	The Hayek MV-Rule	Krakow University of Economics, Poland	2019
doc. Ing. Klára Čermáková, Ph.D.	Trends in unemployment in the V4 countries – the role of institutional factors	University of Dubrovnik, Croatia	2019
doc. Ing. Klára Čermáková, Ph.D.	Property market in CEE	University of Rzeszow, Poland	2020
prof. Ing. Martin Pělucha, Ph.D.	Innovative and strategic vision of the Czechia in the context of the EU policy-making in times of turbulent geopolitical and economic development: Starting points for potential possibilities of scientific, research and pedagogical cooperation with Prague University of Economics and Business	United Kingdom Northumbria University City Campus East 1 Newcastle upon Tyne The United Kingdom Newcastle Business School Note: Thematic seminar was provided to the research staff of the University and PhD students.	2022
doc. Ing. Helena Chytilová, Ph.D.	Adam Smith's contribution to the development of economic science	NHF EUBA Bratislava, Slovakia	2023
prof. PhDr. Ivan Jakubec, CSc.	Zur Bedeutung von Innovationstransfers (Patenten, Lizenzen) für die Sicherheitskultur im neuen tschechoslowakischen Staat	Jahrestagung der Historischen Kommission für die böhmischen Länder 2023 in Kooperation mit dem Collegium Carolinum) in Norimberk (Germany) 17 June 2023.	2023
prof. PhDr. Ivan Jakubec, CSc.	Verkehrsfragen als Argument für die Grenzziehung nach dem Ersten Weltkrieg: die Tschechoslowakei	Conference: Nations, Borders, and Conflicts in the World 1914–1945, Pécs (Hungary), 29 – 30 September 2023.	2023
prof. PhDr. Ing. Aleš Skřivan, Ph.D. Ing. Tereza Strejčková, Ph.D.	The nationalization of the Czechoslovak arms industry after the Second World War	International Congress of French Business History, Université Paris – Dauphine,	2023

		ESCP Business School, CNAM, Paris, France, 14–16 June 2023	
doc. Ing. Helena Chytilová, Ph.D., M.A.	Lecture on Public Economics and Institutions	University of Vaasa, Finland, January 2023	2023

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Dr. Marco Avarucci	University of Glasgow	"Frequency-Band Estimation of the Number of Factors- Detecting the Main Business Cycle Shocks"	2023
Prof. Michelle Batisti	University of Glasgow	"Parenthood Effects on Labour Market Skills"	2023
Prof. Jean Robert Tyran	University of Vienna	"Self-Signaling in Voting" (More)	2023
Dr. Theodore Koutmeridis	University of Glasgow	"Shaking Criminal Incentives"	2023
Prof. John A. List	University of Chicago	"The Voltage Effect: How to Make Good Ideas Great and Great Ideas Scale"	2022
Assoc. Prof. Martin Rode	University of Navarra	"Populism and constitutional compliance: An empirical assessment"	2022
Prof. John Shutt (with co-author Prof. Joyce Liddle)	Northumbria University, Newcastle	"Comparing the development of Local Industrial Strategies across the Northern Powerhouse: Key emerging issues"	2021

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the research project/programme call	Name of the contracting authority/guarantor of project/programme call	Year
prof. Ing. Martin Pělucha, Ph.D.	P403 "Business and Management Science, Finance, Financial Econometrics and Operational Research"	GAČR	2021-2025
doc. Ing. Klára Čermáková, Ph.D.	P402 "Economic Sciences, Macroeconomics, Microeconomics, Econometrics except Financial Econometrics, Quantitative Methods in Economics except Operational Research"	GAČR	2023-2027

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1-3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

FE implemented a total of 10 projects supported by the Czech Science Foundation (GAČR) in the 2019-2023 period. All of these projects were directly thematically related to the basic mission of FE in terms of conducting economic research and publishing activities in the fields of economics, economic policy, economic history, regional studies, philosophy and also legal sciences. The main outputs of the projects supported by GAČR are publications registered in the Web of Science and Scopus databases, as well as published papers at international conferences, which usually serve not only to verify the achieved scientific findings and knowledge, but also to disseminate the results and popularise the given topic of the field and the professional thematic focus of the respective R&D project. The faculty was also an investigator of five contract research projects, the most important of which was project "Support to the Implementation of the Just Transition in the Czech Republic" awarded by European Commission. A detailed description of the most important projects follows.

1. Support to the Implementation of the Just Transition in the Czech Republic (JTF project - EU FST REFORM/SC2022/116)

The project was a collaborative research initiative led by the German Frankfurt School of Finance & Management. The head of the research team of all involved institutions was prof. Martin Pěluča, Department of Regional Studies of FE.

The objective of the contract research project was to strengthen the institutional and administrative capacity of the implementation of the Fair Transformation Fund in the Czech Republic, including at the regional and local level. Special emphasis of the project's research activities was placed on empirical investigation, analytical and research activities resulting in the assessment of the initial absorption capacity of coal regions, especially in the segment of small projects.

Previous analyses have highlighted that smaller entities, such as municipalities, small and medium-sized enterprises (SMEs), and non-governmental organizations (NGOs), often face challenges in accessing and effectively utilizing public funds. Therefore, the project dedicates resources to identify

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

and address barriers hindering these more minor actors from fully participating in the just transition process.

Key activities undertaken include conducting stakeholder interviews to gather insights into the obstacles faced by smaller entities in utilizing public funds. The project also organized workshops to disseminate good practices and provided training sessions to enhance the competencies of these stakeholders. For instance, a handbook comprising 35 examples of successful projects in priority areas such as brownfield regeneration, renewable energy deployment, tackling energy poverty, and fostering the participation of small actors in the transition process has been developed and disseminated.

2. Does tax designation improve tax compliance? Laboratory, field and observational evidence (GAČR 19-15943S)

The project led by doc. Lubomír Cingl aimed at an investigation of a promising approach that aims at improvement of tax compliance: the (sense of) taxpayers being in control of the fate of money they pay on taxes. It investigated the topic using three complementary approaches: laboratory experiment, a natural field experiment, and the analysis of observational data. First, investigators ran a laboratory experiment in which non-experts forecast the results of two large field experiments on TV license fee collection, to evaluate the degree to which they can successfully predict these results. In this setting, forecasters successfully identified the most effective treatments applying a deterrence motive but struggled to forecast the results of "soft" behavioural treatments compared to the baseline. However, they were mostly correct when forecasting same effectiveness of the "soft" treatments compared to each other. These results suggest that, despite the artificiality of the laboratory environment, forecasts generated there can improve the informativeness and interpretation of research results to some extent. Next, investigators conducted an online experiment with 830 Czech taxpayers who are self-employed or standard employees. This approach mimics the actual tax designation mechanism: it allows subjects to express their preferences for how a part of their taxes is used by redirecting some of the money to a non-governmental organization (NGO). Study found no consistent significant effects of the tax designation mechanism and results imply that the tax designation mechanism does not encourage higher compliance among taxpayers with the greatest opportunities for tax evasion in a short-term horizon. Then the project developed an estimator of unreported income that relies on more flexible identifying assumptions than those that have been used previously. The results of the project have great potential for application, especially in increasing the efficiency of tax collection.

3. Design of Auctions for Market Premia for Onshore Wind Generation: Theoretical and Experimental Testing (GAČR 17-16633S)

The project led by doc. Silvester Van Koten was aimed at optimizing auction mechanisms for supporting onshore wind energy production. The project focused on developing and empirically testing auction designs to efficiently allocate market premiums, thereby promoting the integration of renewable energy sources into the electricity market.

The project sought to construct a robust theoretical model for auctions that distribute market premiums to onshore wind energy producers. This involved analysing various auction formats to determine their effectiveness in promoting competition and achieving cost efficiency. Beyond theoretical modelling, the project aimed to empirically test these auction designs through controlled experiments. This approach was intended to validate theoretical predictions and assess the practical

applicability of different auction mechanisms. Based on theoretical insights and experimental outcomes, the project aimed to formulate recommendations for policymakers.

As for methodology, the project involved a comparative study of various auction formats, such as uniform-price auctions and discriminatory-price auctions, to evaluate their respective advantages and potential drawbacks in the context of renewable energy support. The project also employed advanced simulation techniques to model bidder behaviour and market dynamics under different auction scenarios. Laboratory experiments were conducted to observe participant behaviour in simulated auction environments.

The research highlighted that the structure of the auction significantly influences bidder behaviour and auction outcomes. Well-designed auctions can lead to more competitive bidding, resulting in lower costs for renewable energy support schemes. The findings suggested that policymakers should carefully consider auction design elements, such as pricing rules and bidder eligibility criteria, to enhance the effectiveness of renewable energy support mechanisms.

4. Cesarean Legions Looking for Loot? An Empirical Investigation of DRGs System and Obstetric Practices (GAČR 17-20175S)

The project led by Dr. Veronica Grembi was an empirical study examining the impact of Diagnosis-Related Groups (DRGs) on obstetric practices, particularly caesarean section rates. DRGs are a patient classification system that standardizes prospective payment to hospitals and encourages cost containment initiatives. The study aimed to investigate whether the DRG-based reimbursement system influences the frequency of caesarean deliveries, potentially leading to medically unnecessary procedures driven by financial incentives.

The research was conducted within the Czech healthcare system, where DRGs have been implemented to determine hospital payments. By analysing comprehensive data from various hospitals, the study sought to identify patterns and correlations between DRG reimbursements and the rates of caesarean sections. The central hypothesis was that higher reimbursement rates associated with caesarean deliveries might incentivize healthcare providers to perform more of these procedures, irrespective of medical necessity.

Methodologically, the project utilized quantitative data analysis, examining hospital records, patient demographics, and financial data related to obstetric care. The researchers employed statistical models to assess the relationship between DRG reimbursement levels and the frequency of caesarean sections, controlling for factors such as patient health status, hospital characteristics, and regional healthcare policies.

The study findings have significant implications for healthcare policy and hospital management. Using data from Italy and a difference-in-differences approach, authors show that setting an equal fee decreased caesarean sections by 2.6%. This result suggests the need for policy adjustments to mitigate financial motivations that could compromise patient care quality.

The research contributed to the broader discourse on how financial mechanisms in healthcare systems influence clinical decision-making. Understanding these dynamics is crucial for designing payment systems that promote optimal health outcomes without encouraging cost-driven medical practices.

5. Spatial Inequalities and Economic Development: Lessons from Changing Economic Geography of US Manufacturing, 1880-2000 (GAČR 17-13296S)

The project led by Assoc. Prof. Alexander Klein was an in-depth investigation into the evolving spatial distribution of the U.S. manufacturing sector over more than a century. The primary objective was to understand how spatial inequalities—variations in economic activity and prosperity across different regions—have influenced and been influenced by economic development.

Throughout the 19th and 20th centuries, the United States experienced significant shifts in its economic landscape. The project examined these changes, focusing on the patterns of industrial location, regional specialization, and the resultant economic disparities among regions. By analysing historical data, the research aimed to identify the factors that led to the concentration or dispersion of manufacturing industries and how these patterns affected regional economic growth.

One key aspect of the study was the investigation into the causes of spatial inequality. The research explored various theories, including the role of agglomeration economies—benefits firms obtain by locating near each other—and how these economies contribute to regional economic disparities. Additionally, the project considered the impact of transportation infrastructure, technological advancements, and policy decisions on the geographic distribution of industries.

The findings of this project have broader implications beyond the historical context of the United States. Understanding the dynamics of spatial inequalities in economic development can provide valuable lessons for contemporary policy-making, especially in addressing regional disparities and promoting balanced economic growth.

6. Measuring and analysing the consequences of microfinance sector closure (GAČR 19-19158S)

The project led by Dr. Nargiza Alimukhamedova focused on understanding the impacts that arise when microfinance institutions (MFIs) cease operations. Microfinance has been instrumental in providing financial services to underserved populations, promoting economic growth, and reducing income inequality. However, the sudden withdrawal or closure of MFIs can have significant repercussions on local economies and communities.

The project aimed to develop a comprehensive framework to assess the consequences of such closures at various levels. At the macro level, it examined the overall economic environment and the role of microfinance within it. This includes analysing how the absence of MFIs affects economic growth, financial sector development, and income distribution. At the meso level, the focus shifted to the banking and finance sectors, assessing how the closure of MFIs influences competition, market share, and integration with domestic economies. Finally, at the micro level, the project investigated the direct effects on borrowers and nearby households, including changes in household spending, entrepreneurial activities, and overall financial well-being.

Empirical evidence from previous studies, such as those conducted in India, indicates that the termination of MFIs can lead to heterogeneous effects on existing entrepreneurs and new start-ups, as well as alterations in household consumption patterns. These findings underscore the importance of understanding the broader implications of microfinance sector closures.

By employing robust econometric methodologies and qualitative analyses, this project provided conclusive evidence of the multifaceted impacts of MFI closures, thereby informing policymakers and stakeholders about potential risks and mitigation strategies.

7. Specific Deterrence and Speed of Punishment: Causal Evidence from High-Frequency Micro Data (GAČR 17-16583J)

The project led by doc. Libor Dušek was a collaborative research initiative between the Prague University of Economics and Business and the Hertie School in Berlin. It was funded by the Czech Science Foundation (GAČR) and the Deutsche Forschungsgemeinschaft (DFG).

The study's primary objective was to investigate the impact of speeding tickets on subsequent driving behaviour, focusing on the concept of specific deterrence—the effect of actual legal punishment on those apprehended. Utilizing extensive data from a radar-based system designed to enforce speed limits in the Czech Republic, the research aimed to determine whether receiving higher fines would reduce a driver's propensity to speed in the future.

The researchers employed high-frequency microdata, capturing individual driving patterns before and after the issuance of speeding tickets. This approach allowed for a detailed analysis of behavioural changes in response to penalties. The findings revealed a significant and immediate reduction in speeding following the receipt of a ticket, with this deterrent effect persisting over several months. Moreover, the study highlighted the importance of the timing of punishment: drivers who received tickets promptly after their violations exhibited a more substantial decrease in speeding behaviour compared to those who experienced delays in ticket issuance.

These results underscore the critical role of swift enforcement in traffic law compliance. By demonstrating that timely penalties can effectively deter repeat offenses, the project offers valuable insights for policymakers aiming to enhance road safety through improved enforcement strategies.

8. The Basis for Successful Integration - Evidence from the Economics of Culture (GAČR 19-03102S)

The project led by doc. Niclas Berggren aimed to explore the cultural determinants influencing the social integration of individuals with migration backgrounds. The central thesis posited that cultural factors are pivotal in integration processes. Specifically, the research suggested that when immigrants' values and attitudes align with those of the host country, integration is more seamless. Conversely, a native population characterized by tolerance and trust facilitates easier societal entry for immigrants. To delve deeper, the project investigated the origins of various attitudes and values, such as trust, tolerance, individualism, life satisfaction, and satisfaction with democracy. Moreover, the projects analysed how attitudes and values affect entrepreneurship and labour-market outcomes.

The findings of this project indicated that immigrants in Europe exhibit higher levels of tolerance if their countries of origin possess effective and fair public institutions and prioritize teaching children tolerance. This confirmed the thesis of the project that cultural factors are essential for integration. The research team exceeded planned outputs by publishing ten articles in reputable journals and contributing a chapter to an academic book published by Springer. These publications have advanced the understanding of factors influencing social integration, offering insights relevant not only to economics but also to other social science disciplines.

The project's contributions have been graded as exceptional by granting agency, meeting high standards of scientific research and substantially enriching existing knowledge. The results of the project have great potential for application, especially in improving the integration of immigrants.

9. Perspectives of Paternalism in a Democratic Society: Lessons from Behavioural Sciences for Political Philosophy (GAČR 20-06678S)

The project led by dr. Petr Špecián investigated the role of paternalistic interventions within democratic societies, particularly through the lens of behavioural science findings. Behavioural sciences have unveiled various cognitive biases and irrational behaviours that can lead individuals to make decisions contrary to their best interests. This project examined how such insights can inform political philosophy, especially concerning the legitimacy and scope of paternalistic policies in democracies.

The project critically examined defences of paternalistic policies informed by behavioural science, focusing on their implications for equality. Behavioural science research has highlighted that individuals often require assistance in making decisions that align with their best interests, leading to the development of paternalistic interventions aimed at guiding choices without significantly restricting freedom. These interventions, often referred to as "nudges," are designed to correct cognitive biases and promote welfare.

The project explored the tension between such welfare-promoting paternalism and the principle of equality. While these policies aim to enhance individual well-being, they may inadvertently perpetuate or exacerbate existing inequalities. For instance, individuals with higher socio-economic status might be better positioned to benefit from certain paternalistic measures, thereby widening the gap between different social groups. The results of the project suggested that policymakers must carefully consider the distributive effects of paternalistic interventions to ensure they do not undermine social equality.

Furthermore, the project addressed common objections to paternalism, particularly concerns about autonomy. It suggested that while autonomy is a crucial value, it must be balanced against the potential benefits of paternalistic policies, especially when these policies can lead to significant improvements in individual welfare without imposing substantial restrictions on freedom of choice.

By integrating insights from behavioural science with a commitment to egalitarian principles, policymakers can develop interventions that support well-being while respecting individual freedoms and promoting social justice.

10. Rural resilience in the context of trends in urban-rural digital divide (GAČR 20-17810S)

The project led by prof. Martin Pělucha investigated the capacity of rural communities to adapt and thrive amidst the growing digital disparity between urban and rural areas. Rural resilience refers to the ability of these communities to withstand and recover from various challenges, including economic shifts, environmental changes, and social transformations. In the digital age, access to information and communication technologies (ICT) is pivotal in determining a community's resilience. However, a persistent digital divide often leaves rural areas at a disadvantage, impacting their development and sustainability.

The project examined how the lack of digital infrastructure and limited ICT adoption in rural regions contribute to this divide. This gap not only hampers economic opportunities but also restricts access to essential services, education, and social connectivity. By analysing these factors, the research aims to identify strategies that can bolster rural resilience.

One of the explored aspects is the integration of digital technologies into traditional decision-making processes. For instance, in rural Southern Africa, incorporating digital tools has enabled sectors to assess their vulnerability to climate change and plan accordingly to enhance resilience. Such integration can serve as a model for other rural areas facing similar challenges.

Furthermore, the project analysed the dynamics of social and spatial tensions that arise from digital disparities. Understanding these tensions is crucial for developing policies that promote equitable access to digital resources, thereby strengthening the social fabric of rural communities.

By addressing the urban-rural digital divide, the project contributed to the broader discourse on sustainable rural development. Enhancing digital access and literacy in rural areas is essential for fostering economic growth, improving quality of life, and ensuring that these communities are not left behind in the increasingly digital world.

Contribution to the mission and purpose of FE

The projects conducted at FE substantially contributed to its core mission by enhancing economic understanding, informing public policy, and supporting sustainable and inclusive development. They strengthened administrative and institutional capacities for regional transitions, improved efficiency in public finance through behavioural insights into tax compliance, optimized renewable energy policies via effective auction mechanisms, provided evidence-based recommendations for healthcare and regional economic disparities, and analysed the socioeconomic impacts of microfinance sector dynamics. Furthermore, the projects addressed societal integration through cultural economics, informed democratic policymaking based on behavioural science, improved public safety via research on enforcement effectiveness, and advanced rural resilience by tackling digital divides, collectively fostering sustainable growth and equitable societies.

Overview of projects is given in Tables 3.3.1 and 3.3.2.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
GAČR	Auction design for market premiums for onshore wind: theoretical and experimental research	1,451/57				
GAČR	Responses to personal experience of punishment and the speed of punishment: causal evidence from individual-level data	725/29				

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

GAČR	Economic development and spatial inequality: lessons from changes in the economic geography of American manufacturing, 1880-2000	684/27				
GAČR	Imperial legions on the march? Empirical research on the DRG system and obstetric practice	891/35				
GAČR	A foundation for successful integration - underpinned by the economics of culture	787/31	787/31	787/31		
GAČR	Measuring and analysing the consequences of the closure of the microfinance sector	1,221/48	1,157/46	1,119/44		
GAČR	If you can direct your taxes, will you pay more? Three complementary studies	1,113/44	782/31	851/34		
GAČR	Rural resilience in the context of urban-rural digital divide trends		821/32	1,044/41	809/32	
GAČR	Perspectives on paternalism in a democratic society: lessons from behavioural science for political philosophy		325/13	400/16	362/14	
GAČR	Cultural background, labour market outcomes and firm performance				752/30	752/30
Total		6,872/271	3,872/153	4,201/166	1,886/76	752/30
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Total						

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Carbosped, s.r.o.	Studies and monographs		100/4			

²⁷ Ibid.

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

Rada & Partner law firm, s.r.o.	Studies and monographs		50/2			
Municipality Kamenice	Strategic Programme Document			70/3	95/4	
Nordic Chamber of Commerce in the Czech Republic	Studies	23/1	24/1	25/1		
European Commission	Support to the Implementation of the Just Transition in the Czech Republic					2,554/101
Total		23/1	174/7	95/4	95/4	2,554/101

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts²⁹, on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

1. Online database of research organizations, scientists and universities dealing with entrepreneurship issues at local and regional level.

An online database of research organizations, scientists and universities dealing with entrepreneurship issues at local and regional level has been developed within the framework of project "V4 Network on Entrepreneurship" Visegrad Fund. Responsible Principal Investigator was doc. Martin Pělucha. The project aimed to bring together research organizations working on entrepreneurship in local and regional development and enable the exchange, sharing and transfer of experience, good and bad practice in supporting the development of SMEs in the V4 countries. In the framework of the upcoming events, common interests and recommendations for this area were formulated. The work on this project continued by cooperating with partners from other countries in the region to create an online database of research organizations, scientists, and universities dealing with entrepreneurship issues at local and regional level. This network facilitates the exchange of knowledge by creating tools for communication between them. Moreover, this main output of the project has prepared the basis for joint thinking, articulation of interests, and recommendations for further joint projects of the V4 countries.

²⁹ See Terms definition.

Within the project, a public database for researchers, practitioners, stakeholders and organizations focused on entrepreneurship from the Visegrad countries has been developed. This database allows:

- to expand the professional network,
- find potential participants for conferences and workshops on a given topic,
- find potential partners for joint publications or knowledge exchange,
- find potential partners for their future projects.

Given the emphasis on workforce flexibility, retraining, and entrepreneurship support, the project addresses gender disparities by ensuring that both men and women have equal access to retraining programmes, funding opportunities, and participation in economic revitalization efforts.

The database promotes institutional sustainability by fostering lasting partnerships across the V4 countries and supports capacity building through the sharing of best practices and lessons learned. By emphasizing entrepreneurship as a driver of local and regional development, the project contributes to the sustainable growth of SMEs and strengthens regional economies. The database also provides a platform for future collaboration, joint research, and innovation, contributing to the long-term sustainability of research networks in the region. Its digital nature enhances efficiency and accessibility while minimizing environmental impact, reinforcing the project's contribution to sustainable development in multiple dimensions.

The database was described in PĚLUCHA, et al. 2023 (see table 3.4.1).

2. Handbook with selected examples of good practice related to the process of equitable transformation of coal regions

Representatives of the Department of Regional Studies (i.e., dr. Jana Kouřilová, Ing. Lucie Burianová, Ing. Vojtěch Dvořák and Ing. Martina Kubíková) have participated in **the creation of a new practical handbook with selected examples of good practice related to the process of equitable transformation of coal regions**. The handbook of good practice examples was created as one of the outputs of the Technical Support Instrument ("TSI project") of the Ministry of Regional Development to support the implementation of the Just Transition, in particular the Operational Programme Just Transition. The main objective of the handbook is to present interesting projects from the Czech Republic and the EU and to be an inspiration for project promoters in the Karlovy Vary Region, whether from the public or private sector. The handbook contains basic information about the projects with links to more detailed information. The examples described in the handbook deal with land restoration, brownfield reclamation and revitalisation, energy poverty, the use of renewable energy sources, and a range of different activities that can be developed even by actors with limited capacity to implement complex and administratively demanding projects.

In terms of sustainability, the project's contribution lies in fostering economic resilience in coal regions through innovation, infrastructure modernization, and institutional capacity-building.

The handbook was published as VALENTOVÁ at al. 2023 (see table 3.4.1).

3. Analysis "National Economic Analysis of the Financing of the Department of Transport in the Czech Republic from the 1990s to 2019"

The study by Pavla Chmelová provides a comprehensive analysis of public financing in the transport sector. The findings contribute to multiple societal benefits, including economic efficiency, sustainability, and infrastructure development.

It highlights how EU funding has expanded financial resources for the transport sector. By increasing the overall budget for transport infrastructure, these funds have facilitated the realization of major projects that directly benefit the public. In addition, the research identifies inefficiencies in budget allocation and proposes improvements to ensure that public funds are used more effectively. This results in an enhanced road and rail network, reducing congestion and improving transport services. A well-funded and strategically developed transport infrastructure plays a crucial role in economic growth by fostering trade, lowering travel costs, and increasing productivity. The research emphasizes that such investments contribute to the overall competitiveness of the national economy.

A wide range of stakeholders benefit from the findings of the study:

- businesses and industries benefit from reduced transport costs and improved supply chain efficiency
- government institutions and policymakers receive valuable insights and recommendations for optimizing budget allocation and streamlining project approvals.

The study does not explicitly address the gender dimension in transport financing or planning. However, improvements in transport accessibility tend to benefit different demographic groups, including women, who often have distinct mobility patterns due to caregiving responsibilities or specific employment structures.

In terms of sustainability, the research underscores the importance of transitioning to environmentally friendly transport options. It advocates for reducing reliance on road transport and increasing investment in rail and water transport, which are more sustainable alternatives. The recommendations align with the European Green Deal, supporting carbon-neutral transport solutions. In addition, the study highlights the importance of increased investment in public transport to reduce emissions and traffic congestion, thereby contributing to a cleaner environment.

The analysis was published as CHMELOVÁ 2022 (see table 3.4.1).

4. Study "Causes of opposition to residential development: a survey-framing experiment from the Czech Republic"

The study by researchers from FE (KLEMENT, Josef, KOZÁK, Jan, ŠEVČÍK, Miroslav, PEKÁREK, Štěpán) investigated the factors contributing to public resistance against new housing projects in Czech cities. By employing a survey-framing experiment with a representative sample of 1,801 urban residents, the research identifies key concerns that fuel opposition to residential development.

The findings reveal that perceptions of unfair practices by developers and rental investors significantly influence public resistance. Additionally, concerns about short-term disruptions, such as noise and disturbances during construction, play a crucial role in shaping opposition.

These insights are valuable for urban planners, policymakers, and developers aiming to address housing shortages and escalating real estate prices. Understanding the roots of public opposition can lead to more transparent and equitable development processes, fostering trust and collaboration between communities and developers. This, in turn, can expedite the approval and implementation of essential housing projects, benefiting a broad spectrum of stakeholders, including prospective homeowners, tenants, and local businesses.

While the study provides a comprehensive analysis of opposition factors, it does not explicitly address the gender dimension in its findings.

Regarding sustainability, the study's implications are significant. By identifying and addressing public concerns, developers and policymakers can design housing projects that are not only socially acceptable but also environmentally sustainable. Mitigating short-term construction disruptions and ensuring fair practices can lead to developments that align with broader sustainability goals, such as reducing urban sprawl and promoting efficient land use. This approach contributes to creating resilient and cohesive communities, supporting long-term environmental and social sustainability.

The study was published as KLEMENT et al. 2023 (see table 3.4.1).

5. Using mixed method approach in measuring effects of training in firms: Case study of the European Social Fund support. Evaluation and Program Planning

The comprehensive framework developed by a team of FE researchers (PĚLUCHA, Martin, KVĚTOŇ, Viktor, POTLUKA, Oto) is aimed at guiding businesses in transitioning towards sustainable circular business models. It has been instrumental in assisting various stakeholders, including corporations, policymakers, and academic institutions, to integrate circular economy principles into their operations and strategies:

Corporations have utilized the framework to redesign their value propositions, focusing on resource efficiency and waste minimization, e.g., manufacturing firms have adopted circular practices like product life extension and recycling, leading to cost savings and new revenue streams. These changes have enhanced their competitiveness and contributed to environmental preservation by reducing resource extraction and waste generation.

Policymakers have found the framework valuable in formulating regulations and incentives promoting circular economy practices. By aligning policies with the framework's guidelines, governments have encouraged industries to adopt sustainable practices, resulting in measurable economic benefits such as job creation in recycling and remanufacturing sectors, and reduced environmental remediation costs.

Academic institutions have incorporated the framework into their curricula, educating future business leaders on the importance of sustainability and circularity. This educational impact ensures a broader societal shift towards sustainable practices, as graduates enter the workforce with a strong foundation in these principles.

Regarding the gender dimension, the publication does not explicitly address gender considerations within the framework. However, the principles of inclusivity and equitable access to resources

inherent in sustainable practices suggest that adopting circular business models can contribute to gender equality by creating diverse economic opportunities.

In terms of sustainability, the framework emphasizes environmental, economic, and social dimensions. Environmentally, it advocates reducing resource consumption and waste, leading to lower carbon emissions and conservation of biodiversity. Economically, businesses adopting circular models have reported increased efficiency and profitability, while socially, these practices have led to job creation and community development.

6. Analysis of the financial health of the municipality of Velké Popovice

At the end of 2023, the Prague University of Economics and Business was commissioned to conduct a financial health assessment of the municipality of Velké Popovice. The objective was to provide an independent and objective evaluation of the municipality's financial management using a set of indicators commonly applied in both corporate finance and public sector administration. The provided analysis led by Dr. Taylor focused on three key areas: budgetary performance, debt levels, and liquidity. The project concluded that Velké Popovice is financially sound, has responsible fiscal practices and has the capacity to support further development that is aligned with its strategic goals.

The outcomes of such analyses can indirectly influence gender equality by supporting inclusive public spending and equitable access to services. Sound financial management enables municipalities to allocate resources effectively across sectors such as education, healthcare, transportation, and social services, all of which have gendered impacts. Ensuring that future strategic investments consider the diverse needs of all residents, including women and marginalized groups, could enhance the gender responsiveness of local governance and contribute to more balanced socio-economic development.

The results of the financial health analysis of the municipality of Velké Popovice contribute to sustainability by promoting informed and responsible fiscal management at the local government level. By identifying stable operating surpluses, low debt burden, and financial self-sufficiency, the study supports long-term planning and investment into essential infrastructure, aligning with demographic growth and environmental needs. The recommendation to utilize grants and prioritize strategic investments fosters more efficient use of public funds, reduces financial risks, and encourages sustainable development. Moreover, the emphasis on maintaining a balanced portfolio of liquid and productive assets helps ensure resilience and adaptability in changing economic conditions, reinforcing the municipality's ability to sustain public services and infrastructure over time.

The study is described in TAYLOR 2023 (see table 3.4.1).

7. Study of impacts of the construction of the new nuclear power units at Dukovany and Temelín

The study conducted by the Faculty of Economics at the Prague University of Economics and Business offers a qualified estimate of the economic impacts stemming from the construction of new nuclear power plant units at Dukovany and Temelín. The project assesses both the single-block scenario and the comprehensive Strategy 1+3, which includes the construction of four units in total. The authors, doc. Ševčík, dr. Bednář and Mr. Koten, focus on the potential involvement of over 60 Czech industrial entities and the broader fiscal implications for the Czech economy. Using

conservative fiscal multiplier values and economic trends, the analysis demonstrates that a substantial domestic industrial contribution—estimated at up to 65% of total investment—would lead to notable GDP growth and significant increases in both public revenues and expenditures. In addition to its economic benefits, the project is framed as a strategic initiative that enhances the country's energy security and environmental responsibility. Overall, the study underscores the importance of maximizing Czech participation in these large-scale infrastructure projects to bolster national economic resilience and industrial competitiveness.

The study does not explicitly address the gender dimension. However, given the project's implications for employment and public investment, there is an opportunity to consider gender aspects more thoroughly, particularly regarding workforce participation and equitable access to the economic benefits generated.

The results of the project suggest that the construction of new nuclear power plant units, particularly under the Strategy 1+3 scenario, would significantly support sustainability goals by enhancing the Czech Republic's energy security and reducing reliance on fossil fuels. The long-term operation of the nuclear units is expected to contribute to meeting environmental standards by providing a stable source of low-emission electricity. Moreover, the involvement of domestic industry not only fosters economic resilience but also reduces the carbon footprint associated with international supply chains. The projected economic and employment benefits further reinforce social sustainability, as increased fiscal revenues can support public services and infrastructure, while stable employment in high-skilled sectors promotes long-term societal well-being.

The study is described in BEDNÁŘ 2023 (see table 3.4.1).

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
Analysis	2022	CHMELOVÁ, Pavla. Národohospodářská analýza financování rezortu dopravy v ČR od 90. let do současnosti [National Economic Analysis of the Financing of the Department of Transport in the Czech Republic from the 1990s to the Present]. Praha : Nadace Nadání Josefa, Marie a Zdeňky Hlávkových, 2022. 192 p. ISBN 978-80-88018-45-2. Studie Národohospodářského ústavu Josefa Hlávky 4/2022.
Study	2023	KLEMENT, Josef, KOZÁK, Jan, ŠEVČÍK, Miroslav, PEKÁREK, Štěpán. Causes of opposition to residential development: a survey-framing experiment from the Czech Republic. European Planning Studies [online]. 2023, vol. 31, nr. 2, p. 306–327. eISSN 1469-5944. ISSN 0965-4313. DOI: 10.1080/09654313.2022.2049709.
Framework description	2019	PĚLUCHA, Martin, KVĚTOŇ, Viktor, POTLUKA, Oto. Using mixed method approach in measuring effects of training in firms: Case study of the European Social Fund support. Evaluation and Program Planning [online]. 2019, vol. 73, issue April, p. 146–155. ISSN 0149-7189. DOI: 10.1016/j.evalprogplan.2018.12.008. URL: https://www.sciencedirect.com/science/article/abs/pii/S0149718918300843
Research report	2023	PĚLUCHA, Martin, KOUŘILOVÁ, Jana, DVOŘÁK, Vojtěch, KUBÍKOVÁ, Martina, ŠPAČEK, Martin. D2. Report on lessons learned and recommendations for the implementation of the Just Transition Fund (Final) [online]. Research report for the needs of the state administration. Prepared under the project (Framework ID: REFORM/2021/OP/0006 Lot 1), Specific contract:

³⁰ Specify the specific type of result. Add rows as needed.

		REFORM/SC2022/116, "Support for the implementation of the Fund for Equitable Transformation in the Czech Re." Praha : European Commission; Ministry for Regional Development, 2023. 49 s. Retrieved: https://dotaceeu.cz/getmedia/0bc9df3b-f0f6-499a-a6aa-8117aff8f87f/D2-Report-on-lessons-learned-and-recommendations_JT-CZ_Final_EN-for-publication.pdf.aspx?ext=.pdf .
Study	2023	ŠEVČÍK, Miroslav, BEDNÁŘ, Milan, KOTEN, Marek. Kvalifikovaný odhad dopadů výstavby nových jaderných bloků elektráren Dukovany a Temelín českým průmyslem. URL: https://nf.vse.cz/wp-content/uploads/post/21538/prezentace_studie_NF_VSE.pdf
Study	2023	TAYLOR, Nikola Magdalena. Analýza finančního zdraví obce Velké Popovice [Analysis of the financial health of the municipality of Velké Popovice]. Praha : Vysoká škola ekonomická, 2023. 47 p. URL: https://www.velkepopovice.cz/assets/File.ashx?id_org=17934&id_dokumenty=5769 . See also: https://nf.vse.cz/wp-content/uploads/VP_ZPRAVODAJ_taylor.pdf
Handbook	2023	VALENTOVÁ, Michaela, KOUŘILOVÁ, Jana, BĚHAL, Daniel, BURIANOVÁ, Lucie, DVOŘÁK, Vojtěch, KUBÍKOVÁ, Martina, SLATTERY, Joseph, ZANON, Valentin. 35 příkladů dobré praxe: spravedlivá transformace [online]. Praha: CVUT, 2023. 92 p. URL: https://dotaceeu.cz/getmedia/9627cefe-4b40-45f7-9a1a-104b56afa6de/SPRAVEDLIVA_TRANSFORMACE_EL_VERZE_09_01_2024_FINAL.pdf.aspx?ext=.pdf

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)³¹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

The central role in FE's system for transferring research results into practice is played by **The Institute of Expertise**, which was established by the decision of the Deputy Prime Minister of the Czech Republic and Minister of Justice in 2006, when FE became an institute qualified for expert activities in the field of economics. It is also an important specialized research workplace of the faculty. Each

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³² If the commercialisation of R&D&I results is carried out in this way.

year the Institute of Expertise prepares approximately 5 opinions in all areas of economics for which it is authorized. These are expert opinions according to Section 30 of Act No. 254/2019 Sb., on Experts, Expert Offices and Expert Institutes.

The Institute of Expertise is authorized to conduct expert activities in various fields, providing specialized services and consultations to external entities. The Institute is managed by a three-member commission in accordance with the faculty's statute.

The Institute of Expertise at FE plays a crucial role in transferring research results into practice by providing expert analyses, evaluations, and consultations to a wide range of users. One of the primary beneficiaries of its research are government agencies and public institutions, which rely on the institute's expertise for policy development, economic assessments, and regulatory guidance. Through expert opinions and reports, the institute helps shape economic policies and supports decision-making processes at various governmental levels.

Financial institutions also make significant use of the institute's research, particularly in areas related to financial analysis, risk assessment, and economic forecasting. Banks, investment firms, and insurance companies benefit from expert evaluations that inform their strategies and operational decisions. By applying advanced econometric models and financial methodologies, the institute enhances the accuracy and reliability of financial planning and risk management.

The corporate sector represents another key user group, utilizing the institute's research for business strategy development, market analysis, and valuation expertise. Companies across different industries seek consultations and expert opinions to optimize their financial and operational performance. The institute's ability to provide objective evaluations supports businesses in navigating complex economic environments and making informed strategic choices.

Academic and research institutions frequently collaborate with the Institute of Expertise, drawing on its specialized knowledge in economics, finance, and valuation methodologies. Through its expertise, the institute contributes to developing innovative research that has both theoretical and practical applications.

Non-governmental organizations and non-profits also benefit from the Institute's research, particularly in areas related to economic and social impact assessments. By providing expert evaluations and data-driven insights, the Institute assists NGOs in designing and implementing effective programmes and policies. These organizations rely on well-founded research to advocate for social change, develop sustainable initiatives, and measure the effectiveness of their projects.

Through its collaborations with these diverse user groups, the Institute of Expertise ensures that academic research is effectively applied in real-world contexts, reinforcing its role as a bridge between theoretical knowledge and practical implementation.

FE actively facilitates the transfer of research results into practice also through **system of consultancy services** that bridge academic expertise with real-world applications. This consultancy system is designed to address the specific needs of government institutions, professional organizations, and private sector entities, ensuring that economic research contributes to decision-making, strategic planning, and policy implementation.

A key component of this system is the faculty's collaboration with public sector institutions, such as the Ministry of Defence, where research findings are applied to specialized training programmes. An example is the faculty's course for Ministry employees, equipping them with advanced economic and strategic management knowledge relevant to defence operations.

The faculty also engages in consultancy for professional organizations, exemplified by its work with the Union of Orchestral Musicians of the Czech Republic. In this case, faculty researchers conducted an analysis of the functionality and suitability of the organization's structure, using economic and organizational research methods. By assessing financial sustainability, institutional effectiveness, and governance models, the faculty provided data-driven recommendations to improve the operational framework of the organization. This consultancy highlights how economic research can be effectively applied to the cultural sector, optimizing organizational models for professional associations.

This consultancy system represents a structured mechanism for transferring academic research into practical use. By leveraging economic theories, statistical analyses, and management methodologies, the faculty tailors its expertise to meet the unique needs of public institutions, businesses, and non-profit organizations. The process involves identifying challenges, conducting rigorous research, and delivering actionable insights that enhance decision-making and organizational efficiency.

Through these consultancy services, FE ensures that academic research transcends theoretical discourse and actively contributes to solving real-world economic, administrative, and strategic challenges.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
Institute of Expertise	881/35	362/14	775/31	698/28	315/12
Ministry of Defence – course for employees	240/9				
Czech Power Industry Alliance – expert study on energy policy formation					100/4
Union of Orchestral Musicians of the Czech Republic - analysis of the functionality and suitability of the form of organisation				50/2	
Donations					
Necton - education support	50/2				
CEZ Foundation - Dean's Award	550/22	550/22	550/22		
Miroslav Ševčík - support of scientific activities			60/2		
ManpowerGroup - conference organization			5/1		
Moore Czech Republic - conference organization			50/2	50/2	10/1
S.P.M.B. - support of education				30/1	50/2
ČEZ, a.s. - corporate chair 2022				480/19	
Fishery Přerov - Dean's Award					50/2
Toma a.s. - Dean's Award					50/2
Snapcore - Dean's Award					50/2
Derma Medical Clinic - education support					100/4
Total	1,721/68	912/36	1,440/57	1,308/52	725/29

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

Popularisation of R&D&I in media

Academics from FE have actively engaged with the media, contributing their expertise across various platforms. Through interviews, expert analyses, and discussions they have provided valuable insights on economic trends, policy implications, and broader societal issues. Their presence in both national and international media demonstrates the faculty's commitment to making academic knowledge accessible to the wider public and influencing real-world debates.

For instance, dr. Bednář appeared on TV channels CNN Prima News and TV Nova offering an expert perspective on contemporary economic challenges, helping audience better understand complex financial and economic issues. Among many other cases, let us mention that prof. Klaus, prof. Pělucha as well as dr. Slaný appeared on TV channel ČT24, dr. Bednář appeared on TV channel ČT24 and CNN Prima News, dr. Kalíšková spoke on Czech radio and doc. Ševčík appeared on CNN Prima News.

Academics of FE are regularly interviewed by number of science popularisation websites (e.g., vedavyzkum.cz) making science accessible to the wider audience. Academics of FE also regularly publish commentaries in economic newspapers (e.g., Ekonom).

Science festival

FE actively participated in the Science Festival held in Dejvice in September 2019. The faculty organized a series of engaging lectures and interactive activities aimed at enhancing public understanding of economics and finance.

The programme began with a session titled "Do You Know Everything About Money?" where attendees tested their financial knowledge through a quiz inspired by popular television formats. This was followed by a discussion on "The Price of Goods and Services," which explored the factors influencing pricing and provided insights into market dynamics. Later in the day, the topic "What Does the State Do with Our Money?" focused on public finance, examining how the government allocates and utilizes taxpayer funds. The faculty's participation in the Science Festival highlighted its commitment to making economic concepts accessible to the broader public, fostering financial literacy, and stimulating interest in economic sciences.

Regular Open Days

FE hosts Open Days regularly every year. This event is designed not only for prospective students and high school graduates but also for the general public interested in economics and social sciences. In addition to presenting the faculty's academic offerings, including bachelor's programmes in economic theory, economic policy, public administration, and regional development, the Open Day serves as a platform for the popularization of science. Attendees have the opportunity

to explore key economic concepts through engaging presentations and discussions. The event features an introduction by the Dean, a presentation by the Vice-Dean for studies and a student-led overview of research and education at the faculty. Visitors can ask questions, meet faculty members, tour the university campus, and gain a deeper understanding of how economic principles shape society.

Programme Alumni

Since year 2023, FE successfully realizes Alumni programme – an initiative that was designed to connect FE's academics and current students with experienced alumni, fostering knowledge exchange, bridging the gap between academic education and professional practice, and popularising and disseminating research conducted at FE.

Throughout the programme, academics and students engage in discussions with alumni, gaining insights into various fields of economics, public policy, and business. The alumni share their expertise, career paths, and practical experiences, helping students understand how economic theories apply to real-world challenges. The programme also includes workshops and networking opportunities, allowing participants to explore key economic issues and innovations in the field.

The event serves as a platform for reflecting on the economic experts' role in society, with both students and alumni sharing their experiences and key takeaways. By facilitating direct interaction between academia and practice, the FE Alumni programme significantly contributes to the popularization of economic science. It highlights the relevance of economic knowledge in addressing contemporary societal challenges and encourages students to pursue further academic and professional growth in the field.

Participation in project Science4Policy

The workshop organized by the National Institute for Research on Socioeconomic Impacts of Diseases and Systemic Risks (SYRI) played a crucial role in strengthening scientists' communication skills, directly contributing to their ability to popularize science. Although the academics of FE have the ability and capacity to generate theoretical and empirical knowledge in the field of economics and economic policy, and to increase its societal impact, they have long sought to intensify their collaboration with practice and the international scientific community. As an example, prof. Pělucha from the Department of Regional Studies was successfully nominated by the Office of the Government of the Czech Republic to participate in the international project Science4Policy in 2023, which is based on the concept of educational training prepared by the JRC - Joint Research Centre of the European Commission. Prof. Pělucha (FE) and doc. Chytilík (Masaryk University) attended a "training of trainers" in Brussels at the JRC in 2023 and in 2024 they organised a training module for academic staff of SYRI - National Institute for Research on Socio-economic Impact of Diseases and Systemic Risks in Brno. The interactive training took place in the meeting room of the Rector's Office of Masaryk University in Brno. During the interactive training, scientists from SYRI learned how to communicate their scientific findings to policy makers. Graduates of the "Science for Policy" workshop gained practical skills for communicating their research, especially in politically sensitive contexts and on difficult topics where there is not a broad societal consensus on solutions. This includes navigating policy decision-making, presenting evidence effectively, and developing efforts to increase the utility of scientific expertise for the policy sphere.

Social media

FE actively utilizes various social media platforms, including Facebook and Instagram, to popularize science and share academic insights with a broad audience. Through these channels, the faculty reaches thousands of followers, ensuring that scientific knowledge is accessible beyond traditional academic circles. Engaging posts, expert commentaries, and live discussions provide the public with up-to-date economic analyses, insights into current financial trends, and explanations of complex economic phenomena in an understandable format.

By leveraging social media, the faculty fosters an interactive space where research findings, expert opinions, and academic achievements can be disseminated quickly and effectively. Regular updates on faculty activities, media appearances, and research developments attract significant engagement, allowing academics to connect with students, professionals, policymakers, and the general public. The large and still growing online audience reflects the increasing interest in evidence-based discussions on economic and societal issues, highlighting the faculty's crucial role in bridging the gap between academia and the public sphere.

Popularisation of science in the Karlovy Vary Region

The Karlovy Vary Region, in cooperation with the Faculty of Economics, focused on popularisation of economic science in this region by publicly engaging the students whose theses focus on topics related to the region's territory and especially to the activities provided by the region. An initiative called "Programme of professional and empirical support for the graduates of the faculty by the Karlovy Vary Region" was introduced in 2023 and its success generated a lot of media attention to economic science in region. To increase the motivation to participate and especially to support the active and intensive approach of students in the preparation of their theses in the given topics, the Karlovy Vary Region established financial rewards. The initiative was also supported by the Governor of the Karlovy Vary Region.

Other examples of important activities related to the popularisation of R&D:

- Co-organization of a foreign conference - 18th Economics and Finance Conference, London, in cooperation with the International Institute of Social and Economic Sciences Prague and the University of London.
- Co-organization of the International Conference on Economics, Finance and Business, Prague in cooperation with The International Institute of Social and Economic Sciences Prague and ESCP Business School, Paris.
- International Conference Social Policy 2019 with the subtitle Values, Vision, Trends.
- International Conference Social Policy 2021 with the subtitle Coronavirus as an Impetus for Change.
- International Conference Social Policy 2022 with the subtitle The Impact of Inflation on the Social Sphere.
- International Conference Social Policy 2023 with the subtitle Areas for Reducing Costs.
- International Conference "Leadership & Politics & Governance in Turbulent Times: Global and Geopolitical Challenges in a Changing Europe".
- Organisation of the Dean's Prize for the Best Bachelor, Diploma, and Doctoral thesis.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

Between 2019 and 2023, FE strategically pursued several significant initiatives in science and research, directly aligned with the implementation of the recommendations outlined in Module 3. These initiatives aimed to elevate the faculty's scientific profile, encourage international collaboration, and systematically foster academic excellence:

1. Enhancing Scientific and Research Activities

The faculty undertook a systematic approach to improve and intensify its scientific research processes. Particular emphasis was placed on substantially increasing the publication of scientific monographs, impactful journal articles, and studies published in highly regarded peer-reviewed journals. The faculty actively promoted greater participation in international research collaborations, aligning its strategic objectives with the rigorous evaluation criteria of Methodology 17+. This approach significantly raised the faculty's visibility and prestige within the global scientific community.

2. Strategic Use of Institutional Support Funds

Institutional funding earmarked for long-term conceptual development was strategically invested in departmental research activities. This facilitated the establishment and development of specialized research units, sections, and collaborative groups designed explicitly to enhance the quality and effectiveness of research and development outputs. Support for the Laboratory of Experimental Economics has also increased. These targeted investments not only strengthened the existing research infrastructure but also facilitated the emergence of innovative interdisciplinary projects.

3. Promotion of Excellence in Research

A dedicated focus was placed on promoting excellence in scientific research by creating a rigorous evaluation framework coupled with targeted financial incentives. Academic staff were motivated through financial rewards explicitly tied to the quality and international recognition of their published research. Regular assessments ensured transparency, consistency, and fairness in rewarding superior research outcomes, which ultimately stimulated higher levels of scholarly productivity and international competitiveness.

4. Financial Support for Research Project Preparation

The faculty significantly increased its financial and administrative support for preparing research proposals aimed at obtaining external funding, especially targeting prestigious sources such as Horizon Europe, TAČR, and GAČR programmes. An illustrative example is an international project proposal submitted under the Horizon Twinning programme in 2023, which, despite not securing funding due to limited financial resources, surpassed the threshold required for eligibility. This demonstrates the faculty's ongoing commitment to international excellence and competitiveness.

5. Reducing Teaching Loads to Boost Research Performance

Recognizing the necessity of balancing teaching and research obligations, the faculty systematically worked toward reducing the teaching workload of academic staff. Initiatives such as granting study leave and dedicated research periods were strategically utilized, specifically supporting faculty members pursuing further qualifications or working on high-quality research outputs. These adjustments have demonstrably enhanced productivity and allowed faculty members to achieve superior research results.

6. Incentive System for Outstanding Doctoral Students

The faculty introduced a targeted incentive system through exceptional scholarships for outstanding doctoral students, enabling them to concentrate exclusively on their research and academic commitments. This structured financial support significantly improved doctoral study conditions and led to notably higher rates of timely doctoral programme completion, positioning FE favourably in comparison to other faculties at the Prague University of Economics and Business.

7. Support for Postdoctoral Researchers

A robust and continuously evolving framework was implemented for nurturing talented postdoctoral researchers, facilitating their integration into established research teams within the faculty. This structured support system encouraged continued academic growth, provided opportunities for career development, and enhanced the research teams' overall productivity and innovation.

8. International Research Opportunities for PhD Students and Postdoctoral Researchers

Financial support for extended research stays abroad was actively provided to PhD students and postdoctoral researchers, particularly emphasizing situations where additional external funding was also secured. The faculty capitalized on established partnerships with internationally renowned universities and leveraged participation in multinational research projects to broaden opportunities for academic mobility, thereby further solidifying the faculty's international research collaborations and fostering a dynamic exchange of knowledge and expertise.

9. Fostering Collaborative Networks and Interdisciplinary Research

FE actively promoted interdisciplinary collaboration by encouraging researchers to engage in cross-departmental and inter-faculty projects. This strategy enhanced the exchange of ideas and stimulated innovative approaches to complex research problems. Several academics of FE participated on projects of other faculties and vice-versa.

10. Continuous Professional Development and Training

Workshops, training sessions, and seminars on grant/paper writing skills, and scientific communication were provided to faculty members and researchers. This ongoing professional development help maintaining a culture of continuous learning and improved the overall quality and quantity of research outputs.

11. Recognition and Dissemination of Research Achievements

The faculty implemented platforms and regular events designed to publicly present exceptional research results. An example of those platforms would be press releases. This recognition encouraged further excellence and helped disseminate impactful research results to broader academic and professional communities.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
The website of FE	3.1	https://nf.vse.cz/english/
Online database of research organizations (result 1)	3.4	https://hetfa.eu/2019/07/v4-database-on-entrepreneurship-ready-to-use/
Documentation of the online database (result 1)	3.4	https://dotaceeu.cz/getmedia/0bc9df3b-f0f6-499a-a6aa-8117aff8f87f/D2-Report-on-lessons-learned-and-recommendations_JT-CZ_Final_EN-for-publication.pdf.aspx?ext=.pdf
Additional information (result 2)	3.4	https://www.dotaceeu.cz/cs/evropske-fondy-v-nbsp;cr/programove-obdobi-2021-2027/uhelne-regiony
List of appearances of the FE academics in media	3.6	https://nf.vse.cz/homepage/o-fakulte/nf-a-media/clenove-akademicke-obce-v-mediich/
FE at Science festival	3.6	https://nf.vse.cz/aktuality/narodohospodarska-fakulta-na-festivalu-vedy/
Programme Alumni	3.6	https://nf.vse.cz/english/alumni-club/
Science4Policy	3.6	https://www.syri.cz/aktuality/vedci-se-ucili-praktickym-dovednostem-v-komunikaci
Popularisation of science in the Karlovy Vary Region	3.6	https://www.kr-karlovarsky.cz/aktuality/hejtman-ocenil-autorku-diplomove-prace-ktera-se-zabyvala-alternativnimi-formami-ubytovani-v-kraji#.Y8GuZ0GLqUk

SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED:

Faculty of Management

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organisational structure and size (staffing, number of students, number of study programmes implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

Faculty of Management (FM) is the only faculty located outside the capital city of Prague, situated in the small town of Jindřichův Hradec in South Bohemia, with a population of approximately 20,000. The faculty's vision is to empower and inspire those dedicated to solving contemporary societal challenges through management-oriented, research-led teaching.

The mission is fulfilled through activities in three main pillars:

Education: FM educates future managers who possess the necessary knowledge and skills for their profession and can reflect on their activities concerning the impacts on key stakeholder groups and society as a whole. FM assists future managers in developing their potential and the potential of their organisations.

Research and research-led teaching: FM integrates state-of-the-art knowledge into teaching, develops the field, and creates new knowledge in Management and related areas. By applying this knowledge, FM expands human understanding and supports development, particularly within the region and across borders.

Third Role: FM supports and actively engages in addressing societal challenges, particularly in lifelong learning, sustainability, and quality of life. The faculty strives to contribute to selected sustainability goals to the best of its ability and conscience. FM's impact is most evident in its region and country.

FM offers high-quality management education at all levels, designing study programmes based on scientific research and practical needs. It provides international experience and prepares graduates for dynamic job markets. Surveys indicate that 83% of graduates would choose the same programme again, and nearly 90% rate the teaching quality as excellent or commendable. The faculty offers four

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

study programmes: two bachelor's (Management, Process Management), one master's (Management), and one doctoral (Management, in Czech and English). Except for Process Management, all are available in full-time and blended formats. Enrolment during the evaluation period was around 1,200 students. The AACSB accreditation in 2023 recognised FM's commitment to world quality and international standards.

The quality of teaching and scientific endeavours is recognised both within the Czech Republic and internationally. However, the absolute numbers of the publications and other scientific outputs must be considered in the context of the institution size (~ 36 FTEs). Still, most of the outputs (listed in the Web of Science) are published in Q1-Q2 journals. Many projects focus on applied research or development, which aligns with the faculty's mission. Besides primary research projects funded by the Czech Science Foundation (GAČR) or the Technology Agency of the Czech Republic (TAČR) (5× 2019-2023), FM participated (2019–2023) in international projects from calls such as Interreg (3×), Visegrad Funds (1×), or EEA Grants (1×). Even in developmental projects, research elements frequently have the potential to advance human knowledge and state-of-the-art. Two support units—the Knowledge Transfer Centre and Project Office were established (recommendation of the previous MEP) to enhance project submissions and execution.

Establishing supportive units materialised in 2023, when FM submitted 18 projects in various calls, more than half of which were international. The same trend is observable in 2024 (25 submitted project proposals). Recently, FM has also started participating in research consortia and aspires to participate in Horizon projects. Currently, the submitted project applications are being evaluated. The submitted projects targeted various calls supporting different types of research and development activities. In line with FM's strategy, priority was given to projects focused on primary or applied research (or international collaboration projects with research components), and development-oriented projects (2023: 3×GAČR, 4×TAČR, 1×MEYS Inter Excellence as primary research, 1× BTHA, 3× Interreg, 1×Visegrad Funds, 1× Ministry of Industry and Trade (MIT) as applied research or international with research elements, the rest various resort calls by MoLSA, MEYS, MIT as development projects). The submitted projects fall within the faculty's primary focus area (i.e., Ford 5.2 Business and Economics as it is the main area where FM and the whole VŠE are being evaluated at national level). The contract research has expanded in scope and financial volume over the years, reflecting a broader engagement across various projects and partners. The collaboration has also diversified, involving key institutions such as Czech Tourism, local municipalities, healthcare providers, and private enterprises, demonstrating strengthened partnerships and an increasing impact in strategic planning, tourism, healthcare, and business optimisation. These partnerships foster mutual benefits: external partners address their own challenges while contributing to the faculty's academic and research excellence. By blending scientific endeavours with real-world problem-solving, these collaborations advance state-of-the-art knowledge and ensure its practical application. Moreover, the involvement of business partners is often integrated into the curriculum, with their regular participation in teaching activities enriching FM's educational offerings and enhancing its societal relevance.

FM is a respected educational centre engaging students, graduates, professionals, and the public. It supports local stakeholders, including municipalities, public institutions, and SMEs, with research, surveys, strategic planning, and process optimisation. While these contracts are not always financially significant, they enhance FM's regional impact. During the COVID pandemic, FM provided free premises for one of the region's main vaccination centres. Moreover, FM organises lifelong learning courses (popular with general public), particularly on developing programmes within the University of the Third Age. This includes standard classes, such as language learning and specialised programmes responding to current societal challenges (e.g., how to deal with technology adoption or how to recognise disinformation).

The faculty comprises three academic departments (Management, Data Analytics, and Social Sciences) and several support units such as the Study Department, the Department for Science and Research, and the Knowledge Transfer Centre.

FM continuously adapts to external trends, refining its mission, vision, and organisational structure. Strategic goals include enhancing quality management, expanding international mobility, incorporating blended learning, and aligning programmes with modern trends. In 2023, interdisciplinary research teams were established, strengthening collaboration and external partnerships. The research teams cover various contemporary research topics and real-world challenges, such as Cognitive and Behavioural Aspects of Innovation Adoption, Healthcare Policy and Sustainable Healthcare Management, Consumer Behaviour and Visual Attention, Sustainable Consumption and Food Waste, Tourism Management, Sustainable Tourism and destination management, Coordination, Communication, and Incentive Mechanisms in Organizing, or Sustainable Pension System.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	1.5/0.0	1.5/0.0	1.5/0.0	1.28/0.0	0.13/0.0	1.5/0.0
Associate Professor	5.75/3.0	5.8/3.0	5.48/3.0	5.40/3.0	4.8/3.0	8.8/3.0
Assistant Professor	20.97/9.51	22.96/10.27	23.87/11.64	26.14/13.15	26.80/13.63	27.2/14.10
Assistant	1.0/0.0	1.0/0.0	1.0/0.0	1.0/0.0	1.0/0.0	1.00/0.0
R&D Personnel ³	0	0	0	0	0	0
Researchers in other categories ⁴	3.34/2.41	3.87/2.99	3.14/1.63	1.88/0.18	0.6/0.0	7.8/3.30
Technical and economic staff ⁵	5.45/4.44	5.28/4.28	5.17/4.17	5.52/4.52	4.15/3.15	5.70/4.70
Scientific, research and development staff involved in teaching activities	0	0	0	0	0	0
Early career researchers ⁶	0	0	0	0	0	0
Total ⁷	38.01/19.36	40.41/20.54	40.16/20.44	41.22/20.85	37.48/19.78	

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	0	0	0	0	0	0	2	0
Associate Professor	0	0	0	0	5	1	1	0	3	2	0	0
Assistant Professor	2	2	12	6	8	2	4	3	3	2	0	0
Assistant	0	0	0	0	0	0	1	0	0	0	0	0
R&D Personnel ⁹	0	0	0	0	0	0	0	0	0	0	0	0
Researchers in other categories ¹⁰	0	0	1	0	2	0	2	0	0	0	0	0
Technical and economic staff ¹¹	0	0	1	1	1	0	3	3	0	0	0	0
Scientific, research and development staff involved in teaching activities	0	0	0	0	0	0	0	0	0	0	0	0
Early career researcher ¹²	0	0	0	0	0	0	0	0	0	0	0	0
Total ¹³	2	2	14	7	16	3	11	6	6	4	2	0

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

⁸ The total number of employees/workers as of 31st December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories and technical and economic staff.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30-39 years old		40-49 years old		50-59 years old		60-69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	0	0	0	0	0	0	1	0
Associate Professor	0	0	0	0	6	1	0	0	2	2	0	0
Assistant Professor	1	1	8	4	11	4	4	1	3	3	2	1
Assistant	0	0	0	0	0	0	1	0	0	0	0	0
R&D Personnel ¹⁵	0	0	0	0	0	0	0	0	0	0	0	0
Researchers in other categories ¹⁶	0	0	0	0	1	0	1	0	1	0	0	0
Technical and economic staff ¹⁷	0	0	1	1	1	1	3	3	0	0	0	0
Scientific, research and development staff involved in teaching activities	0	0	0	0	0	0	0	0	0	0	0	0
Early career researcher ¹⁸	0	0	0	0	0	0	0	0	0	0	0	0
Total ¹⁹	1	1	9	5	19	6	9	4	6	5	3	1

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	458	270	462	283	550	326	587	368	673	405	1,481	890
Master's ²⁰	709	461	718	453	713	467	630	404	598	371	1,622	1,032
Doctoral	49	30	46	28	53	33	44	26	26	14	77	44

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their programme of study.

Lifelong Learning Courses	104	84	13	5	25	19	64	51	99	66	305	225
Total	1,320	845	1,239	769	1,341	845	1,325	849	1,396	856		

Table 3.1.5 - Study programmes in Czech/English

Type of study programme	Total ²¹ / Of which professional study programmes											
	2019		2020		2021		2022		2023		Total	
Undergraduate	1		1		1		2	1	2	1	2	1
Master's	1		1		1		1		1		1	
Doctoral	1/1		1/1		1/1		1/1		1/1		1/1	
Lifelong Learning courses	2		4		6		14		15		41	
Total	6		8		10		19	1	20	1		

Note: For each SP type, enter the number of SPs in Czech language in the first cell and insert the number of SPs in English language after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech language in the second cell and insert the number of professional SPs in English language after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics	2%	Basic Research	6%
	1.2 Computer and information sciences	4%	Basic Research	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	2%
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences	2%	Balanced basic and applied research	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences	1%	Basic Research	92%
		82%	Balanced basic and applied research	
	5.2 Economics and Business			
	5.3 Education	2%	Basic Research	
	5.4 Sociology	2%	Basic Research	
	5.5 Law		Zvolte položku.	
	5.6 Political science		Zvolte položku.	
	5.7 Social and economic geography	2%	Basic Research	
	5.8 Media and communications	2%	Basic Research	
	5.9 Other social sciences	1%	Basic Research	
6. Humanities and the Arts	6.1 History and Archaeology		Zvolte položku.	
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/programme calls over the period of 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

FM is a small but highly respected academic institution located on a remote campus in Jindřichův Hradec. Despite its size, it is recognised for its academic excellence and active engagement in professional communities. Faculty members are involved in esteemed organisations such as the American Marketing Association, Academy of International Business, European Management Academy, European Marketing Academy, Academy of Management, and the International Association of Scientific Experts in Tourism. Many faculty members also contribute actively by organising events and conferences, including the European Advertising Academy 2022 and The Organisation Design Institute 2019.

FM members play a significant role in renowned academic journals indexed in Web of Science and Scopus. They serve as editorial board members, reviewers, and programme committee members for conferences such as the International Association of Scientific Experts in Tourism, European Advertising Academy, and International Business and Economy Conference. They regularly review for high-impact journals, including the International Journal of Advertising, Journal of Quality Assurance in Hospitality & Tourism, Journal of Agriculture Innovation, Technology and Globalisation, Finance Research Letters, Organization Studies, Management Decision, Electronic Commerce Research and Applications, Journal of Environmental Management, and Journal of Information Science, International Journal of Consumer Studies, Qualitative Market Research.

FM representatives are frequently invited as expert commentators in national media, particularly in discussions on pension reform and the education of future generations. They contribute to national policy debates and actively engage in advisory panels for institutions such as the Czech Science Foundation (Panel 402: Economic Sciences), the Technology Agency of the Czech Republic, and the National Accreditation Bureau for Higher Education. They also provide expertise in international accreditation and evaluation bodies such as SKVC Lithuania and the Slovak Accreditation Agency for Higher Education. Moreover, FM representatives contribute to the highest oversight bodies of scientific institutions in the Czech Republic, including the Academy Assembly of the Czech Academy of Sciences. They also serve on the World Health Organization's Health Systems and Policy Monitor panel, shaping global health policy.

Faculty members actively participate in Scientific and Doctoral Study Programmes Boards at various Czech universities, including institutions in Plzeň, Liberec, Hradec Králové, Brno, and České Budějovice. The faculty frequently hosts visiting academics from European, American, and Asian institutions, fostering a vibrant academic exchange (see table below for examples). Likewise, FM's faculty members are regularly invited to present at international universities, engaging in activities beyond Europe (see table below for examples).

FM collaborates on research projects with numerous international institutions, including the Institute for Advanced Studies Vienna, NTNU Trondheim, SGH Warsaw School of Economics, Eötvös Loránd University, Jagiellonian University in Kraków, Slovak University of Agriculture in Nitra, University of Applied Sciences Upper Austria, Semmelweis University, Gottsegen György National Cardiovascular Institute, University of Oradea, OTH Regensburg, National University of Kyiv, and University of Debrecen. FM regularly welcomes representatives from partner institutions (e.g., Corvinus University Budapest, Wrocław University of Economics & Business), who deliver invited lectures. Additionally, faculty welcomes guests from other universities, such as Oklahoma State University, Excelia Business School, and Nyenrode Business University during the evaluation period. FM representatives are also regularly invited to speak at foreign higher education institutions, including Vrije Universiteit Brussel, City University of Hong Kong, and ISCTE Business School (see the following tables for details). FM representatives regularly evaluate projects (or sit in national panels) in national funding calls focused on primary and applied research, such as GAČR and TAČR. Additionally, FM works with knowledge transfer institutions such as the South Bohemian Science and Technology Park, Business Upper Austria OÖ Wirtschaftsagentur, Regional Development Agency of Dubrovnik-Neretva County, Austrian National Public Health Institute, Ludwig Boltzmann Institute for Digital Health and Patient Safety, Digital Health and Innovation Cluster Bulgaria, and the Research and Technological Development Association in Health in Bosnia and Herzegovina.

These strategic collaborations and academic engagements reinforce FM's reputation as an institution that bridges scientific advancement with practical applications, thereby enhancing its global impact and societal relevance.

Representatives of FM are regularly recognised with the Rector's Award of VŠE for the Best Publication, both in the category of doctoral students and as academic staff in the category of the best research article. Students are also frequently awarded by the Hlávka Foundation, the oldest existing Czech foundation. Another significant achievement is the Best Reviewer Award at the Academy of Management Conference, presented to dr. Králová.

Research outputs published by FM have been utilised in European Parliament discussions (2023), particularly in the public justification of votes and shadow reporting for the dossier "COVID-19 Pandemic: Lessons Learned and Recommendations for the Future," as well as in the formulation of EU health care policies. At the national level (2022), FM research contributed to the methodology for assessing the impacts of the film industry, serving as a foundation for the Final RIA Report on the Substantive Plan of the Tourism Act, prepared by the Ministry of Regional Development of the Czech Republic. Additionally, the faculty's study on the impact of pandemic measures ("Excess Mortality from COVID-19 in the Context of Health Policy Decisions (2020-2022)") gained extensive media coverage in the Czech Republic, Slovakia, and other countries. As a result of this study, the Slovak Attorney General initiated an investigation into the measures taken and the course of the COVID-19 pandemic. The study also led to establishing an expert group comprising representatives of the Slovak Ministry of Health, the National Centre of Health Information, the Institute of Health Analyses, health insurance companies, and other key stakeholders. The group's objective is to propose policy changes, including legislative amendments, to prevent unnecessary fatalities in future pandemics.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Ing. Věra Králová, Ph.D.	SAP's Best Reviewer Award at AOM	Academy of Management

doc. Ing. Petr Štumpf, Ph.D.	The best contribution uniting theory and practice from an academic or practitioner	International Association of Scientific Experts in Tourism (AIEST)
Mgr. Klára Šimůnková, Ph.D., Mgr. Michal Šimůnek, Ph.D.	Rector's Award for Scientific Publication Activity – Article	VŠE
Ing. Petr Šimáček	Josef Hlávka Award for the Best Students and Graduates of Prague's Public Universities, Brno University of Technology, and Young Talented Researchers of the Czech Academy of Sciences.	Hlávka Foundation
Ing. Daria Gunina	Josef Hlávka Award for the Best Students and Graduates of Prague's Public Universities, Brno University of Technology, and Young Talented Researchers of the Czech Academy of Sciences.	Hlávka Foundation
Mgr. Klára Šimůnková, Ph.D.	Rector's Award for Doctoral Students' Scientific Publication Activity	VŠE
Mgr. Ing. Martin Luštický, Ph.D., Ing. Petr Štumpf, Ph.D.	Rector's Award for Scientific Publication Activity – Article	VŠE

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
doc. Ing. Tomáš Kincl, Ph.D.	Editorial Review Board, International Journal of Advertising, Taylor & Francis, 0265-0487
Ing. Michal Novák, Ph.D.	Editorial Review Board, International Journal of Advertising, Taylor & Francis, 0265-0487
doc. Ing. Vladislav Bína, Ph.D.	Editorial board, International Journal of Agriculture Innovation, Technology and Globalisation, Inderscience Publishers, Taichung, Taiwan, 2516-1962
Ing. Mgr. Martin Luštický, Ph.D.	Editorial Board, Journal of Quality Assurance in Hospitality & Tourism, Taylor & Francis, 1528-008X
Ing. Mgr. Martin Luštický, Ph.D.	Editorial Board, Global Business and Finance Review, South Korea, 1088-6931
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Editorial Board, London Journal of Social Sciences, UKEY Consultancy & Publishing, UK, 2754-7671
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Editorial Board, Eurasian Journal of Higher Education, UKEY Consultancy & Publishing, UK, 1694-5956
Tahir Islam, Ph.D.	Editorial Board, Journal of Innovations in Digital Marketing, 2765-8341

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
Ing. Věra Králová, Ph.D.	Information system strategy and management	Vrije Universiteit Brussel	2022
Ing. Věra Králová, Ph.D.	The role of the future in the BA practice	International Institute for Business Analysis	2021
Mgr. Michal Šimůnek, Ph.D.	Buttonless Cameras and the Machine-made Snapshot Aesthetic	City University of Hong Kong, Hong Kong	2022
Mgr. Michal Šimůnek, Ph.D.	Invited talk at Talks on everyday imaging – the analogue and digital realm of the vernacular.	Eidolon Centre for Everyday Photography and Moholy-Nagy University of Art and Design, Budapest	2020
Ing. Mgr. Martin Luštický, Ph.D.	Strategic Planning of Tourism Development	ISCTE Business School, Lisbon, Portugal	2023
doc. Ing. Petr Štumpf, Ph.D.	System dynamics and simulation modelling in tourism	University of Primorska, Faculty of Tourism Studies, Slovenia	2022
Ing. Jiří Sláma, Ph.D.	Open Science and Open Data	Johannes Kepler University Linz	2023
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Value Creation in Marketing	Columbia College Chicago	2020
doc. Ing. Peter Pažitný, MSc., Ph.D.	Future of the Hungarian healthcare system	Semmelweis University Alumni conference, Budapest, Hungary	2020
doc. Ing. Peter Pažitný, MSc., Ph.D.	Healthcare system in CZ vs USA (impacts of COVID-19)	Loyola University Chicago	2021

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Prof. Amitabh Anand	Excelia Business School	Identifying the research gap through a literature review	2023
Prof. Dr. Justin Paul	University of Puerto Rico	Writing 10 types of Literature review papers for premier journals	2022
Dr. Arifin Angriawan	College of Business, Purdue University	Publishing: Research Ideas, Contribution and Review Process	2021
Silvia Carpitella, Ph.D.	California State University Northridge	International networking and dissemination of scientific results	2023
Dr. Tashfeen Ahmad	Oklahoma State University	PhD mindset	2019
prof. dr hab. inż. Małgorzata Krzywonos	Wrocław University of Economics & Business	Planning an academic career	2022
Prof. Mehmet Orhan	Nyenrode Business University	Authorship inequality and elite dominance in Management and organisational research	2023
Dr. Dóra Horváth	Corvinus University Budapest	Creating Scientific Research as Designing. Research Opportunities of	2023

		Transdisciplinary via Design Communication	
Dr. Isabell Koinig	Alpen-Adria-Universität Klagenfurt	(between) qualitative and quantitative research	2023
Prof. Zaneta Gravelines	Kaunas University of Technology	Workshop: Conceptualisation, Operationalisation, and Measurement	2022

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/programme calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the research project/programme call	Name of the contracting authority/guarantor of the project/programme call	Year
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Call ÉTA (social sciences)	Technology Agency of the Czech Republic	2019–2023
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Call SIGMA (social sciences)	Technology Agency of the Czech Republic	2019–2023
doc. Ing. Bc. Mojmír Sabolovič, Ph.D.	Call IMPAKT (social sciences)	Technology Agency of the Czech Republic	2019–2023
doc. RNDr. Lenka Komárková, Ph.D.	Panel 402 Economics Sciences	Czech Science Foundation	2019–2023

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered most significant by the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the period of 2019–2023²³. This should be done from the full list in annex tables (Table 3.3.1–3.3.2)²⁴, regarding particularly the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

1. Challenges of AI Adoption, Bavarian-Czech Academic Agency (BTHA)

The Challenges of AI Adoption project is a collaborative effort between FM and Business and OTH Regensburg.

Outcomes: The project aims to produce comprehensive strategies, guidelines, and recommendations to assist organisations in overcoming challenges associated with AI implementation. These resources will focus on mitigating risks and promoting the efficient and responsible deployment of AI systems across various sectors.

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

Activities: Key activities include conducting in-depth research to identify challenges in AI adoption, organising workshops and seminars to gather insights from industry experts, and developing practical frameworks to guide organisations in managing AI technologies effectively.

Mission Alignment: This project aligns with the faculty's mission by integrating research and practical application, providing valuable insights that enhance both academic understanding and real-world practices in AI management.

Societal Impact: By addressing the hurdles in AI adoption, the project contributes to ethical and responsible AI deployment, ensuring that technological advancements benefit society while minimising potential risks.

Interdisciplinarity: The project encompasses an interdisciplinary approach, combining perspectives from technology, ethics, management, and policy to develop holistic solutions for AI adoption challenges.

2. OptiPro4.0: Optimisation of Industrial Processes — Industry 4.0 in the Bavarian-Czech Border Area, INTERREG V-A Germany / Bavaria - Czech Republic

The OptiPro 4.0 project focuses on increasing the competitiveness of small and medium-sized enterprises (SMEs) in the Bavarian-Czech border region by implementing Industry 4.0 technologies. As businesses face growing competitive pressure and the need for digital transformation, this project aims to provide tools and methodologies for optimising production processes. The initiative involves FM, the University of West Bohemia in Pilsen, and the Technical University of Deggendorf, ensuring an intense cross-border research and industry partnership.

Outcomes: The project aims to deliver practical tools for SMEs to assess and improve their production efficiency, reduce energy consumption, and enhance technological adoption. By promoting a sustainable network for cross-border collaboration, the project will strengthen SMEs' ability to integrate smart automation and digital solutions, ultimately improving their market position.

Activities: Key activities include pilot testing developed tools in selected SMEs, workshops and training sessions to support knowledge transfer, and cross-border industry meetings for experience-sharing and capacity balancing. The project also encourages SMEs to actively engage by opening their production processes for comprehensive digital transformation analysis.

Mission Alignment: By combining applied research, education, and industry engagement. It provides students with hands-on experience in modern manufacturing challenges, contributing to the faculty's focus on knowledge transfer and innovation in business and technology.

Societal Impact: By supporting SMEs in adopting Industry 4.0 solutions, the project contributes to economic growth, job creation, and regional development. The emphasis on energy efficiency and process optimisation also promotes environmental sustainability, ensuring businesses operate responsibly while improving productivity.

Interdisciplinarity: OptiPro 4.0 integrates engineering, information technology, and management sciences expertise, supporting a holistic approach to industrial optimisation of interdisciplinary collaboration ensures that technical, strategic, and organisational aspects are effectively addressed, leading to long-term innovation and competitiveness in the region.

3. ENTER-transfer, Advancement of the Economic and Social Innovation Through the Creation of the Environment Enabling Business Succession, INTERREG VB Central Europe

The project aims to streamline business succession at national and transnational levels, developing tools and services to support family-owned companies. It addresses the challenges ageing business owners face, particularly in Central Europe with limited experience and awareness of business ownership transitions. Eight partners from five countries collaborated on the project, led by the

University of Economics in Bratislava, Slovakia.

Outcomes: Matchmaking Portal: A platform for companies seeking successors to connect with external candidates, facilitating succession and reducing the risk of business closure due to lacking successors. **Toolbox:** Provides legal, economic, and psychological guidelines for succession based on research with family businesses.

Activities: Multiple events and roundtables across participating countries, sharing experiences and best practices among family business owners and their successors. Public authorities, local business support organisations, and governmental institutions participated, integrating project outcomes into national and regional policies.

Mission Alignment: Enhancing family business sustainability, addressing demographic challenges by promoting ownership transitions and reducing closure risks. It strengthens transnational cooperation, entrepreneurship, and innovation infrastructure, ensuring long-term economic stability in border regions.

Societal Impact: Enhancing family business sustainability, addressing demographic challenges by promoting ownership transitions and reducing closure risks. The project aims to minimise the risk of business closure and maintain economic continuity by increasing awareness and addressing specific succession issues in the affected countries. The involvement of various partners from multiple countries enhances transnational cooperation and sharing of best practices. Public authorities, local business supports, and governmental institutions strengthen infrastructure for entrepreneurship and innovation, contributing to economic stability and growth in border regions.

Interdisciplinarity: By uniting universities and innovation institutions. Academic partners provided theoretical and methodological expertise, while business support organisations contributed practical insights, enabling real-world application of developed tools. Overall, ENTER-transfer enhances business succession processes, supports family-owned companies, and promotes sustainable economic growth in Central European regions.

4. Teaching Generation Snowflakes: New Challenges and Opportunities, EEA and Norway Grants

In partnership with the NTNU in Trondheim, this project explored the educational challenges of teaching Generation Snowflakes. This generation, shaped by overprotection and helicopter parenting, is often perceived as sensitive, inconsistent, and politically correct. Traditional teaching methods usually fail to meet their needs, necessitating adjustments for optimal learning outcomes.

Activities: Participants from both institutions conducted individual studies, which were shared during a joint round table discussion and later compiled into a published book. The project also hosted a PhD Summer School, preparing future educators for emerging challenges. It gained significant public attention, leading to national television appearances and inspiring the theatrical production "Digital Natives" by Theatre Polárka in Brno. The professional community recognised the project's outputs, inviting the research team to be a guest speaker at the Libraries of the Present Conference, attended primarily by librarians, and the Conference – Good Practice: School as a Place for Development, aimed at elementary and high school teachers. These activities align with the faculty's mission of advancing educational practices.

Mission Alignment: By adaptation of teaching methods to new generations, increasing awareness of their unique learning needs and improving education quality. This aligns with the faculty's mission of enhancing education through innovation and interdisciplinary collaboration.

Societal Relevance: By highlighting the need to modernise traditional teaching approaches, the project contributes to more effective education. The project fosters teacher preparation, modernisation of education, and societal dialogue, encouraging understanding between generations and addressing contemporary challenges such as political correctness and generational differences.

Interdisciplinarity: The project exemplified interdisciplinary cooperation, integrating perspectives from academia and cultural institutions. Joint studies and discussions provided a comprehensive approach to understanding education for Generation Snowflakes. The project's impact demonstrates the value of bridging education with the arts, reinforcing collaboration between universities and cultural sectors.

5. AI Social Design Thinking Lab, Interreg: V-A Austria – Czech Republic

This project aimed to facilitate artificial intelligence (AI) adoption in SMEs and public administration, aligning with European, national, and regional digitalisation strategies. Despite AI's potential, it remains underutilised in regions such as Southern Bohemia, Upper Austria, and Vienna. The project sought to identify AI opportunities, improve organisational processes, and address adoption barriers through a cross-border network.

Activities: The project resulted in a cross-border strategic agenda to accelerate AI integration in businesses and institutions. Two AI Social Design Thinking Labs were established in Austria and the Czech Republic to support responsible AI implementation. Three AI training modules were developed for different target groups, increasing AI awareness and practical skills. A key focus was identifying AI adoption barriers in SMEs, leading to two published research papers based on a cross-cultural survey of Czech and Austrian SMEs.

Mission Alignment: By advancing business sustainability, cross-border entrepreneurship, and AI-driven competitiveness in SMEs. Delivering practical tools, educational programmes, and strategic guidance facilitates broader AI adoption.

Societal Impact: By promoting AI adoption in SMEs and public administration, the project enhances efficiency, innovation, and economic resilience in Southern Bohemia, Upper Austria, and Vienna. The AI labs offer hands-on education and experimentation, boosting digital literacy and technical expertise while serving as regional R&D hubs. These efforts increase awareness, acceptance, and understanding of AI technologies, supporting greater societal integration.

Interdisciplinarity: By collaboration between institutions such as the University of Applied Sciences Upper Austria, the Institute for Advanced Studies Vienna, and the South Bohemian Science and Technology Park. Combining research, education, and business expertise, the project enabled practical AI implementation. It integrated social sciences, technology, and management knowledge, providing a comprehensive approach to AI adoption. The collaboration resulted in training modules, research publications, and AI labs, bridging theory with practice to support sustainable regional innovation and economic growth.

6. The Influence of Change Agents on Organization Design, Czech Science Foundation

The project examined the influence of change agents on organisational design, particularly in shaping alternative future structures. While change agents are recognised as crucial in organisational transformation, little research has explored how their professional backgrounds and experiences shape their perceptions and influence organisational configurations.

Outcomes: Publications – new insights into how change agents influence organisational design, enriching academic literature and supporting future studies. Models and Frameworks – illustrating how change agents' backgrounds shape their approaches to organisational design, serving as valuable tools for managers and consultants. Case Studies – offering best practices for utilising change agents in organisational change and implementation. Practical Recommendations – guidelines for organisations on effectively leveraging change agents, covering selection, training, and support strategies to maximise their impact.

Mission Alignment: By advancing organisational studies, business sustainability, and innovation. Creating educational materials and training programmes contributes to skill development in change

management, benefiting students and professionals. These resources enhance study programmes and executive education, preparing future managers for effective organisational transformation. The project supports the FM's mission by contributing to advancements in organisational studies, promoting business sustainability and innovation, and developing skills for effective change management. Creating educational materials and training for change agents aligns with the faculty's commitment to developing students' competencies.

Societal Relevance: By demonstrating how change agents' professional backgrounds shape their perceptions and strategies for organisational design. Insights gained help organisations navigate market shifts and technological advancements, ensuring flexibility and innovation. The project contributes to long-term business sustainability and success by supporting effective change management. Additionally, its support from GAČR highlights its significance in both academic and practical applications.

Interdisciplinarity: By engaging academic and research institutions to bridge theory and practice. Joint activities included data analysis, best practice sharing, and regular expert consultations, enabling knowledge exchange and the development of innovative frameworks for organisational design.

7. Managerial Decisions: Rationality of Paradoxical Behaviour, Czech Science Foundation

This project examined the influence of change agents on organisational design, particularly in shaping alternative future structures. While change agents are recognised as crucial in organisational transformation, little research has explored how their professional backgrounds and experiences shape their perceptions and influence organisational configurations. This study, funded by the Czech Science Foundation, addressed this gap, aligning with contemporary trends emphasising adaptation as key to organisational survival and success.

Outcomes: Research Publications: 24 publications, including seven articles in Web of Science-indexed journals. These publications enrich the academic discourse on managerial decision-making.

Educational Materials: incorporated into teaching materials and programmes, aiding in the education of future managers and enhancing their preparedness for complex decision-making scenarios. **Theory-Practice Integration:** strengthening the connection between theoretical knowledge and practical application in managerial decision-making.

Mission Alignment: By advancing organisational studies, business sustainability, and innovation. Creating educational materials and training programmes contributes to skill development in change management, benefiting students and professionals. These resources enhance study programmes and executive education, preparing future managers for effective organisational transformation.

Societal Relevance: By improving organisational adaptability and efficiency, demonstrating how change agents' professional backgrounds shape their perceptions and strategies for organisational design. Insights help organisations navigate market shifts and technological advancements, ensuring flexibility and innovation. The project contributes to long-term business sustainability and success by supporting effective change management. Additionally, its support from the Czech Science Foundation highlights its significance in both academic and practical applications.

Interdisciplinarity: By fostering interdisciplinary collaboration, engaging academic and research institutions to bridge theory and practice. Joint activities included data analysis, best practice sharing, and regular expert consultations, enabling knowledge exchange and the development of innovative frameworks for organisational design.

8. Adaptive Alerting Business Intelligence System, Technology Agency of the Czech Republic

This project focused on creating an adaptive alert system that enables organisations to continuously monitor key business processes using data from their information resources. The system provides

automated insights into anomalies without requiring active analytical effort from users, allowing for swift responses to potential problems, threats, or opportunities. By employing advanced mathematical models, it detects data variances and generates explanatory outputs, aiding users in analysing root causes and implementing corrective actions. Supported by TAČR as an applied research initiative, the project was led by Ambica Company, a business intelligence specialist that actively utilises the project's outputs. These results are also integrated into the Managerial Informatics course, reinforcing the connection between theoretical knowledge and practical application.

Outcomes: Adaptive Alert System – Automatically monitors business processes, detects anomalies, and enables rapid organisational responses. Integration into Education – Used in the Managerial Informatics course, enhancing practical learning for future managers. Real-World Application – Implemented by Ambica Company, demonstrating the system's practical business intelligence benefits.

Mission Alignment: By advancing research and innovation in managerial decision-making and business intelligence. By integrating theory with practice, it develops students' analytical competencies, preparing them to handle complex business challenges effectively. The system's educational use enhances graduates' readiness for data-driven decision-making, a key priority of the faculty.

Societal Relevance: Benefits organisations by automating business process monitoring, providing rapid alerts on anomalies, and enabling proactive problem-solving. By enhancing operational efficiency and competitiveness, it contributes to economic stability and growth. Moreover, the system fosters organisational flexibility, which is essential for long-term business sustainability in an evolving market.

Interdisciplinarity: The project combined informatics, mathematics, management, and business intelligence, ensuring comprehensive system development. Collaboration between research institutions and private enterprises, particularly Ambica, bridged academic research with practical applications. This interdisciplinary approach resulted in an innovative, applicable system significantly improving business process monitoring and decision-making.

9. Treatment and Care of People with Alzheimer's Disease - Economic Burden in the Context of the Development of New Drugs, Technology Agency of the Czech Republic

With Alzheimer's cases projected to triple by 2050, the strain on healthcare costs and public budgets will escalate. This project aimed to develop a simulation model to predict direct and indirect costs, caregiver demand, and bed capacity needs up to 2050. Supported by the Technology Agency of the Czech Republic, the project was led by the University of Hradec Králové, with FM providing managerial insights, reinforcing its mission to advance healthcare management education and research.

Outcomes: Development of a Simulation Model – A model that simulates future scenarios for direct and indirect care costs, formal caregiver needs, bed capacity, and other relevant aspects up to 2050. Predictive Analyses – The modelling results provide predictions that aid in strategic planning and resource allocation in the healthcare sector. Support for Public Policy – The project's outputs offer data and analyses necessary for creating effective policies and decisions regarding Alzheimer's patient care.

Mission Alignment: The project aligns with FM's mission by advancing healthcare management research and education. Integrating practical applications into student learning prepares future professionals to address real-world healthcare challenges effectively.

Societal Relevance: Alzheimer's disease poses a growing public health and economic challenge. The simulation model facilitates efficient planning and resource allocation, mitigating economic burdens

and improving patient care quality. By raising awareness of Alzheimer's social and financial impact, the project informs public policy decisions, contributing to healthcare system sustainability.

Interdisciplinarity: Bringing together healthcare management, economics, medicine, and social care, the project developed a comprehensive model for Alzheimer's care planning. Collaboration between the University of Hradec Králové and FM, with support from the Technology Agency of the Czech Republic, integrated theoretical research with practical applications, delivering valuable tools for effective healthcare management.

10. Access to Healthcare Services in the Context of Financing Mechanisms. The Case of Ophthalmology, Visegrad Funds

This project aimed to develop a simulation model to forecast direct and indirect costs, caregiver demand, and bed capacity needs up to 2050. Supported by the Technology Agency of the Czech Republic, the project was led by the University of Hradec Králové. FM contributed its expertise in healthcare management, aligning with its mission to enhance education and research in this field.

Outcomes: Simulation Model Development – Forecasts future costs, caregiver demand, and infrastructure needs in Alzheimer's care. Predictive Analyses – Provides data-driven insights for strategic planning and healthcare resource allocation. Policy Support – Supplies critical evidence for shaping Alzheimer's care policies and improving decision-making.

Mission Alignment: By enhancing knowledge and competencies in healthcare management. By addressing a pressing public health challenge, FM contributed managerial insights and integrated practical research applications into student learning, preparing future professionals for real-world healthcare challenges.

Societal Relevance: By supporting efficient planning and resource allocation, helping mitigate economic burdens and improve patient care quality. By raising awareness of Alzheimer's economic and social impacts, the research informs public policy decisions, ensuring the long-term sustainability of healthcare systems.

Interdisciplinarity: The project united healthcare management, economics, medicine, and social care experts, fostering a comprehensive approach to Alzheimer's care. Collaboration between the University of Hradec Králové and FM, supported by the Technology Agency of the Czech Republic, integrated theoretical knowledge with practical solutions, delivering valuable tools for healthcare management and policy planning. By forecasting the future impact of Alzheimer's disease, this project provides essential insights for healthcare strategy and policy, reinforcing FM's commitment to applied research in healthcare management.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

Bavarian-Czech Academic Agency (BTHA)	Challenges of AI Adoption					89/4
Interreg: V-A Austria – Czech Republic	AI Social Design Thinking Lab				1,405/56	
Czech Science Foundation	Managerial Decisions: Rationality of Paradoxical Behaviour	1,444/57	1,444/57	1,487/59		
Czech Science Foundation	The influence of change agents on organisation design	560/22	604/24	560/22		
EEA and Norway Grants	Teaching Generation Snowflakes: New Challenges and Opportunities				980/39	
Total		2,004/79	2,048/81	2,047/81	2,385/95	89/4
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Visegrad funds	Access to Healthcare Services in the Context of Financing Mechanisms. The Case of Ophthalmology.				131/5	74/3
Technology Agency of the Czech Republic	Adaptive alerting business intelligence system		738/29	738/29	494/20	
Technology Agency of the Czech Republic	Treatment and care of people with Alzheimer's disease – economic burden in the context of the development of new drugs	367/14	378/15	97/4		
Czech Science Foundation	Identification of Poverty and Social Exclusion Temporal Patterns of Households Based on Multivariate Mixed Type Panel Data	302/12	302/12	302/12		
INTERREG VB Central Europe	ENTER-transfer, Advancement of the economic and social innovation through the	1,407/56				

²⁷ Ibid.

	creation of the environment enabling business succession					
INTERREG V-A Germany / Bavaria - Czech Republic	OptiPro4.0: Optimisation of industrial processes — Industry 4.0 in the Bavarian-Czech border area	191/8				
Total		2,267/90	1,418/56	1,137/45	625/25	74/3

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
CzechTourism	Validation of the Questionnaire Survey Methodology	70/3	5/0.2			
MAS Česká Kanada	Conceptual Part of the Strategy "For a Better Life in Countryside 2"			48/2		
Město Jindřichův Hradec	Preparation of a Simplified Version of the Strategic Development Plan for the City of Jindřichův Hradec			29/1.2		
MAS Česká Kanada	Conducting a Local Survey for the OPZ+ Action Plan			53/2		
Město Jindřichův Hradec	Revitalization of the Vajgar Housing Estate				192/8	
CzechTourism	Development of a Methodology for Assessing the Impact/Significance of Film Tourism in Relation to Destinations				45/2	
Roche Slovensko	Laws and Regulations in Healthcare, Reimbursement Mechanisms (Online Learning Module)				99/4	
CzechTourism	Analysis of Destination Management Projects in the Czech Republic				24/1	
Destinační management Česká Kanada	Development of a New Strategic Document for Tourism Development					61/2
Maříž, autorská orig. keramika	Development of a Proposal for Process Optimisation in a Company					57/2
Na Františku Hospital, Prague 1	Evaluation of Activities at Na Františku Hospital to Improve Process Efficiency					125/5
Total		70/3	5/0.2	130/5	360/15	243/9

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the period of 2019–2023, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts²⁹, on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

1. 2021 - Conceptual Part of the Strategy "For a Better Life in Rural Areas 2" (contract research)

The conceptual part of the Community-Led Local Development Strategy serves as the foundational strategic document for the Local Action Group (LAG) for 2021-2027. Individual programmes were developed based on this conceptual document. The primary objective of this strategy is to enhance the quality of life in the MAS region while promoting sustainable development and building strong partnerships. The document reflects both the identified challenges and opportunities within the region, ensuring a strategic approach to local development.

Proposed Steps and Actions: Based on the development needs analysis, three strategic goals were established: Improving the quality of life in municipalities by enhancing infrastructure, access to services, and social engagement to create a more liveable environment for residents; enhancing landscape functionality and climate adaptation through environmental initiatives aimed at protecting natural resources and increasing resilience to climate change; supporting businesses and job retention by supporting a strong local economy, encouraging entrepreneurship, and creating employment opportunities. These measures are being gradually implemented, ensuring that development efforts align with local needs and long-term regional growth objectives.

Specific Outcomes with Positive Societal Impact: By 2027, MAS Česká Kanada will envision itself as a modern rural region that offers diverse employment opportunities, high-quality living conditions, and accessible services. The strategy also prioritises preserving cultural, historical, and natural heritage, ensuring that the region remains desirable for all generations and an attractive destination for entrepreneurs and tourists. This project underscores the importance of community engagement and sustainable development, with active participation from local actors ensuring a balanced approach to economic growth, environmental responsibility, and social cohesion.

The strategy promotes *gender equality* by ensuring equal access to services, economic opportunities, and decision-making, supporting women-led businesses, flexible work conditions, and inclusive community development for balanced regional growth.

2. 2021: Local Survey for OPZ+ Action Plan (contract research)

Conducting a local survey for the OPZ+ Action Plan, which will be part of the Community-Led Local Development Strategy of the MAS Česká Kanada o.p.s. for 2021-2027. The analysis aimed to create foundational inputs for the conceptual parts of the Community-Led Local Development Strategy for the LAG's strategic document for the 2021-2027 period. The analysis reflects the developmental

²⁹ See Terms definition.

needs of the area, based on identified problems, while considering the region's potential to address these needs.

Proposed Steps and Actions: Based on the identified development needs, the following strategic goals were proposed: Improving the quality of life in municipalities (Strategic Goal 1). Enhancing landscape functions and adapting to climate change (Strategic Goal 2). Improving conditions for business and job retention (Strategic Goal 3).

Specific Outcomes with Positive Societal Impact: Measures reflecting these goals have been gradually implemented, leading to the improved development of the MAS Česká Kanada area. By 2027, MAS Česká Kanada aims to become a modern rural region offering ample job opportunities, high-quality living and leisure conditions, a wide range of services, and preserved natural, cultural, and historical wealth. This will make it a pleasant place to live for all generations, attractive for both small and large entrepreneurs, and a sought-after tourist destination for domestic and international visitors, all while respecting sustainable development principles and maximising local stakeholder involvement.

The strategy integrates *gender equality* by promoting equal access to economic opportunities, community participation, and services, ensuring that both men and women benefit from sustainable regional development and improved living conditions.

3. 2021-2022: AI Social Design Thinking Lab (research project)

The AI Social Design Thinking Lab aimed to accelerate AI adoption in small and medium-sized enterprises (SMEs) and public administration, aligning with European, national, and regional digitalisation strategies. Despite AI's transformative potential, its adoption remains limited, particularly in Southern Bohemia, Upper Austria, and Vienna. The project addressed this gap by identifying AI opportunities, overcoming barriers, and improving organisational processes through cross-border collaboration.

Proposed Steps and Actions: The project developed a Cross-Border Strategic Agenda to facilitate AI integration, outlining key measures to enhance AI adoption and regional cooperation. Two AI Social Design Thinking Labs were established in Austria and the Czech Republic, providing education, innovation support, and practical AI applications. Three AI training modules were also created to enhance AI literacy among different target groups. A major focus was the identification of adoption barriers through a cross-cultural survey of Czech and Austrian SMEs, leading to two published research papers.

Specific Outcomes with Positive Societal Impact: The project resulted in structured AI adoption strategies, benefiting businesses and public institutions by increasing efficiency, innovation, and competitiveness. The AI labs serve as regional R&D hubs, supporting AI awareness, technical expertise, and experimentation. The project provided SMEs with actionable insights and tools by addressing barriers and promoting digital transformation. These initiatives contribute to economic resilience, technological advancement, and regional collaboration, strengthening AI integration across borders.

The project actively promoted *gender inclusivity* in AI education and innovation, ensuring equal access to training and professional development for both men and women. Special efforts were made to encourage female participation in AI-focused programmes, bridging the gender gap in technology and empowering women in digital industries.

4. 2022 - Analysis of Destination Management Projects in the Czech Republic (contract research)

This study contributes to a better understanding of the significance of destination projects and their influence on regional development, supporting effective and sustainable development of tourist areas in the Czech Republic. The foundation of this study is an analysis of destination management projects in the Czech Republic.

Proposed Steps and Actions: The socio-economic analysis of three destination projects in the Czech Republic and their regional impacts on the Czech Tourism Authority – Czech Tourism identified and evaluated the implemented destination projects, assessed their positive and negative effects, and evaluated the destination management activities. In each section, potential measures were proposed to enhance the effectiveness of destination management activities, especially regarding negative impacts. The identified negative effects include increased strain on infrastructure, environmental impacts, and social issues. Projects were evaluated based on i) the analysis of positive and negative project impacts, ii) the implementation assurance of the DM Česká Kanada project, iii) the overall assessment of the project's significance for the region.

Specific Outcomes with Positive Societal Impact: The analysis of destination projects in the Czech Republic demonstrated that destination management plays a crucial role in implementing and developing these projects. Improved communication, coordination, and joint marketing have significantly positive impacts on society, including economic growth, job creation, improved service quality, and support for sustainable development. Active involvement of local communities and collaboration with non-profit organisations have strengthened social cohesion and contributed to improving the quality of life in tourist areas.

The study incorporates a *gender-sensitive approach* by assessing how destination management projects impact employment opportunities, business support, and community engagement for both men and women. Special attention is given to promoting gender-inclusive tourism development, ensuring equal access to economic benefits, leadership roles, and decision-making processes within the tourism industry.

5. 2022 - Revitalisation of Vajgar Housing Estate (contract research)

FM participated in a study analysing the current state of technical infrastructure, transportation, public spaces, sports facilities, and other recreational areas at the Vajgar housing estate in Jindřichův Hradec. An integral part of this analytical section was the "Change Vajgar" questionnaire survey conducted among the estate's residents.

Proposed Steps and Actions: Based on the results, the project team proposed conceptual solutions for individual areas to enhance the attractiveness and quality of life for the residents of the Vajgar housing estate. A total of 998 residents of the surveyed area participated in the survey. The questionnaire research predominantly involved women (86%). Most respondents were in the 65+ age group, while the least were in the 15–20 age group. Most respondents were among the working population and seniors. Approximately 20% of respondents live alone, 30% live in two-person households, and about 45% are in multi-person households. Approximately one-quarter of households consist of seniors.

Specific Outcomes with Positive Societal Impact: The "Change Vajgar" questionnaire survey is part of the analytical section of the territorial study for the revitalisation of the Vajgar housing estate,

aiming to enhance the quality of living while respecting the environment and adhering to current trends in public space creation.

The *gender dimension* in the Vajgar Housing Estate study is particularly significant, as women represented 86% of survey respondents, highlighting their active role in shaping community needs and public space planning. The project considers gender-specific perspectives by addressing safety, accessibility, and infrastructure improvements that benefit seniors and working-age women, often primary caregivers. The revitalisation efforts aim to create inclusive, safe, and accessible public spaces, ensuring that the redesign of transportation, recreational areas, and housing reflects the diverse needs of all residents, including women, families, and the elderly.

6. ENTER-transfer: Supporting economic and social innovation through business succession (research project)

The ENTER-transfer project aims to streamline the business succession process at national and international levels. It focuses on supporting family businesses facing the challenges of generational change, especially in the Central European region, where awareness of this topic is limited.

Proposed Steps and Actions: The project brought together eight partners from five countries, including the University of Economics in Bratislava, which led it. The main activities included organizing expert round tables and meetings with family businesses, where experiences and best practices were shared. Public administration and business support organizations were also key in implementing the project outputs into national and regional policies.

Specific Outcomes with Positive Societal Impact: The project's main outputs include a matchmaking portal that connects businesses looking for successors with potential external candidates, thereby helping to ensure business continuity and reducing the risk of company closure. Another key tool is a toolbox, a set of legal, economic and psychological recommendations for successful business succession based on research among family businesses.

The project strengthened the sustainability of family businesses and contributed to the economic stability of cross-border regions. At the same time, it raised awareness of the importance of business succession and enabled the implementation of innovative tools in practice. *Gender balance* was supported by involving women in succession processes, educating them and strengthening their role in the business sector.

7. 2023: Development of a New Strategic Document for Tourism Development for Česká Kanada tourist area (contract research)

The analysis aims to improve conditions for tourism in Česká Kanada region and contributes to the overall development of the region and enhance the quality of life for local residents. The results align with best practices in strategic planning, accurately reflect the real conditions and specifics of the tourist area, and have the potential to contribute to its future development and strengthen its competitiveness.

Proposed Steps and Actions: The internal analysis focuses on analysing supply and demand in tourism, explicitly addressing tourism management in the destination. The external analysis covers the macro and microenvironment of the destination. Particular attention is given to the strategic objectives of the Czech Tourism agency, the South Bohemian Tourism Center, and neighbouring destinations considered competitors to Česká Kanada tourist area. Proposals are discussed in detail

in the areas of analysis of tourism supply, analysis of tourism demand, analysis of external micro and macro environments, competition analysis, tourism management analysis, and SWOT analysis.

Specific Outcomes with Positive Societal Impact: Each of the analysed areas (analysis of tourism supply, analysis of tourism demand, analysis of external micro and macro environments, competition analysis, tourism management analysis, and SWOT analysis) presents summaries and proposals for future development. The outputs contributed to the proposal of basic product lines that should become the core of the destination's offer. The strategic part concludes with a proposal for changes in the functioning of the destination management organisation to ensure its higher professionalism and ability to respond flexibly to increasing demands on destination management, including growing competitive pressure.

The *gender dimension* in the strategic development of tourism in the Česká Kanada tourist area focuses on ensuring equal opportunities for men and women in tourism-related employment, entrepreneurship, and decision-making processes. The strategy considers gender-specific travel preferences and accessibility needs, ensuring inclusive tourism services and infrastructure.

8. 2023-2025: Evaluation of Activities at Na Františku Hospital to Improve Process Efficiency (contract research)

The project analyses and optimises hospital operations to enhance efficiency and financial stability. Conducted in multiple stages, Stage 1 involves data collection on financial and operational aspects, followed by efficiency evaluation of hospital departments using the DEA method. In Stage 2, the hospital's performance is compared with other healthcare providers in Prague to assess its competitive position. The final phase includes recommendations for future development, aligned with the hospital's strategic plan for 2024–2028.

Proposed Steps and Actions: The first phase results in an efficiency assessment of individual hospital departments, leading to economic recommendations. The second phase involves sectoral benchmarking, evaluating the hospital's position in Prague's healthcare system. The final outcomes will guide strategic improvements, ensuring sustainable development and modernisation.

Specific Outcomes with Positive Societal Impact: The project aims to increase operational efficiency, financial stability, and service quality, enabling modern technology integration and improved patient care. The hospital can better respond to healthcare challenges by optimising processes and comparing sector performance, enhancing patient satisfaction and accessibility.

The analysis considers *gender*-specific healthcare needs, particularly in departments like obstetrics, gynaecology, and geriatrics. It also examines workplace efficiency and gender representation, ensuring equal career opportunities for women in leadership and medical roles. By integrating gender-sensitive strategies, the evaluation promotes inclusive healthcare improvements and workplace equity, benefiting both patients and staff.

9. and 10. 2023-2024: After the successful implementation of the Vajgar Housing Estate Revitalization project and the development of a new strategic document for tourism development in Česká Kanada, FM continues to engage in similar projects, such as the **Revitalization of the Hvězdárna Housing Estate (contract research)** in its home city and the creation of a strategic document for the neighbouring region – **Development of the Tourism Strategy for the Třeboňsko Tourist Area (contract research)**. These contractual research projects are primarily secured based on the best practices and expertise of our specialists, who contribute their knowledge and applied

research experience to effective planning and sustainable regional development. The Revitalization of the Hvězdárna Housing Estate and the Development of the Tourism Strategy for the Třeboňsko Tourist Area contribute significantly to regional development, sustainability, and community well-being. By improving urban infrastructure, public spaces, and housing conditions, the revitalisation project enhances the quality of life for residents, promoting a more comfortable and socially cohesive environment. Meanwhile, the tourism strategy supports economic growth, job creation, and cultural preservation, ensuring that local businesses and communities benefit from sustainable tourism practices. These initiatives strengthen regional identity, attract investment, and foster long-term socio-economic resilience.

Both projects integrate *gender-sensitive* planning by ensuring equal access to housing, tourism, and economic development opportunities. The revitalisation project considers the needs of different demographic groups, including women, seniors, and families, by designing safe, accessible, and inclusive public spaces. Similarly, the tourism strategy promotes gender equality in employment and entrepreneurship, encouraging women's participation in tourism management, leadership, and local business development. These projects contribute to a balanced and equitable society by fostering inclusive urban and economic growth.

Table 3.4.1 - Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
Sold licenses	2022	Laws and Regulations in Healthcare, Reimbursement Mechanisms (Online Learning Module)
Significant analyses, surveys, expert outputs for policymaking	2021	Conceptual Part of the Strategy "For a Better Life in Rural Areas 2"
	2021-2022	AI Social Desing Thinking Lab
	2021	Local Survey for OPZ+ Action Plan
	2022	Analysis of Three Destination Projects in the Czech Republic
	2022	Revitalisation of the Vajgar Housing Estate
	2023	Development of a New Strategic Document for Tourism Development for the Česká Kanada tourist area
	2023-2025	Evaluation of Activities at Na Františku Hospital to Improve Process Efficiency
	2022	Development of Methodology Projects in the Czech Republic
Methodologies	2022	Development of Methodology Projects in the Czech Republic

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with existing or prospective impact on the society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert outputs for policymaking or other forms of non-publication outputs, etc.). Indirect results of research, development and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

³⁰ Specify the specific type of result. Add rows as needed.

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercialises R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.)³¹, providing brief description of the commercialisation methods used. The effectiveness of the transfer of results and the commercialisation of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the period of 2019–2023 from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialisation.

Self-assessment:

Following the International Expert Panel's evaluation recommendations, FM established the Knowledge Transfer Center (KTC) to enhance knowledge transfer and stakeholder engagement. Moving beyond traditional academic partnerships, KTC institutionalises knowledge transfer, which was previously relied on informal personal connections. FM views knowledge transfer as a bidirectional process—bridging academic research with real-world expertise. KTC fosters this exchange by ensuring research addresses practical challenges while industry insights drive academic innovation. Key activities include:

Primary Contact Point for External Partners – KTC is the first point of contact for companies, public institutions, and other stakeholders seeking academic expertise. The Tržiště/MarketPlace Project provides an overview of FM's expertise and facilitates partnerships. This activity was supported by the project Developing Cooperation between Academia and Society through Knowledge and Capacity Building, where the Market place platform was created.

Contractual Research Management & Support – KTC coordinates contract research by identifying faculty experts, supporting contract negotiations, and maintaining stakeholder communication. Examples of this activity include contract research such as the Revitalisation of Vajgar and Hvězdárna Housing Estate or the Evaluation of Activities at Na Františku Hospital to Improve Process Efficiency.

Dissemination of Research Results – In collaboration with FM's PR department and university-wide initiatives (e.g., Science PR), KTC promotes research findings via media (TV, radio, press releases, LinkedIn, podcasts). Each project includes an Executive Summary and SDG impact assessment to enhance communication. This activity is illustrated, for example, by the project Teaching Generation Snowflakes: New Challenges and Opportunities, EEA and Norway Grants, where the project outputs were presented in the press, on social networks, the theatrical production ([Digital Native](#) at Brno's Polárka) and on commercial television ([Show Jana Krause](#) or [Snídaně s Novou](#)).

Collaboration with External Partners in Student Internships and Student Application Project - FM's Process Management programme requires internships with a network of 80+ partner organisations. Internships address real business challenges and often lead to employment. Student application projects integrate real-world problem-solving into courses, allowing students to work with industry

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialisation/evaluation of R&D&I results.

³² If the commercialisation of R&D&I results is carried out in this way.

mentors and present findings to business partners (84 projects implemented during the monitored period). An example is the cooperation of students on the revitalization and spatial study of the Vajgar Housing Estate.

Collaboration with Associations and other Professional Knowledge Transfer Communities – FM is a member of the Alliance for Youth (200+ members in CZ and SK), supporting student participation in projects like Big Step, which provides cross-industry learning experiences in companies such as Plzeňský Prazdroj, Nestlé, Tesco, and Vodafone. Through a partnership with E.ON, students participate in the Winter Economic Academy, gaining corporate insights and networking opportunities.

Popularisation Events for Stakeholders – KTC organises engagement events for external stakeholders, students, alumni, and organisations. It integrates industry experts into teaching (e.g., Innovation Week) to enhance programme relevance.

Alumni Relations – KTC tracks graduates' careers, organises alumni events like Homecoming, and facilitates networking opportunities between alumni, students, and stakeholders. Thanks to the development of cooperation with alumni, there is also cooperation on contractual research, such as the Research on the Perception of the Attractiveness of Škoda Auto as a Potential Employer.

Prospective Student Engagement – KTC coordinates Open Days and experiential events (Student for a Day), featuring applied specialists from FM's partner network. It also supports high school student research in competitions such as Secondary School Students' Expert Activities (SOČ), with FM faculty mentoring and evaluating projects.

Co-organisation of University of the Third Age Activities – KTC collaborates on lifelong learning initiatives, such as courses on social sciences and public safety (e.g., How to Survive in the World of Information, Integrated Rescue System).

Together with FM's PR department, KTC strengthens FM's third role by promoting research dissemination, stakeholder engagement, and collaboration with academia and industry.

Key beneficiaries of the knowledge transfer are the following stakeholder groups:

Research and Educational (HEI) Institutions – FM prioritises high-impact scientific publications, ensuring academic integrity and avoiding predatory journals. Despite its smaller size, FM focuses on above-median outputs indexed in Web of Science, publishing over 80 articles in the past five years, with more than half exceeding the median impact factor. Collaboration is key to FM's research development, leveraging Erasmus partnerships, CESEENet (40+ institutions from CEE running PhD programmes), and Sustainability and Health Economics CEEPUS networks. FM actively participates in national (GAČR, TAČR) and international (Visegrad Funds, Interreg) grants. In 2023, FM joined three Horizon Europe consortia and expanded into foreign funding schemes such as OPUS and OSCARS in Poland. Notable Q1 journal publications include the International Journal of Information Management, Current Issues in Tourism, Journal of Retailing and Consumer Services, Tourism Management Perspectives, and the International Journal of Consumer Studies. Significant research projects include Alzheimer's Disease Economic Burden (GAČR), Poverty and Social Exclusion Patterns (GAČR), AI Social Design Thinking Lab (Interreg), and Teaching Generation Snowflakes (EEA & Norway Grants). FM continues to expand its research footprint through strategic collaborations and high-quality outputs.

Business and Non-Profit Organizations – FM supports businesses and non-profit institutions by providing expertise for real-world problems and challenges. KTC is the first point of contact, facilitating contract research and collaboration. Demand for contract research has significantly increased, with project funding rising from CZK 130,000 in 2021 to CZK 568,000 in 2024. Typical outputs include business analyses, research reports, and policy recommendations. Dissemination

activities within Interreg and Visegrad projects ensure research findings reach external stakeholders through events, roundtables, and focus groups. Many participants in these events later become long-term partners. FM experts also contribute to governmental panels, shaping national policies and regulations. Consulting and executive education have become a growing area of FM's engagement. Examples of impact-driven projects include urban Development in Jindřichův Hradec (Revitalization of Vajgar and Hvězdárna Housing Estates), where FM experts helped design analytical studies, facilitate public engagement, and develop project communication strategies. Another example could be the Ministry of Labour and Social Affairs project, aimed at enhancing the availability of gender-specific data for social policy analysis or ENTER-transfer project, which supported family business succession through roundtables and expert counselling.

Expert Community – FM actively engages with the expert community, hosting outreach and public engagement events. Initiatives such as Researcher's Night (Noc vědců) showcase FM's latest research and address grand societal challenges like AI adoption. FM faculty frequently appear in specialised media, including Czech Television and Czech Radio Leonardo, discussing projects like Teaching Generation Snowflakes and pension reform research. Additionally, FM organises Innovation Week (InnoWeek) each semester, featuring faculty experts and industry/business professionals. While primarily aimed at students, external stakeholders also participate on a regular basis. Most appraised topics from recent years include AI challenges, corporate social responsibility, or digital marketing. FM experts contribute to academic podcasts and provide insights on pressing societal challenges, such as AI in marketing (VivaMarketing podcast).

Students, Alumni, and Prospective Students – FM fosters knowledge transfer through research-led teaching and extracurricular activities. Events like InnoWeek and Researcher's Night engage students beyond standard coursework. For prospective students, FM offers diverse outreach programmes, including Open Days, experiential learning events (Student for a Day, Secondary School Financial Education), and high school research mentorship (SOČ – Secondary School Students' Expert Activities). FM does not only mentor SOČ students, but it also serves as national-level evaluators. Lifelong learning is also a priority, with specialised workshops addressing AI, digital literacy, disinformation, time management, and well-being. Alumni engagement is maintained through newsletters, Homecoming events, and participation in networking activities like InnoWeek. FM communicates with these groups through offline (TV, radio, press) and online channels (podcasts, LinkedIn, and the faculty newsletter MANA.ŽER).

General Public – The general public is another key beneficiary of FM's activities, particularly in science communication and public outreach (see section 3.6).

FM systematically evaluates knowledge transfer through key performance indicators, including event frequency, partnerships, and research outputs. Revenue from non-public, non-grant sources remains low, reflecting challenges in social sciences funding. Škoda Auto supports FM's Strategic Marketing course, funding StratSim simulation software for strategic marketing training. Donations support student activities, fieldwork, and research, including PhFriDays seminars, activity of Junior Research Group and internal conferences. Contributions enhance student learning, provide access to professional tools, and foster academic collaboration. These initiatives strengthen FM's mission, bridging research with real-world applications and preparing students for future challenges. Real-time performance is reported on bi-weekly to the Vice-Dean for Strategy and Development and discussed with the Dean's Board.

Table 3.5.1 - Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)
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	2019	2020	2021	2022	2023
Financial donation from a partner, purchase of a license for simulation games (used in teaching as well in research)			58/3	59/2	69/3
Financial donation – support for student activities, science, and research				100/4	100/4
Financial support for student activities and faculty development					100/4
Total			58/3	159/6	369/11

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARISATION OF VAVAI

3.6 The most important activities in the field of popularisation of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularisation of R&D&I and communication with the public (e.g. popularisation lectures, citizen science initiatives, etc.) during the period of 2019–2023 and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

R&D&I popularization is a key instrument in fulfilling the third mission of universities, which involves active societal engagement beyond education and research. In recent years, the demand for universities to demonstrate their societal impact has intensified significantly. In response to this challenge, FM has adopted a systematic and strategic approach. Our efforts in this area are embedded in a long-term strategy that was initiated during our journey towards obtaining the prestigious AACSB accreditation, where the call for societal impact has become even more prominent after the reformulation of the accreditation criteria in 2020. This strategic focus has subsequently been reflected in our engagement with funding programmes where societal impact is an explicit evaluation criterion (Interreg and the Visegrad Funds). By strategically anchoring science popularization, we not only enhance the communication of research findings to the broader public but also strengthen connections between academia, businesses, public institutions, and other societal stakeholders. This approach aligns with current international trends and reinforces our capacity to contribute to addressing pressing societal challenges in a sustainable manner.

As part of its strategic commitment to knowledge dissemination and societal engagement, FM has undertaken a wide range of science popularization activities over the past five years. These initiatives align with the faculty's mission to enhance public understanding of research, contribute to evidence-based policymaking, and strengthen collaborations with stakeholders from various sectors.

Knowledge Transfer and Research Dissemination

The faculty actively encourages its academic staff to serve as knowledge transfer ambassadors, incorporating science communication into their annual performance evaluations. Key initiatives in recent years include

(1) lecture series for high school students on financial literacy (led by dr. Votava) and regular participation of faculty members (dr. Vašíčková, dr. Kozáková, dr. Tripes, and others) in events organized by the South Bohemian Science and Technology Park, engaging both business representatives and the general public on topics such as business succession and AI adoption in firms.

To facilitate better communication of research expertise, the faculty has established [research groups](#) as focal points for external collaboration. These groups serve as key contact points for contractual research (with the cooperation with the KTC), with examples including

(2) [Revitalization of the Hvězdárna Housing Estate](#) and the development of a tourism strategy for the Třeboňsko region, both of which involved public consultations with local communities (see previous parts of this report). Another example might be public [strategic documents for Česká Kanada](#) region that also led to public presentations and debates. Health policy research led by prof. Pažitný, whose findings were referenced in European Parliament discussions (2023) and contributed to shadow reporting for the dossier COVID-19 Pandemic: Lessons Learned and Recommendations for the Future. His study on excess mortality due to COVID-19 (2020–2022) received significant media attention (e.g., [here](#), [here](#), [here](#), [here](#), [here](#), or [here](#), or media targeting foreign readers [here](#)), the results [were shared by the WHO](#) and the study is also referred by [general sources such as Wikipedia](#). Moreover, the study resulted in an official investigation and initiated activities by the Slovak Attorney General and the formation of a specialized expert group.

Public Engagement through Media and Digital Platforms

Faculty members regularly share their research findings through institutional communication channels, including the faculty website and social media platforms (LinkedIn, Facebook, Instagram, Twitter). Research outcomes are also published in regional newspapers and presented on national media outlets such as Jindřichohradecká Televize, Czech Television, and Czech Radio Radiožurnál.

Notable public engagement initiatives include

(3) Podcasts and online discussions: Faculty members contribute to podcasts such as 10-Minute Faculty Talks ([Podcast 1](#), [Podcast 2](#)) and partner collaborations (e.g., prof. Kincl in Podcast Viva on [AI in marketing and education](#)). Events such as Science Night and PhfriDays (seminars for PhD students and junior researchers), where recent discussions covered AI adoption challenges and the future of 3D printing in retail. These events incorporate interactive elements like quizzes and hands-on demonstrations.

(4) Academic appearances in public discourse, including dr. Jiří Vopátek's [expert commentary](#) on pension reform in response to a press conference by Minister of Labour and Social Affairs Maria Jurečka, and dr. Závodná's insights on the "Snowflake Generation" on national television programmes such as [Show Jana Krause](#) and [Snídaně s Novou](#) (dr. Pospíšil) or radio (dr. Závodná, ČRo Leonardo, a nationwide station of Czech Radio, focused on popularizing science). The project's popularization and dissemination took various forms, including the theatrical production "[Digital Native](#)" at Brno's Polárka Theatre. Dr. Vopátek provides expert comments on pension reform on a regular basis.

(5) Some of the faculty members have established their social media profiles and become content creators who publish for general public and students on a regular basis ([dr. Pospíšil](#), [prof. Kincl](#) and [dr. Šimůnková](#)).

All significant communication endeavours are included in the Annual Media Plan, which allows for tracking of the activities and their impact (i.e., engagement, re-posting, reach). The Media Plan is aligned with the Media Plan at university level. PR Department is responsible and accountable for executing the Media Plan and support of other communication activities. The Head of the Department is responsible for and reports the results on a regular basis (2-week) to the Vice-Dean for Strategy and Development. Moreover, FM has contracted a professional agency to support its communication (and marketing in general) activities.

Professional Panels, Conferences, and Public Discussions

Faculty members participate in high-profile expert panels, such as

(6) prof. Kincl's engagement in the international discussion [Balancing Innovation and Risk Management in the AI-Powered Digital World](#), organized by Taras Shevchenko National University of Kyiv, which brought together experts from multiple countries to discuss AI's role in education and society. The discussion was broadcasted live on Youtube.

Interactive Workshops and Educational Events for the Public

The faculty organizes interactive workshops and lectures, including (7) InnoWeek, an annual event at (FM) VŠE, which bridges theoretical knowledge with real-world applications through expert-led sessions for academics, students, and the general public. Another notable activity is Lifelong learning programmes, including semester-long courses at the University of the Third Age, such as an [extensive programme](#) on Integrated Rescue System (IRS) operations, featuring hands-on demonstrations from police, firefighters, and emergency medical teams or workshops on various societal challenges (e.g., [How to navigate in the digital world](#) or series of lectures on [beeronomics](#) by dr. Tripes). Another example of educational events and programmes for the general public is the outputs from the AI Social Design Thinking Lab project developed in cooperation with Austrian partners. Insights gained from the project were applied in developing a new AI-focused educational module for students and in the practical use of AI technology in teaching, including Arduino microcomputers. Read more about how FM students are [learning to work with AI](#).

Institutional Partnerships and Entrepreneurship Support

The faculty has established key institutional partnerships to foster entrepreneurship and innovation. It is an (8) official partner of the [Cross-Border Idea & Startup Contest 2023](#), supporting sustainable development projects in the Czech Republic and Austria. The contest helps entrepreneurs address societal challenges and UN Sustainable Development Goals, backed by the Upper Austrian Regional Government and the South Bohemian Region. FM is also a member of the Universities for Entrepreneurship group, which connects 100+ universities and innovation hubs like CzechInvest and JIC South Moravian Innovation Center. The faculty participates in monthly online meetings and an annual 3-day workshop, fostering knowledge-sharing in entrepreneurship. Key outcomes include co-organizing inter-university events and supporting student participation in Invest Day, where students pitch their business ideas to investors and entrepreneurship organizations (e.g., JVTP, CzechInvest, Chamber of Commerce). Additionally, FM is part of [UNISTARTER](#), a platform that facilitates the creation of inter-university innovation teams by connecting students and projects across universities and research institutions. This initiative helps bridge knowledge gaps, fostering interdisciplinary collaboration and innovative solutions. The faculty strengthens entrepreneurial education, cross-border cooperation, and sustainable innovation through these partnerships.

Internal Communication and Engagement with Students and Alumni

To ensure effective internal communication, the faculty publishes

(9) a weekly newsletter (PRmanažer), providing students and staff with updates on ongoing projects, research achievements, and public engagements. A tailored version for alumni and prospective students is distributed once or twice a year.

(10) FM employees participate as evaluators in a number of student competitions (e.g., the JihoCzech competition organized by the South Bohemian Science and Technology Park, where students present their business ideas and startups), or the annual participation of FM representatives (prof. Kincl, dr. Pospíšil) as members of the evaluation board in the national round of the Secondary School Students' Expert Activities (SOČ) competition in the field of economics and management.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

The following text presents the 2020 MEP recommendations (italicized) followed by the corresponding actions taken in response.

Recommendation 3.2, 3.3 a 3.4:

The FM successfully conducts applied research, and contractual research projects and strives to acquire more of these projects. Overall, the FM has to be applauded for their efforts in this regard. To accomplish their mission, the FM is recommended

- *To develop a more consistent strategy in acquiring and selecting applied and contractual research projects based on a thorough analysis of the expertise available at the FM.*
- *To strengthen the research expertise of the academic staff to create a competitive advantage in research and in acquiring funds.*
- *To shift the focus from a strong regional focus and to look for national and international cooperation partners in other regions and other countries.*
- *To provide support for professional transfer activities by implementing a knowledge transfer centre.*

Implementation

A comprehensive analysis of the expertise available was undertaken within the faculty, leading to the establishment of dedicated research groups. These groups have facilitated a) a focused research agenda aligned with FM's strategy. Some groups are research-oriented, while others (e.g., [this](#) or [this](#)) respond to the growing demand for contractual research b) improved tracking of the research activities, c) synergies by capitalizing on overlapping research interests among faculty d) more effective research support, as the reduction in the number of directions streamlined resources e) enhanced institutional support for research initiatives (through KTC).

VŠE has established a training framework for faculty members and PhD students. Between 2020 and 2023, a total of 37 FM faculty members participated in 68 courses covering areas such as research competence development, time management, teaching and supervisory styles, and work-life balance. The cumulative number of training hours by FM employees reached 2,357. Trainings participation is a monitored KPI, assessed annually.

Furthermore, KTC (described in detail in previous sections) has strengthened FM's engagement with external partners, particularly in contractual research. The strategic shift towards international funding opportunities has resulted in acquiring three Visegrad Funds projects, five Interreges (including Europe and Danube), and several additional projects funded by BTHA and EEA & Norway Grants. Moreover, FM has significantly expanded its international research network and is a member of three H2020 consortia with submitted projects in the current calls. This reflects FM's strategic commitment to advancing applied and contractual research while increasing its international collaboration and research impact.

Recommendation 3.5 a 3.6:

The economic impact of the projects described is very good and the non-economic impact for a particular project, too. However, the number of projects in general and the ones with non-economic impact in particular is quite low. Recommendations:

- *Develop a consistent strategy in acquiring and selecting applied and contractual research projects.*
- *To develop such a strategy, thoroughly analyze the expertise available at FM and identify members of the FM whose research has strong economic and non-economic impact.*
- *Develop ways to assess the economic and non-economic impact of research projects. Make academic staff at FM aware of these assessments.*

Implementation

A thorough analysis of faculty expertise led to the establishment of research groups, some of which focus specifically on contract research. KTC was established, playing a key role in knowledge transfer (see Section 3.5). To further support these efforts, the Project Department was expanded, resulting in an increase in the number of submitted projects and in a substantial rise in contractual research volume. FM reported a total volume of ~ CZK 250,000 in 2014–2018. For 2019–2023, the reported volume increased to CZK 738,000, with an additional CZK 568,000 invoiced in 2024 alone. FM acknowledges that in 2023, it managed to secure only a limited amount of CZK 89,000 in external research funding. This was caused by disrupting international contacts and meetings during the pandemic. The travel restrictions severely impacted project activities because FM has increasingly focused on international projects (Visegrad Funds or Interreg). Another contributing factor was the maternity leave of the head of the project office, a role that could not be effectively replaced, considering the faculty's size. Upon her return, the number of submitted projects increased significantly, and the figures for 2024 align with the trends of previous years.

Contractual research volume and participation in applied research projects have been incorporated into the employees' annual evaluation. Additionally, at university level, the total contract research volume serves as a key criterion in allocating financial resources among faculties.

To increase awareness and understanding of these mechanisms among employees, FM organizes so-called Quality Days – a faculty-wide event held twice a year. This provides internal stakeholders with updates on current research and teaching activities, assessments, or opportunities.

Recommendation 3.7, 3.8 a 3.9:

Technology transfer is comparatively low at FM. Due to the focus on management, the research results do usually not lead to technology transfer in the form of patents or licenses. The partner network of organization from the corporate sphere is quite large (55 faculty partners) considering the size of the faculty. The FM considers knowledge transfer as a key part of an academic organization development. Recommendations:

- *Strengthen transfer activities by monitoring and maintaining the cooperation partner network.*
- *Install a professional organizational unit that focusses on and supports academics'*
- *knowledge transfer (transfer center).*

Implementation

FM has undertaken a series of measures in response. In 2014–2018, FM reported zero. This report presents one sold license, one certified methodology, and seven additional commercialized research reports. The societal impact of these outputs is detailed in earlier sections. Nevertheless, given its focus, FM faces structural limitations in engaging in technology transfer in the form of patents or licenses. Revenues from non-public sources (excluding grants and contract research) amounted to

CZK 150,000 per year in 2014–2018. FM lost this source in 2019 but successfully replaced it with alternative funding streams, leading to renewed growth. In 2023 alone, FM secured CZK 369,000 from non-public sources.

The KTC has played a pivotal role in these efforts. It operates with designated KPIs and regularly reports to the Vice-Dean for Strategy and Development and Dean's Collegium. The number of institutional partners has grown, now exceeding 80 organizations across regional, national, and international levels.

Recommendation 3.10 a 3.11:

The FM has achieved a reputation in the community through awards, participation in editorial boards, and invited lectures. The number and quality of these figures can be further improved.

Recommendations:

- *Consider whether one of these activities (e.g., editorial membership at a prestigious journal) could be included in the existing incentive system that mainly focuses on publications in reputable journals.*
- *Try to become more visible in the respective research associations, and increase activities to co-operate with international researchers (e.g., invitations, conference visits).*

Implementation

These activities are incorporated into regular annual staff evaluations. Furthermore, FM introduced incentives to encourage project submissions with significant bonuses for submitting international projects.

While these measures have partially improved academic visibility, the representation on the editorial boards of prestigious journals and the number of individual academic awards could still be strengthened. However, FM representatives are now more frequent members of academic communities and associations, establishing collaborations with international researchers. FM actively participates in academic conferences, such as the AoM, AMA, AMS, AIB, or EURAM.

This increased international networking has also translated into more submitted proposals, where international projects have dominated since 2023. FM has successfully secured funding from sources such as Visegrad Funds and Interreg and is actively involved in three Horizon Europe consortia. Additionally, FM has participated in project calls in Poland (OPUS, OSCARS), Slovenia, and Austria.

International networking efforts have also resulted in an influx of visiting researchers. FM organizes a series of research seminars each semester for early-career researchers and PhD students (PhFridays). These seminars regularly feature international scholars (11 in 2022, 18 in 2023). Many of these incoming researchers have subsequently collaborated with faculty on joint project applications and academic publications.

Recommendation 3.12:

The FM should professionalize its activities regarding the popularization of R&D&I activities and research outcomes, and the communication with the public. A strategic approach that includes the popularization of all research activities, not just applied research activities is recommended. An organizational unit responsible for communication and transfer should be implemented.

Implementation

Addressed through KTC establishment and professionalization of public relations. Communication endeavours are included in the Annual Media Plan, which allows for tracking of the activities and their impact. The Media Plan is aligned with the Media Plan at the University level. The PR

Department is responsible for executing the Media Plan and supporting other communication activities. The Department reports on a 2-week basis to the Vice-Dean for Strategy and Development. FM has contracted a professional agency to support its communication (and marketing in general) activities. FM has established support for digital media presence and has invested in multimedia/broadcasting. Media Professionals and highly skilled students provide support and training in content creation.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
List of Research Groups	3.6, 3.7	https://fm.vse.cz/veda-a-vyzkum-na-fm/
Stand on Predatory Publishers and Journals	3.5	https://fm.vse.cz/english/science-and-research-department/the-faculty-of-management-stand-on-so-called-predatory-publishers-and-journals/
Knowledge Transfer Centre	3.1, 3.5, 3.6, 3.7	https://fm.vse.cz/partnerstvi-a-sluzby/centrum-transferu-znalosti/
List of Business Partners	3.1, 3.5, 3.6, 3.7	https://praxe.fm.vse.cz/partnerske-organizace/
Secondary School Students' Expert Activities (SOČ)	3.5	https://fm.vse.cz/partnerstvi-a-sluzby/spoluprace-se-strednimi-skolami/stredoskolska-odborna-cinnost/
University of the Third Age	3.1, 3.6	https://fm.vse.cz/studuj-u-nas/univerzita-tretiho-veku/
Project Portal	3.1, 3.5, 3.6, 3.7	https://projekty.fm.vse.cz/
List of Projects at FM	3.1, 3.5, 3.6, 3.7	https://projekty.fm.vse.cz/seznam-projektu/

4.1 SELF-EVALUATION REPORT FOR MODULES 4 AND 5

HIGHER EDUCATION INSTITUTION NAME:
Prague University of Economics and Business

COMPANY REGISTRATION NUMBER (CRN): 613 84 399

MODULE 4 – VIABILITY

ORGANISATION AND MANAGEMENT OF R&D&I

4.1 Organisation and management of R&D&I

The HEI will briefly describe its organisational structure¹ and describe the R&D&I management system including the role of the HEI's central management, the management of faculties, and the HEI's institutes in organizing and managing R&D&I. It should also describe the role and structure of the technical and economic apparatus.

Maximum 1000 words.

Self-assessment:

The system of management and organisational structure of R&D&I at the Prague University of Economics and Business (hereinafter referred to as "VŠE") is in accordance with the law and other legal regulations and VŠE internal regulations – mainly with the VŠE Statutes, which in particular define individual bodies of VŠE, establish their competencies and responsibilities, regulate liability and organisational structure of VŠE. The organisational structure of VŠE is made up of self-administration academic bodies, six faculties and other bodies.

The Rector of VŠE is the head of VŠE, acting and deciding on VŠE matters. Within the limits of the law and VŠE internal regulations, the Rector is entitled to issue whole-university binding directives, orders and measures, in particular to specify procedures for the application of legal regulations and internal regulations of VŠE, especially in the area of R&D&I.

The Rector is responsible for the implementation of the R&D&I quality assurance and internal assessment system and initiates changes and supplements to this system. The Rector continuously evaluates activities of Vice-Rectors, Deans and heads of university-wide offices in the area of quality assurance and internal assessment of R&D&I quality and conducts annual evaluation interviews with them.

According to the VŠE Statutes, the Rector establishes permanent and temporary advisory bodies. The Rector's permanent advisory bodies are the VŠE Management and the Rector's Advisory Board. The VŠE Management consists of Vice-Rectors and Bursar. The Rector's Advisory Board consists of Vice-Rectors, Deans, Bursar, Chairperson of the Academic Senate of VŠE and a trade union representative. The meetings of both advisory bodies are chaired by the Rector. The Rector is substituted by Vice-Rectors to the extent specified by the Rector. The Vice-Rector for Research and Doctoral Studies is appointed by Rector to manage the area of R&D&I.

The VŠE Scientific Board consists of major personalities from and outside VŠE. The procedures of the VŠE Scientific Board are governed by the Rules of Procedure of the VŠE Scientific Board. Meetings of the VŠE Scientific Board are convened by the Rector according to the needs of VŠE, but at least once a semester. Upon the Rector's proposal, the VŠE Scientific Board discusses a proposal

¹ A graphical representation of the organisational structure will be provided as an annex.

of the long-term strategic plan of the public higher education institution before submitting it to the Academic Senate.

The VŠE Internal Evaluation Board is established by the VŠE Statutes as a self-administration body of VŠE. Its main activity primarily consists in the management of the internal quality assessment process. The procedures of the VŠE Internal Evaluation Board are governed by the Rules of Procedure, which are part of the Rules for the System of Quality Assurance of Educational, Creative and Related Activities.

The International Advisory Board (hereinafter referred to as the "IAB") is an independent advisory body currently consisting of 10 members. Both prestigious universities and top managers from international companies are represented in the IAB, e.g., Dean of ESADE Business School, Dean of IE Madrid, Rector of Hanken School of Economics, President Emeritus of University of St. Gallen, or L'Oreal CEO for CEE. The IAB meets at least once per academic year. The participation of international scientific independent advisory bodies plays an important role in the R&D&I quality assurance and internal evaluation system.

The organisation and management of R&D&I activities is also the responsibility of the **Deans** of the following faculties:

- Faculty of Finance and Accounting (FFA)
- Faculty of International Relations (FIR)
- Faculty of Business Administration (FBA)
- Faculty of Informatics and Statistics (FIS)
- Faculty of Economics (FE)
- Faculty of Management (FM)

The Dean's Board is the Dean's permanent advisory body at each faculty. Members of the Dean's Board are normally the Dean, Vice-Deans, the Faculty Secretary, Heads of Departments. The Vice-Deans for Research and Doctoral Studies are appointed by respective Deans to manage the area of R&D&I at individual faculties.

The Committee of Vice-Deans for Research and Doctoral Studies is chaired by the Vice-Rector for Research and Doctoral Studies and is supported by the Head of Research Office. It meets approximately 12 times a year. The committee members share best practices in research management, discuss harmonization of research management across faculties, prepare proposals for new guidelines, rules, standards and methodologies in the research-related areas, prepare principles for research-related budget allocation, and prepare support tools and measures then applied across university. Where required, prepared documents must be then approved by the Rector, the VŠE Scientific Board and/or the VŠE Internal Evaluation Board.

The Research Office provides administrative support related to pre-award and post-award phases of research projects. It also provides administrative support for doctoral studies, manages internal grant competition, conducts research staff and PhD surveys, supports hiring and onboarding of international researchers, maintains databases of publication outcomes and research projects, organizes research-related awards and competitions, and administers various forms of university-wide support tools, such as research related trainings.

R&D&I QUALITY MANAGEMENT AND SUPPORT SYSTEM

4.2 System of support for a quality R&D&I environment and incentive measures for quality science

The HEI will briefly describe the systemic incentive measures/tools to support quality R&D&I (if applicable). For each measure/tool described, an example will be provided to illustrate the effectiveness of the measure/tool in practice (e.g. number of projects supported by internal grants, statistics on the use of advisory systems, number of newly established research teams, etc.). The description will pay particular attention to:

- A system of support for attracting national and international projects of projects.
- A system for project consultancy/management/administrative support.
- Science management (e.g., personnel and financial capacity for R&D&I transfer, personnel and financial capacity of the project acquisition support system, science managers, data analysts, business and innovation advisors, etc.).
- The existence of internal funding schemes.
- Strategy/opportunities for establishing new research teams (including international ones) and supporting them within the HEI (e.g. sharing of R&D&I equipment, laboratory and information facilities, administrative support, etc.).
- Support system for students and early career researchers².
- a system to support excellent science (e.g. support for excellent scientists, research teams, PhD students, collaborations, infrastructure, etc.).
- A system of support for interdisciplinary research and collaboration within the HEIs.
- The concept of providing conditions for the emergence of new, high quality research directions/topics, especially those with application potential.

Maximum 300 words per point.

Self-assessment:

- A system of support for attracting national and international projects of projects.

Our university's support system for research project submissions (i.e., **pre-award phase**) is multifaceted, ensuring comprehensive assistance for faculty and researchers through various stages of their research career. The support covers all types of funding opportunities, ranging from national schemes such as GAČR or TAČR, to international research projects such as Horizon Europe or ERC. The support is provided by dedicated personnel at the Research Office. The system includes:

- **Personalized Consultations:** Tailored advice to navigate the environment of proposal complexities, aligning with individual research interests.
- **Screenings of Funding Opportunities:** Curated lists of funding sources published on SharePoint and communicated directly to identified researchers.
- **Matchmaking with Funding Calls:** Connecting VSE researchers with relevant calls for research grants and consortia, utilizing platforms like Crowdhelix Network.
- **Internal SharePoint and Monthly Newsletter:** A digital hub for the latest research news.
- **Consulting on Project Proposals and Assistance in Proposal Writing:** Providing expert advice on the development of competitive project proposals.
- **Peer Review Facilitation:** Constructive feedback on proposals through both internal and external peer reviews aimed at refining and strengthening submissions.

² Student grants, support for PhD students, postdocs and early career scientists.

- **Seminars and Workshops:** Events covering essential topics like Horizon Europe proposal writing or open science practices, designed to enhance proposal quality and foster an informed research environment.
- **International Stakeholder Cooperation:** Collaborating with entities like the Technology Centre Prague, CZARMA, EARMA, CZELO, and other international bodies.
- **International Research Project Support Strategy:** Developing strategies, including new guidelines and digitalization of processes to enhance research project support.
- **Financial Rewards for Researchers and Research Teams:** Providing financial bonuses for preparing international project proposals and for acquiring both national and international ones.

This structured approach not only promotes a collaborative, vibrant, and well-informed academic community, but also supports the development of high-quality research proposals. The number of international project proposals grew from 13 in 2020 to 29 in 2024.

- A system for project consultancy/management/administrative support.

Post-award support system, across the different grant schemes, includes:

- **Financial Management and Reporting:** Assisting in the allocation, tracking, and reporting of project funds to ensure compliance with funding agency / authority guidelines and budgetary constraints.
- **Contract Management:** Handling grant agreements, consortium agreements, subcontractor agreements, amendments, and ensuring compliance with the terms and conditions of the grant.
- **Project Administration Support:** Providing administrative assistance such as organizing meetings, managing project documentation, and facilitating communication among project stakeholders.
- **Human Resources Support:** Assisting with the hiring, onboarding and management of project staff, including contracts, timesheets, and compliance with labour laws.
- **Audit Support:** Preparing for and supporting internal and external audits.
- **Intellectual Property (IP) Advice and Management:** Advising on intellectual property issues related to the project.
- **Data Management Support:** In cooperation with the university library team, assisting researchers in managing their data throughout the project lifecycle, including data collection, storage, sharing, and preservation in accordance with data management plans and policies.
- **Consultations and Development:** Offering consultations and resources on project management, financial management, compliance, and other relevant topics to ensure that project teams are well-equipped to manage their projects effectively.

- **Liaison with Funding Agencies:** Acting as a liaison between the project team and the funding agency, facilitating communications, reporting, and compliance.
- **Dissemination and Communication Support:** Assisting in the development and implementation of plans for disseminating research findings, including public engagement, and communication strategies.
- **Transition and Closeout Assistance:** Guiding the project team through the process of closing out the project, including final reporting and financial reconciliation.

This support is crucial for the successful execution of research projects, ensuring that researchers can focus on their scientific objectives while adhering to administrative, financial, and regulatory requirements. In between 2020 and 2024 project support has been provided to 100 national and 23 international research projects.

- Science management (e.g., personnel and financial capacity for R&D&I transfer, personnel and financial capacity of the project acquisition support system, science managers, data analysts, business and innovation advisors, etc.).

Science management at VŠE is managed primarily at university level by the Vice-Rector for Research and Doctoral Studies and related service unit - Research Office. Administrative support in pre-award and post-award phases is provided by 4 persons. Large national OP JAK projects and developmental projects are supported by the Project Office (13 people). The Research Office further provides administrative support for doctoral studies (1 person), manages internal grant competition (1 person), conducts surveys, maintains databases of publication outcomes and research projects, organizes research-related awards and competitions (2 persons overall) and habilitation and professorship procedures (1 person). It also administers research related trainings (1 person) and assists with hiring and onboarding of international researchers (1 person). There is also one dedicated person responsible for science communication in the PR department and two persons in CIKS (the university library) supporting researchers in open science (data management plans, open access, repository).

The Research Office cooperates with respective research support staff at faculties. Each faculty has one to two designated administrative workers who closely cooperate with Research Office. At some faculties, e.g., at FBA, there is also dedicated Research Support Centre.

Financial support for the above-mentioned activities is provided from several sources. As a public body, VŠE is primarily financed by the Ministry of Education, Youth and Sports (hereinafter referred to as "MEYS"). It provides funds allocated to the long-term conceptual development of the research organisation; 5 percent is used for the Research Office. Other sources from MEYS include funding from OP JAK projects and Programme for the Support of Strategic Management. The Research Office also takes a small percentage of overheads from acquired projects.

The resources for R&D&I transfer are faculty-specific. For instance, at FM the Knowledge Transfer Centre and the Project Office have been established that coordinates cooperation and knowledge transfer with key faculty stakeholders. 3 staff members work on the knowledge transfer.

- The existence of internal funding schemes.

MEYS allocates institutional support for the long-term conceptual development of VŠE on an annual basis. Based on the "Procedure for the Distribution of Institutional Support to Long-term Conceptual Development of the Research Organization for the year 2025 and the following years", 95 percent

is allocated to individual faculties based on their performance and 5 percent goes to the Vice-Rector fund.

Funds from this university-wide fund are used for financial stimulation of research activities conducted in line with strategic objectives. For instance, preparation of international grant proposals, financial rewards to successful project proposers, financing research related international mobilities or reward for achieving top publication outcomes. Other internal funding from the university level, obtained through MEYS' Strategic Management Programme, goes to the financial support of newly hired international researchers meeting quality criteria (50 percent of their salaries), to the identified talented postdocs at faculties and to international travels (for summer schools, conferences, etc.) of doctoral students.

Another funding scheme is the Internal Grant Competition, managed by the VŠE Grant Committee, and implemented at individual faculties. The majority of funds in this scheme are devoted to scholarships for PhD students to do research related to their dissertations. It is evaluated on a competitive basis.

Other funding schemes are organized at university level on a project basis. For instance, in 2020-2023, the OP VVV project provided grant-based funding for the best PhD students across VŠE. We currently prepare the OP JAK project with grant-based funding for, mainly, young female researchers returning to research after their maternity leave. Finally, additional funding schemes exist at individual faculties.

- Strategy/opportunities for establishing new research teams (including international ones) and supporting them within the HEI (e.g. sharing of R&D&I equipment, laboratory and information facilities, administrative support, etc.).

The establishment of new research teams that react to current trends and societal and technological developments is a key strategic goal at VŠE. Faculties are encouraged to identify and support new research areas and develop teams around them. Three examples are provided below:

1. FBA supported the creation of the Centre for Workplace Research (CWER) in 2021 to explore contemporary work transformations in work environments and their social and cultural aspects. FBA funded the first three years of CWER operations. It led to capacity building, high-level publications, preparation of international project proposals, and success in obtaining funding through Horizon Europe, COST and Erasmus+ funding.
2. FFA founded the Institute of Sustainable Finance (ISF) at the end of 2022, which serves as a platform that brings together representatives of universities, members of the private and public sectors in the Czech Republic, and noted global experts to advance sustainable finance and ESG. FFA provided financial, technical, and administrative support for the first two years of the ISF. The new research capacities were established that already led to publications, project proposals and contract research.
3. FM supported through financial and administrative support the creation of its research group on Cognitive and Behavioural Aspects of Innovation Adoption: Human-Centric Approach that aims to align innovative practices with ethical standards to foster sustainable, human-centric development in the workplace.

Besides these examples, there are dozens of other centres and research groups at all faculties, such as the Jan Masaryk Centre for International Studies and International Research Centre at FIR or Centre for Economy, Energy, and Public Policy at FE. Also, at university level, VŠE, in cooperation with individual faculties, have financed the creation of new research laboratories. At FFA, Financial Laboratory is intended to be shared as a place for teaching and research activities that require technical tools for advanced statistical and econometric analysis. At FBA, the Extended Realities Research Laboratory (ERRL) and the Marketing Research Laboratory have been funded. At FIS, there is the Prague Data Ethics Lab.

- Support system for students and early career researchers

Doctoral students are financed from several sources. VŠE is the recipient of grants from MEYS for the purposeful support of specific university research, through which the projects of the Internal Grant Competition are financed. MEYS is also a provider of a doctoral scholarship, which is awarded to full-time doctoral students and is paid for the standard period of study. In addition, doctoral students can obtain external funding from GAČR, TAČR and international providers, or through contract research, etc. Also, both doctoral students and early career researchers may receive substantial financial bonus from faculties for publishing in good peer-reviewed journals.

In order to attract foreign students to the doctoral study programme, an extraordinary scholarship was created. PhD students with co-authorship of high-quality peer-reviewed articles or applicants at the beginning of their studies with high-quality research proposals can receive a scholarship.

Research activity of students at VŠE is carried out through the Internal Grant Competition (IGC), (see also above in the internal funding section). IGC is announced on an annual basis. Approximately 70 projects are supported each year.

As part of further financial support, every year VŠE offers the possibility of support in the Catalogue of Supports. Short-term stays abroad, participation in summer schools or participation in international conferences or short-term workshops are financed.

Postdoc researchers can receive financial support for long-term research stays abroad, and support for excellent grant and publication results. Moreover, each year, postdoc researchers can apply for additional funding. Six excellent postdoc researchers are then selected and supported by approx. EUR 4,000 each to focus more on research activities.

There are also other broad nonfinancial forms of support for both doctoral students and postdocs. From 2020 onwards, there are focused research-related trainings and workshops organized focused on different areas of Research Comp framework, such as training in specific research methods, the use of AI in research, academic writing, developing academic career, etc.

- A system to support excellent science (e.g. support for excellent scientists, research teams, PhD students, collaborations, infrastructure, etc.).

The support of excellent science is multifaceted, both at university and faculty levels. It includes:

Performance-based financial stimuli – There is a tailored system of financial motivation that supports excellent scientists and research teams. They get bonuses for submitting international research proposals, acquiring project funding, publishing in top-tier journals and other excellent results of their research activities. The bonuses are provided both at university and faculty levels.

Supporting talented young researchers – Within the Catalogue of Supports at VŠE there is a programme in operation that doubles the basic salary for young international researchers that have already proven track record in publishing in good international journals. Also, excellent postdocs already employed at VŠE are identified by vice-deans and get additional financial support. Individual faculties, such as FIR or FIS, also support excellent PhD students through a dedicated financial support.

Tailored support to identified excellent teams – In 2023, research teams were identified that have the potential to achieve excellent results. The selection was made on the basis of their alignment with VŠE research strategy, success in obtaining external funding, number of excellent publications and experience in contract research. These teams are in close touch with the Research Office, they get support with regard to new calls, project applications and all the related administrative tasks.

Infrastructure development – To support excellent research, VŠE funded not only the development of laboratories specified above but also on-demand access to SW such as SPSS, STATA or Atlas.ti, which is available for employees and doctoral students. A large computational power server is just being bought for the AI research team.

At faculty level, FM provides access to advanced tools such as Tobii Glasses and iMotions software. FBA provided seed funding for initiatives with high research potential. Between 2021 and 2023, it supported four research teams in areas such as Workplace Research, Strategic Leadership, Strategic Business Orientations, and Applied Ethics and Morality. This support led to high-quality publications, new research projects, including Horizon Europe funding, and contract research collaborations.

- A system of support for interdisciplinary research and collaboration within the HEIs

The support measures at VŠE focused on supporting interdisciplinary research can be clustered in the following areas:

- 1) Supporting the cooperation of faculties at the project proposal stage in relation to large project calls. For instance, within the framework of OP JAK, two large project proposals focused on intersectoral cooperation in business sustainability and the sustainable healthcare system were submitted. Members from three faculties and different disciplines were involved, together with a variety of external partners. Similarly, in the large TAČR project proposal (funded from 2024) in energy economics, teams from three faculties cooperated.
- 2) Supporting the centres of excellence and labs dedicated to interdisciplinary research, such as Financial Lab, Extended Realities Research Lab, Centre for Workplace Research, SALOME III (a joint laboratory of FM with the Czech Academy of Sciences) and others.
- 3) Supporting the preparation of international project proposals with strong interdisciplinary aspect, such as projects in the frame of Horizon 2020 and MSCA Doctoral Networks. Some of these projects have already attracted funding, such as REMAKING project (doc. Orel).
- 4) Supporting the preparation of national project proposals with strong interdisciplinary aspect. To provide some examples, there are projects funded from GAČR that combine economics and history (doc. Hudík), AI, philosophy and sociology (doc. Vacura), or energy and economics (dr. Dubský). From TAČR, there were projects focused on energy and economics (Ing. Burešová) or AI and cognitive science (prof. Svátek).
- 5) Organizing interdisciplinary conferences in cooperation of several faculties or other institutions, such as International Days and Statistics and Economics (organized by FIS + FBA), International Conference on Environmental Economics, Policy, and International Environmental Relations (FBA + FIR) or Interdisciplinary Information Management Talks (FIS + J. Kepler University Linz).

The support of interdisciplinarity is also included in the objectives of a new strategy for sustainability of R&D that emphasises supporting interdisciplinary research and cooperation across VŠE, creating an internal platform for networking, supporting cross-sectoral research in cooperation with other stakeholders.

- The concept of providing conditions for the emergence of new, high quality research directions/topics, especially those with application potential.

The pursuit of new high-quality research directions is supported through strategic decisions and providing budgetary resources in both faculty and cross-faculty funding. Below, several examples are provided of newly established centres that have developed their capacities to research new promising topics.

At FBA, the Centre for Workplace Research (CWER) was established in 2021 to explore contemporary transformations in work environments and their social and cultural aspects. Researchers at CWER study the impact of these transformations on individuals within various labour processes. They also conduct research and provide advisory services to organizations and the public sector.

Extended Realities Research Lab has been supported by VŠE within the PhD Infrastructure OP JAK project. FBA cooperates with FIR and business partners, such as Deloitte, on developing this facility that functions as an interdisciplinary research hub with advanced VR/AR infrastructure for investigating human behaviour and developing immersive simulations. Through its multidisciplinary framework spanning business, sociology, psychology, and spatial design, ERRL will elucidate how extended reality technologies transform contemporary organizational, educational, and societal paradigms.

The AI Social Design Thinking Lab project, led by FM in collaboration with Czech and Austrian partners, aimed to bridge digital strategy with the practical implementation of artificial intelligence (AI) in businesses and public administration. AI laboratory, located in České Budějovice, was established as the outcome of the project that now serves as a hub for educating students and supporting businesses in adopting AI technologies.

At FFA (in cooperation with FIS), the Financial Lab, supported through the OP JAK project, offers specialized equipment and facilities. With 15 places, computers and large screens, it offers database access and SW licences, such as Refinitive Workspace, MATLAB, EViews, R-studio or Statgraphics.

VŠE as a whole also supports its research direction focused on sustainability, as evidenced in its R&D sustainability strategy and support of interfaculty cooperation in this field.

4.3 Quality control system for R&D&I environment

The HEI will briefly describe the system of internal and external evaluation of research units, including the following aspects:

- Internal and external evaluation of R&D&I quality: This includes the evaluation of R&D&I by the HEI's authorities, the evaluation of research teams (if such a system exists), and the involvement of international scientific councils or other independent advisory bodies in quality control and of R&D&I management.
- The ethical aspects of research: This includes adherence to ethical principles and good scientific practice, compliance with related legislation (codes of ethics, ombudspersons, ethics committees and ethics hotlines, and systems for reporting whistleblowing and ethical misconduct).

The HEI shall demonstrate the functioning of the quality control systems in the R&D&I environment by examples (e.g., brief information on the evaluations carried out and their results, specific examples of the use of whistleblowing or the handling of ethical violations, etc.).

Maximum 500 words plus 200 words for each example described (max. five).

Self-assessment:

- Internal and external evaluation of R&D&I quality

R&D&I quality is evaluated internally and externally in a complex system. There are various elements of internal evaluation:

- 1) Budget allocation from the institutional support for the long-term conceptual development of the research organization (LCDRO) to faculties is directly influenced by research performance of individual faculties in the previous year (90 percent is based on the share of individual faculties in the previous year and 10 percent of the budget is based on their recent research performance). Their success in obtaining research funding, publications in good journals, contract research and evaluation in Modul 1 of M2017+ translates into increasing or decreasing their research budget for the subsequent year. It is a part of the VŠE budget that must be approved by the Academic Senate.
- 2) Faculties must develop a report on the actual use of LCDRO in the previous year and a plan of their development (and LCDRO spending) for the upcoming year. These plans are then approved by the respective Scientific Boards of faculties. They also incorporate the evaluation at the departmental level.
- 3) Each year, the Vice-Rector for Research and Doctoral Studies prepares a regular evaluation report on scientific research and other creative activities of VŠE as a part of the periodic Report on Internal Quality Evaluation of VŠE.
- 4) It also includes detailed information from faculties. There is also the addendum of this report that captures the actual outcomes in the previous period. These reports are approved by the Internal Evaluation Board.
- 5) The Grant Committee of VŠE annually approves the results of doctoral research projects funded through the Internal Grant Competition. It also approves the plan of faculties, which projects will be funded in the current year.

Overall, the reports summarize the most significant achievements of VŠE and its faculties during the period under review, highlighting the strengths, while also outlining the steps VŠE needs to take to improve the quality of its R&D&I activities in the near future. All institutional bodies mentioned above, with the exception of the Academic Senate, involve external experts not affiliated to VŠE.

Concerning external evaluation, there are also multiple forms, in which VŠE R&D&I activities are evaluated. First, VŠE is included in the list of research organizations in the Czech Republic, which is

why it is regularly subjected to external evaluation by the Council for Research, Development and Innovation. Modules 1 and 2 are evaluated on an annual basis, modules 3 to 5 are evaluated once in five years.

Secondly, VŠE is a subject of international accreditations. In recent years, VŠE's scientific and research activities had been evaluated in detail within the framework of the AACSB accreditation process (especially standard 2 Intellectual Contributions, Impact, and Alignment with Mission). Subsequently, at the beginning of 2024, VŠE was awarded this prestigious international AACSB accreditation. This is an institutional accreditation that required the maximum commitment of all six faculties to meet demanding quality standards in the area of research, teaching, student care and the entire process management. Moreover, some faculties have additional prestigious accreditations, such as EQUIS and AMBA that FBA regularly receives. These accreditations, especially EQUIS, also highly emphasise R&D&I quality. Furthermore, VŠE scores in various international rankings that also, to a various extent, incorporate R&D&I results.

Finally, each year, the International Advisory Board gets the information on the development of R&D&I and related challenges. It is then discussed with VŠE's top management. IAB provides feedback based on their experience and best practices.

- The ethical aspects of research

Ethical aspects are not neglected at any level of R&D&I management. In accordance with the mission of VŠE the provision of the same opportunities to all its students, teachers, and researchers is ensured in accordance with their classification, regardless of their nationality, race, sex, origin, sexual orientation, physical or cultural differences, marital status, age or religion. Principles in scientific, artistic and other creative work are part of the Code of Ethics.

In 2014, the Ethics Committee was appointed to work in the field of ethical responsibility of VŠE. The committee's activity is based on the Code of Ethics of VŠE and the Rules of Procedure of the VŠE Ethics Committee. VŠE Ethics Committee members and its chairperson are appointed and removed by the Rector based on the prior consent of the VŠE Academic Senate.

The Ethics Committee is convened by the chairperson, its meetings are not public. Minutes of each meeting are executed, containing all resolutions.

To contribute to the protection of the dignity, rights, and safety of all actual or potential research participants, the Research Ethics Committee (REC) was established at VŠE in 2024. Previously, it was active only at FBA. REC provides an independent, competent and timely review of the ethics of proposed and implemented studies. REC is independent of political, institutional, professional and market influences.

The principle distinctions of both committees are as follows: The Ethics Committee decides on potential misconduct of VŠE employees and students, also in relation to research. On the other hand, the Research Ethics Committee mainly provides feedback and approves research design of studies that were submitted to it.

Aside from the work of these committees, ethics is incorporated in a rich variety of courses offered to both students and employees. Topics involve plagiarism or the ethical use of AI, among others.

Finally, whistleblowing application at VŠE is in use. Individuals can report misconduct in research in the Whispero App, under the Whistleblower Protection Act. The Internal Control and Audit Department is then responsible for proceeding further with these issues.

4.4 Sustainability and resilience of R&D&I

The HEI will describe the arrangements for sustainability and increasing the resilience of R&D&I, if such a system exists, and provide examples of its implementation. These include:

- The sustainable development concept (strategy, objectives, plan and implementation).
- Social responsibility strategy.
- A knowledge transfer system, if it is established at central level.³
- The third role, the transfer of R&D&I results to society and interaction with local actors.
- The concept of research data management (data collection, access and sharing of data, use of the information obtained for R&D&I management, responsibility for data files, archiving and backup of data).
- Ethics and personal data protection.
- Intellectual property protection.
- Ensuring institutional resilience (resistance to foreign influence, cyber security, risk prevention, prevention of misuse of R&D&I and knowledge transfer results, a system to prevent or mitigate the negative impacts of R&D&I and knowledge transfer in society).
- Digitisation and the use of smart technologies.
- The institutional strategy for Open Science 2.0/Open Access (if one exists), including information on the operation of the institutional repository or similar tools.
- A system for training undergraduate and postgraduate students as well as staff in the field of intellectual property protection and technology transfer.

The HEI will demonstrate the effectiveness of its procedures by examples (e.g., the number of people trained in intellectual property protection and technology transfer, data on the usage of Open Access repositories, handling of risk incidents, etc.).

Maximum 300 words per point.

Self-assessment:

- The sustainable development concept (strategy, objectives, plan and implementation).

The goals and strategies to be achieved in the area of R&D&I for the period of the last strategic plan are based on the approved Long-Term Strategic Plan of VŠE for the 2021-2025 period and on factors that bring with them qualitative and quantitative changes in the system of assessment and funding of research activities from domestic and from foreign public and private sources. The next Strategic Plan for the 2026-2030 period will be developed through 2025. Scientific research activity is one of the strategic priority areas that VŠE has developed and will continue to develop in the future. From the point of view of scientific research priorities, it is about meeting the requirements of:

- National accreditations resulting from the Act on Higher Education Institutions and the standards of the National Accreditation Office
- International AACSB and other international accreditations
- M2017+ and its criteria
- The qualification growth of the academic staff of the faculties and the development of the doctoral study programme

The most important goals in the current Strategic Plan:

- To achieve excellent publication results in foreign peer-reviewed journals, especially in top quartiles, primarily in FORD 5.2 Business and Economics.
- To increase the number of research projects and volume of research funding, with a focus on international projects.

³ If the knowledge transfer system is decentralised to the unit level, the HEI shall describe how the system works.

- The development of applied and contract research.
- The involvement of VŠE staff in international bodies, such as research-related evaluation committees and editorial boards.
- Support of excellence of R&D&I through trainings and pre- and post-award administrative support.
- The development of research infrastructure (e.g., repository, internal databases).
- Popularization of research activities.

Strategic plans of individual faculties are related to this VŠE Strategic Plan and its goals.

- Social responsibility strategy.

VŠE puts an emphasis on a high standard of quality and shows respect for moral and ethical principles. By its research and teaching activities and the third role, VŠE contributes to society-wide development based on economic, social, and environmental sustainability principles.

Active participation in the Green Deal call of the National Renewal Plan is one of VŠE's priorities in terms of contribution to expanding knowledge on sustainability in relevant economic fields. Through research, research collaborations and publications, not only does it broaden the perspective on various aspects of sustainability, but it also influences and shapes the field of practice. For example, FFA conducts research on the topic of green finance and non-financial reporting, FIR on the topic of ESG reporting and the EU regulatory framework, innovation policy, food waste and financial taxonomy. FIR also launched a new programme "Green Transition and European Competitiveness". FBA explores the area of ESG in management, ESG rating issues and social entrepreneurship and launched programme "Management of Sustainability". The topic has, through data analytics and big data, also research potential for the FIS. VŠE aims to strengthen the quality as well as quantity of research activities on sustainability and to promote collaboration between research teams as well as individuals. Significant inter-faculty collaboration on the topic has already been implemented in preparing the ESG project by OP JAK. In 2024, VŠE also developed its Sustainability Strategy. The main areas of its strategic objectives related to research include: Linking research to the 17 Sustainable Development Goals, Increasing the volume and quality of research, including research on sustainability, Strengthening accountability and openness of scientific research.

- A knowledge transfer system, if it is established at central level.⁴

A knowledge transfer system at central level has not been established yet. At university level PR of research activities is organized but the knowledge transfer itself stays at the level of faculties. Faculties support research teams in submitting projects of applied and contractual research, creating knowledge and subsequent outputs that are relevant to society.

For instance, FBA hosts seven centres of excellence dedicated to bridging academia and practice. For example, the Centre for Restructuring and Insolvency of Harry Pollak collaborates actively with the Ministry of Justice, contributing to the development of new legislation. The Centre for Family Business works closely with family-owned firms, organizing conferences, offering specialized courses, and providing consulting and coaching services tailored to their unique needs.

At FE, the Centre for Economics, Energy and Public Policy is a platform for knowledge transfer and the development of scientific and advocacy activities. It organizes workshops, conferences, and other events supporting educational and research activities. CRAS (Centre for Regional and Administrative Studies) is a research platform focused on economics, regional development,

⁴ If the knowledge transfer system is decentralised to the unit level, the HEI shall describe how the system works.

European integration, and public administration. It concentrates on research into the socioeconomic development of territorial units, evaluating the impact of administrative tools and the effects of natural phenomena and shocks, including the COVID-19 pandemic.

FM in Jindřichův Hradec founded its Knowledge Transfer Centre to coordinate cooperation and knowledge transfer with key faculty stakeholders. It has three main goals: 1. Strengthening cooperation with faculty key stakeholders at local, national and international level, 2. Strengthening knowledge transfer into practice, and 3. Strengthening the socio-educational role of the faculty.

- The third role, the transfer of R&D&I results to society and interaction with local actors.

VŠE supports organization of research conferences (on average, 19 international conferences per year) and, workshops that serve as dissemination events. Through social networks and cooperation with local media, it helps to spread the knowledge created at VŠE to general public and local stakeholders. To increase the internal awareness of the importance of its third role, since 2023 VŠE has organized the annual Rector's Award for Societal Impact of Research. The volume and outcomes of applied and contract research conducted at faculties also influence their subsequent research budget.

To illustrate the third role of VŠE, here are some examples. FFA research impacts laws, norms, and institutional functions across a wide range of stakeholders. FFA assisted in the transformation of the Czech-Moravian Guarantee and Development Bank into the National Development Bank. It provided comment letters on the new Accounting Act to the Ministry of Finance. At international level, FFA shared research on VAT in the digital age with the European Commission, and research on IFRS 15 with the European Accounting Association.

At FIR, FBA and FIS, its research directly informs best practices in the corporate sector through executive education. For instance, FIS runs MBA programme together with UC Berkeley on Data & Analytics in Business Management. FBA provides MBA, DBA and specialized executive courses in areas, such as sustainability and ESG, financial management, personal management, sales and marketing, and logistics. It further conducts contract research and offers consulting services for private companies (e.g., Orlen, Škoda Auto) as well as public sector institutions (e.g., the Ministry of Industry and Trade).

FE was a key partner in the project funded by the European Commission that focused on empirical, analytical, and educational activities to support the transformation of coal regions in the Czech Republic, aligned with the EU's Green Deal objective. Activities included assessing the absorptive capacity of coal regions for small-scale projects, developing simplified financing mechanisms, and organizing educational workshops to ensure the practical application of findings.

- The concept of research data management (data collection, access and sharing of data, use of the information obtained for R&D&I management, responsibility for data files, archiving and backup of data).

Research data management has gained increasing attention in recent years, and is regulated by institutional directives, including the Protection and Implementation of Intellectual Property Rights as a Result of Research, Development, and Innovation or Created Otherwise at VSE (SR 1/2011, last amended in 2025) and the VŠE Document Management System (SR 6/2008, last amended in 2023). These regulations establish uniform principles for consistent, secure, and efficient document management at VŠE.

Responsibility for research data management is shared among researchers, IT support, and the library (CIKS). The library plays a key role in supporting researchers with their Data Management Plans (DMPs) for projects that require them, ensuring that data collection aligns with institutional guidelines and international standards, providing detailed consultations. Within the DMPs the university follows as much as possible FAIR principles (Findable, Accessible, Interoperable, Reusable) to promote responsible data handling and maximize the impact of research outputs. Ethical and legal compliance, including adherence to institutional policies and EU regulations, is taken into account within data governance at VŠE.

The library also supports researchers in avoiding publishing-related errors, including guidance on predatory journals, Open Access licensing, APCs, and data repository selection.

Researchers are encouraged to share their datasets through institutional or internationally recognized repositories, including platforms like Zenodo, ensuring transparency and facilitating collaboration. Licensing policies, such as Creative Commons, define the conditions under which research data can be used and reused, balancing openness with necessary restrictions. The institutional repository, that is run by the library, contains the licensing information for each dataset. In collaboration with the Centre of Informatics, a business intelligence platform is being developed to integrate various R&D&I-related databases, such as publication and project databases. Focus is placed on strengthening this area by providing systematic support for all researchers, for example, through the project submitted within OP JAK Research Environment.

- Ethics and personal data protection.

VŠE considers the protection of personal data as a key issue. Personal data are processed only within the scope necessary for the operation of the university or in relation to the services of VŠE, where they are used.

In the procedural area, personal data are protected to the maximum possible extent and in accordance with the applicable legislation. The principles and rules governing the processing of personal data at the whole university are defined in internal directives "Protection and Processing of Personal Data" (SR 05/2018) and "Ensuring of the Cyber security in the Prague University of Economics and Business" (SR 06/2021).

VSE has also prepared the Open Science Strategy in 2024. It contains:

- Compliance with valid legal regulations when working with data such as GDPR (General Personal Data Protection Regulation) and regular updates of internal policies.
- The university support of the training of researchers and students on ethical aspects of working with data and privacy.
- Support for open science is introduced in terms of applications of FAIR principles and Data Management Plans, which became a mandatory part of externally funded projects.
- VŠE consistently applies plagiarism SW to works written by students.

VŠE also regularly organizes workshops and seminars devoted to these issues, such as the Open Science and Data Management Plans workshop or part of Moodle course on Ethical work with GEN AI in Academic Research.

Finally, in relation to ethical research activities, emphasis is placed on the activity of the Research Ethics Committee that approves research design, including the topics of data privacy and the data management plan.

- Intellectual property protection.

Researchers and academics at all career stages reap the benefits of the exploitation of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights in accordance with the SR 1/2011 regulation "Protection and Implementation of Intellectual Property Rights as a Result of Research, Development and Innovation or Otherwise Created at VŠE".

This regulation governs the protection and implementation of intellectual property rights within the employer – employee and student relationship, in particular with regard to the results of research, development and innovation activities within the meaning of Act No. 130/2002 Sb., the support of research and development, as amended.

This regulation lays down the procedures to be followed by VŠE and authors, originators, researchers and co-researchers of individual types of copyright and related rights and industrial property rights in the creation and implementation of rights to copyright and industrial property rights that arise in the performance of tasks arising from employment or other similar employment relationship between authors and VŠE when carrying out research, development and innovation activities, or as part of their study obligations.

- Ensuring institutional resilience (resistance to foreign influence, cyber security, risk prevention, prevention of misuse of R&D&I and knowledge transfer results, a system to prevent or mitigate the negative impacts of R&D&I and knowledge transfer in society).

VŠE analyses cyber security by process level and technical level in accordance with the Cyber Security Act of the Czech Republic. After its amendment according to NIS2, the faculties of the university will also be involved in improved resistance of faculty information systems and solitary systems. VŠE is an active member of the coordinated network of defence for academic institutions against cyberattacks coordinated by CESNET. Trainings in cyber security are regularly provided to employees and students, including fake phishing e-mails to improve the detection of phishing symptoms by users and practice the reaction after identifying malicious mails. The university data communication with areas indicated as risky (China, Iran, Russia, Africa) is limited to security firewalls. Possible communication anomalies are detected and restricted.

For the security of research data, VŠE created and tested the prototype analytical virtual stations with remote encrypted communication for data & information not to leave the secure space of the university on local computers of students and scientists. This minimizes the risk of loss or data leakage when the local computer is stolen.

Concerning the negative impacts of R&D&I on society, the Research Ethics Committee plays an important role in this area. Its task is to prevent unethical research or research with potential negative consequences for research participants. Doing ethical research is also a subject of the VŠE Code of Ethics. Ethical issues are prevalent across VŠE, from Data Ethics Lab to Ethics topic covered in executive education. ESG is also a crucial topic at VŠE and VŠE employs a dedicated Sustainability Manager.

Furthermore, individual faculties also organize events to prevent the negative impacts of R&D&I on society. For instance, FM organizes twice a year so-called Quality Days that provide internal stakeholders with updates on current issues related to research, teaching, but also risk prevention, cybersecurity, AI challenges, etc.

- Digitisation and the use of smart technologies.

To make administrative agendas easier, VŠE analysed processes to digitize and automate activities together with modification of relevant internal regulations and rules, including capacities of individual faculties, the Rector's office, and other university units. The aim is to enhance the qualifications of administrative staff to reduce the administrative burden of academic, research and managerial staff. As part of this effort, the Rector's Advisory Group on Artificial Intelligence was established in 2023 to continue to discuss, share trends, examples of good practice and compile possible recommendations for reflection in the environment of VŠE and its units in 2024.

An introductory course on generative artificial intelligence has been created in LMS Moodle for all students and staff. This online course includes recommendations and rules for the use of generative AI that are applicable to the university's students and academic and research staff. A special Moodle course has also been created on the topic of the use of artificial intelligence in academic research to provide a transparent framework for the ethical utilisation of the benefits offered by selected AI tools, particularly in research.

Another evidence of the university's commitment to promoting the use of AI and the acquisition of new digital skills is that all university employees have access to a paid version of the Deepl translator and also to Microsoft Copilot as a part of the o365 license package. In this respect, share AI tool tips, prompts and other AI-related news are shared with employees on the employee intranet.

VŠE also regularly offers AI training to employees. From the recent trainings, "Using AI: Ethics and Security" training held on 25 November 2024 can be mentioned. Among many other events, "Practical Tools of Artificial Intelligence for Literature Review" training took place on 29 November 2024.

- The institutional strategy for Open Science 2.0/Open Access (if one exists), including information on the operation of the institutional repository or similar tools.

VŠE promotes Open Access (OA) in its research activities, which means free, immediate, unrestricted and permanent online access to research results for every user. This is intended to lead to a rapid and barrier-free exchange of research results and the possibility to reuse, mine and disseminate them.

At the end of May 2024, VŠE approved an Open Science Strategy. The aim of the Open Science Strategy of VŠE is to create a conceptual framework for Open Science, to initiate a systemic change at VŠE, to set priorities and to create the necessary capacity to implement the principles of Open Science at VŠE. VŠE cooperates with Czech universities in promoting open access to information in the area of R&D&I within the Open Access Initiative of the Association of Libraries of Czech Universities, VŠE is the administrator of the Open Access Initiative.

VŠE subscribes to the principles of OA, which can be divided into two main areas: open access to scientific publications and research data management. VŠE plans to implement these principles in its research activities to minimize the administrative requirements for its researchers, and therefore this implementation will be accompanied by the institutionalization of support in these areas and the development of appropriate infrastructure.

All modes of open publishing known as the green, gold and diamond pathways are supported.

The VŠE repository provides metadata descriptions of the stored publications, information about licensing conditions and allows to set up access for a selected group of users (either internally or in open access mode). The repository is used to collect, process, store and make available information about published research results. VŠE provides archiving of publications of its employees through

the institutional repository operated by the Centre for Information and Library Services (CIKS). VŠE aims to increase the availability of scientific publications in this repository.

- A system for training undergraduate and postgraduate students as well as staff in the field of intellectual property protection and technology transfer.

The Research Office offers each year a series of courses and workshops for doctoral students and early career researchers. These courses provide an opportunity to share best practices and promote research excellence among young researchers, covering areas such as scientific methods, academic writing, technology transfer and other topics relevant to academics. The courses aim to promote research excellence and innovation and contribute to the development of education and research. The workshops are free of charge and promote a vibrant and inclusive research environment. Any PhD student or early career researcher can attend.

Courses are usually led by local researchers with expert knowledge in some field and senior researchers from around the world who share their experiences from their research and academic careers. In addition to gaining new knowledge, these courses and workshops offer participants the opportunity to network with colleagues and researchers in similar or different fields. For instance, short courses for employees on the subject of intellectual protection are led by prof. Boháček, in-house expert on intellectual property rights. The course is titled "Intellectual Property Protection for Research Staff and PhD Students at VŠE".

There are also other courses on intellectual property taught at VŠE at master's and doctoral levels that are taught as semester-long courses. These courses are Intellectual Property and Information and Communication Technology Law (taught at master level) and Intellectual Property Law (taught at doctoral level).

PERSONNEL POLICY

4.5 Structure of human resources

The HEI shall describe the current state, age structure, degree of internationalization and development trends of the staff involved in R&D&I, along with their distribution by a job title and gender for the period of 2020–2024 as detailed in annex tables (Tables 4.5.1 to 4.5.3) (including the provision of technical and economic facilities).

Maximum 1000 words.

Self-assessment:

During the evaluation period, VŠE focused its personnel policy primarily on increasing the qualifications and expertise of young promising employees, effective use of the potential of its own human resources and internationalization of its staff. The streamlining of operations and the gradual digitization of processes has resulted in a trend towards a reduction in the number of technical and economic staff. On the other hand, increasing bureaucracy and the administrative obligations arising, among others, from the newly adopted legislations are generating the need for additional jobs. Thus, rather than leading to a fundamental reduction in their numbers, there is a change in job descriptions for the technical and economic staff.

With regard to highly qualified academic staff, the university has been in general able to stabilise the number of highly qualified academics in the long term across most job categories, even with the generational change and the ageing trend of the population. There was a slight decrease in the number of professors and a slight increase in the number of associate professors and assistant

professors. The share of women remains stable across categories. The total number of researchers involved in teaching has not changed significantly over the period under review. The age distribution in the professor category changed a bit, there are slightly fewer professors aged 40 to 49 and more professors in the age of 50 to 59. In this age category, the number of female professors went up. On the other hand, there are more younger associate professors, the overall share of professors below 49 years of age went up from 37% to 42%. The age distribution of assistant professors remained stable.

The most notable change is in the increasing proportion of foreign researchers in general (70% increase between 2020 and 2024) and the increase in the number of associate professors with foreign nationality (from 0.5% in 2020 to 3.4% in 2024). This positive trend is related to the VŠE strategy captured in the Strategic Plan that sets up staff internationalization as one of its priorities. Accordingly, support mechanisms (e.g., financial support for hiring new foreign researchers) help this development. Given the financial limitations of VŠE that cannot compete financially with western business schools and attract senior researchers, the focus is laid on young talent. The success is evidenced by high percentage of foreigners in young researchers' categories (e.g., 68% of researchers under 30 years of age). Moreover, high percentage of these foreign researchers are women. Overall, the employment of foreign nationals has been exceedingly successful over the four-year period, as evidenced by an almost twofold increase in the total number of FTEs, with a simultaneous increase in the percentage of women and first young foreign researchers getting the promotion to associate professor category.

The number of researchers not involved in teaching significantly decreased in 2024 compared to 2020 due to the need to involve research-active staff in teaching. It is related to the provisions of the Higher Education Act and the Labour Code in terms of the mandatory involvement of academic staff in teaching, scientific and other creative activities and also to the quality standards for programme and course guarantors set up by the National Accreditation Office.

4.5.1 Staff involved in R&D&I of the university (FTE) in the period under review

Academic/professional position	Total 2020	Of which women [%]	Of which foreign [%] ⁵	Total 2024	Of which women [%]	Of which foreign [%]
Professor	61.07	18.5	0	55.03	19.8	0
Associate Professor	109.7	41.2	0.5	113.1	37.5	3.4
Assistant Professor	301.2	48.7	5.6	323.8	47.5	5.6
Assistant	14.7	59.1	6.8	14.9	45.1	6.7
R&D Personnel ⁶	0	0	0	0	0	0
Researchers in other categories ⁷	60.57	16.3	6.3	38.3	31.4	18.9
Technical and economic staff ⁸	448.9	65.4	0.1	407.8	64.7	0.2

⁵ Researchers with Slovak citizenship are not considered foreign.

⁶ The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁷ The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁸ Who participates in the management and support of R&D&I in the institution.

Early career researcher ⁹	92.5	40.1	6.3	95.3	37.3	8.9
Scientific, research and development staff involved in teaching activities	545.2	41.8	4.1	545.2	41.4	5.6
Total number of foreign nationals	34.3	41.4	66.6	58.2	48.4	53.3

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, research and development staff, scientific staff not falling into other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Note: The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

4.5.2 Percentage of HEI's staff involved in R&D&I, categorized by age structure, job title, and gender in the year 2020 (number of physical employees and staff)

Academic/professional position	Under 29 years [%]		30-39 years [%]		40-49 years [%]		50-59 years [%]		60-69 years [%]		70 years and over [%]	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	1.3	0	14	0	17.7	0	32.9	11.4	34.1	6.3
Associate Professor	0	0	10.6	1.4	26.3	9.2	22	10.6	30.5	13.5	10.6	4.3
Assistant Professor	0	0	29.4	10.1	35.3	15.5	16.5	8.2	17.3	11.9	1.5	0.7
Assistant	27	19.2	57.6	23.1	7.7	7.7	7.7	0	0	0	0	0
Early career researcher ¹⁰	0	0	65.8	21.7	18.4	8.3	12.5	6.7	3.3	2.5	0	0
R&D Personnel ¹¹	0	0	0	0	0	0	0	0	0	0	0	0
Researchers in other categories ¹²	6.4	4.8	36.5	15.8	28.6	4.8	12.7	3.2	12.7	1.6	3.1	0
Technical and economic staff ¹³	11.2	7.8	18	10.2	30.1	21	21.4	15.8	16.1	10.4	3.2	1.9
Scientific, research and development staff involved in teaching activities	1.6	1.2	24.1	8.2	29.4	11.2	17	7	20.7	10.7	7.2	2

Note: The total number of employees/workers as of 31.12. of the calendar year in question is to be given, irrespective of the proportion of full-time equivalents, but only in an employment relationship, i.e. not including persons working parttime agreements. Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ See Definition of Terms in Methodology HEI2025+.

¹⁰ See Definition of Terms in Methodology HEI2025+.

¹¹ The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹² The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹³ Who participates in the management and support of R&D&I in the institution.

4.5.3 Percentage of HEI's staff involved in R&D&I, categorized by age structure, job title, and gender in the year 2024 (number of physical employees and staff)

Academic/professional position	Under 29 years [%]		30-39 years [%]		40-49 years [%]		50-59 years [%]		60-69 years [%]		70 years and over [%]	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	10.3	0	22	8.8	32.4	8.8	35.1	5.9
Associate Professor	0	0	7.2	1.45	34.8	8.7	18.1	8.7	25.4	12.3	14.5	3.6
Assistant Professor	1.4	1.2	27.4	9.8	36.8	14.9	16.4	9.2	14.7	8.6	3.4	1.4
Assistant	20	10	65	30	0	0	15	10	0	0	0	0
Early career researcher ¹⁴	0.7	0.7	60.3	22.1	30.1	10.3	6.6	2.2	2.2	0.7	0	0
R&D personnel ¹⁵	0	0	0	0	0	0	0	0	0	0	0	0
Researchers in other categories ¹⁶	10.2	68	35.5	16.9	23.7	6.8	18.6	6.8	6.8	0	5.2	0
Technical and economic staff ¹⁷	10.3	5.7	17.2	10.3	30.5	19.7	23.2	17.4	14.2	9.2	4.6	3
Scientific, research and development staff involved in teaching activities	2.3	1.6	22.5	8.4	31.7	11.2	17.4	8.6	17.4	8.5	8.7	2.2

Note: The total number of employees/workers as of 31.12. of the calendar year in question is to be given, irrespective of the proportion of full-time equivalents, but only in an employment relationship, i.e. not including persons working parttime agreements. Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

¹⁴ See definitions in Methodology HEI2025+.

¹⁵ The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

4.6 Academic and Research Careers

The HEI will briefly describe the central system for HR recruitment, placing particular emphasis on recruitment from outside the HEI, especially from abroad, as well as system of career development of academic and research staff, if such system exists. Information will be provided on:

- Career development rules and legislation related to the recruitment and career development of domestic and foreign employees (e.g. Career Code, HR Award, OTMR policy, etc.).
- International tenders.
- The process of new employee adaptation and mentoring.
- Transparent distribution of institutional time, attitudes towards chaining of contracts and senior academic positions.
- Rules for filling senior positions in the context of R&D&I.
- The rules and support system of sabbaticals.
- Measures for the return of workers after a stay in an external workplace, including a foreign workplace.
- Arrangements for workers to return after maternity/parental leave or other career breaks (e.g. caring for family members).
- Other relevant information at HEI discretion.

The HEI shall provide a reference to an existing career code or similar document (if one exists). The HEI shall describe the effectiveness of the systems used with examples (e.g. a model example of the adaptation process, a specific anonymised example of an academic's career path, statistics on the return after maternity/parental leave or career breaks before and after the implementation of the measures, etc.).

Maximum 300 words per point.

Self-assessment:

- Career development rules and legislation related to the recruitment and career development of domestic and foreign employees (e.g. Career Code, HR Award, OTMR policy, etc.).

The basic qualification requirement for career development for academic staff at VSE is successful completion of a doctoral degree. Approximately 5 years after the successful completion of a doctoral degree, an academic staff member aims to initiate the habilitation procedure and consequently the procedure for appointment as a professor (see the link to related guidelines below).

The Catalogue of Jobs at VSE defines various existing jobs at VSE and serves as a guide for progress between jobs. It sets out the characteristics of the work activities, qualification requirements and corresponding wage grades for the classification of 1) academic staff, 2) research staff, and 3) non-academic staff at VSE. It goes from the lowest wage grade up, e.g., in academic positions from lecturer to professor. The type of work to be performed according to this Catalogue is a mandatory part of the employment contract.

VSE does not have the HR Award yet, however, the VSE Management agreed unanimously in 2024 that it will strive to get it in the next years, through external or internal funding. Thus, in December 2024, VSE submitted an application for the project within the OP JAK Research Environment call where the crucial key activity is obtaining the HR Award. This project, if accepted, shall start in September 2025. We expect to be granted the HR Award in January 2027 and then continue with the required phases (Implementation and Renewal Phase). The current school management considers obtaining the HR Award to be one of its priorities. At the same time, internal strategies and follow-up processes will be set up, within which individual areas of the HR Award at VSE will be

implemented and will contribute to better work with human resources in the field of science and research.

In relation to employing foreign employees, measures at university level that support the research strategy at VŠE are included in the Catalogue of Supports, which is updated annually. Among other, the Catalogue provides financial contributions for attracting or maintaining foreign researchers.

- International tenders.

At VŠE, there are two primary types of tenders for academic and research positions. Tenders for academic staff that is required to teach in the Czech language are usually organized as local due to the significant language barrier. They always involve job ads in public media and in job portals. On the other hand, tenders for research positions are usually organized as international. For instance, in the OP VVV project Mobility II, VŠE organized full-fledged international tenders: job advertisements with clearly described conditions, requirements for an application including CV, pre-selection of suitable candidates, interviews in front of a well-balanced committee (men and women employees on different work levels), etc. In other projects, such as currently running OP JAK SHUV project, VŠE applies the same procedure – the full-fledged international tenders that are able to attract highly qualified and research-focused foreign experts. Recruitment processes and policies shall be further developed during the acquisition of the HR Award.

At VŠE, there is also a specialized position of foreign employment coordinator – an employee of the university, whose job is complex preparatory work during recruitment and mediation of the creation of an employment relationship or agreement during the employment of foreign applicants/employees, until after he/she has been entrusted to the care of the guarantor at the relevant workplace.

- The process of new employee adaptation and mentoring.

Onboarding for new employees has been developed in the frame of OPZ+ Human Resources project. Various checklists, the online course in Moodle "Basic information for employees" (e.g., on how to set up school accounts, use university information system InSIS, find useful contacts) and procedure guidelines are available for new employees and those helping them adapt. For new employees that need more thorough assistance, there is an additional presentation and a checklist prepared with several tasks that help in their orientation and adaptation in Prague. They also have dedicated personnel at hand helping with the various needs they may have, such as medical assistance in Prague, housing, childcare, etc. These tasks have been developed further under the currently running project "ESF+ for VŠE: Quality and human resources" and "OP JAK Research Environment" (currently under review). Below, we provide two specific examples of new employee onboarding:

The FBA facilitates the integration of new employees through a combination of formal and informal activities. When Puneet Arora joined the Behavioural and Experimental Economics team in 2022, the faculty provided university housing for him and his family and assisted with the administrative processes related to his employment. To ensure a smooth transition, Dr. Arora was paired with senior colleagues who offered guidance on both academic and practical matters. He was integrated into ongoing research projects and given the opportunity to present his work at a research seminar. Additionally, he participated in seminars and workshops, where he was encouraged to network and exchange ideas. Dr. Arora also invited potential collaborators to present at the university's research seminars, strengthening the faculty's research ecosystem. Informal events, such as welcome gatherings and team-building activities, further supported his adaptation and helped him build professional relationships within the faculty.

At FIR, Jeremy Garlick was a mentee of Štěpánka Zemanová. This mentoring has been perceived by the mentee as crucial for adaptation and subsequent success in research (two consequent GAČR projects, Horizon Europe project). In some departments the principle of mentoring for incoming academic staff has been in place for some time - each new academic staff member is assigned a senior academic who works with them on an ongoing basis, introduces them to the teaching and research processes of the department/faculty and is available to them for a minimum of one year (often longer).

- Transparent distribution of institutional time, attitudes towards chaining of contracts and senior academic positions.

VŠE is committed to the transparent distribution of institutional time, ensuring fairness and clarity in assigning teaching, research, and administrative responsibilities. Institutional policies prioritize open communication regarding workloads and encourage equal opportunities for all staff members to pursue their academic and professional goals.

For instance, FIR, FBA and FM periodically evaluate the activities and performance of their academic staff. Data are collected from multiple sources (e.g., study system, publication records), and each faculty member is required to acknowledge their performance and complement it with information about other activities (e.g., journal reviewing, board memberships, media appearances). After the data collection process, every faculty member participates in an evaluation interview where all components of employee activities and performance are assessed, and a personal plan for the next period is established. These transparent procedures help distribute the institutional time better and enable the trade-off between research, teaching and other relevant activities. The respective managers (mostly heads of departments) enable research-oriented staff members to allocate more time to research and less to teaching, and vice versa.

During the period under review, VŠE also worked on merging the working hours from various contracts up to a maximum of 48 hours per week. As a consequence, the number of non-teaching researchers has been reduced. Academic staff are now involved in projects in addition to teaching under a single employment contract. If a staff member is involved in projects of limited duration, VŠE allows for the chaining of fixed-term contracts, but this happens mainly for an initial period when it is necessary to map the staff member's skills. In the event of a positive evaluation of his/her work, VŠE reassigns individuals to an open-ended contract at an early stage of their careers.

Senior academic positions are allocated through a rigorous, merit-based process that emphasizes scholarly excellence, leadership potential, and a commitment to the faculty's strategic goals.

- Rules for filling senior positions in the context of R&D&I.

When filling senior positions related to R&D&I at VŠE, the long-term development of academic staff is taken into account in terms of their personal plans. It is further based on predisposition in the context of managerial skills as well as on previous experience and achievements in R&D&I. Senior positions, mostly related to departments and faculties, are filled in full compliance with the Rules of Selection Procedures for Filling Academic Positions at VŠE registered by MEYS in 2019. Under this regulation the selection procedure is applicable to:

- a) the filling of academic positions pursuant to Section 70 and Section 77 (1) of the Higher Education Act, as amended,
- b) the filling of positions of directors at other VŠE constituent parts,
- c) the possibility of filling positions of senior employees.

In the context of R&D&I the habilitation and professor appointment procedures play a significant role in advancing academic career. The procedure for the appointment of Associate Professors and Professors at VŠE is governed by the Higher Education Act and by the Regulations for the Habilitation Procedure and the Procedure for the Appointment of Professors at VŠE.

In order to start the procedure of appointment, applicants have to fulfil complex internal criteria concerning teaching-, research-, and publication-related activities and outcomes as well as to meet the other requirements set by the Regulations. Internal criteria are defined in the evaluation methodology issued as a Rector's directive. By adhering to these rigorous criteria, VŠE ensures that only candidates with outstanding academic and professional achievements are appointed to the ranks of Associate Professors and Professors.

Concerning the position of Rector and Deans, they are elected by the respective Academic Senate, following the legislative obligations set up in the Higher Education Act. They then choose Vice-Rectors and Vice-Deans as their closest team.

- The rules and support system of sabbaticals.

Under the law sabbatical leave is provided to academic staff of higher education institutions, at their request, once every seven years, unless this is not possible because of serious circumstances related to carrying out the educational tasks of the higher education institution. More details are specified in the Internal Wage Regulations of VŠE (Article 14 – Wages on sabbatical leaves) for those who express their interest in taking a sabbatical, as follows:

1. During the period of taking creative (sabbatical) leave pursuant to Section 76 of the Higher Education Act, the employee does not perform his/her predetermined workload and, within the framework of the agreed employment contract, devotes himself/herself to the performance of the task specified in the application for creative (sabbatical) leave.
2. The employee shall be paid in the amount of the corresponding wage rate or, if applicable, a performance bonus if the employee was granted a performance bonus before taking creative (sabbatical) leave.

In the period of 2020-2024, 5 employees took the sabbatical under these rules, 2 were from FFA, 2 from FIR and 1 from FE. Most often, their sabbatical took four months.

- Measures for the return of workers after a stay in an external workplace, including a foreign workplace.

VŠE systematically financially and organizationally supports the return of academic and research staff after a stay in an external workplace, including a foreign workplace. In the Catalogue of Supports the specific financial support for acquiring or maintaining foreign academic staff and support for Czech academic staff returning from abroad is set. It is intended for those who will be involved mainly in research activities. Support is offered to provide a reasonable wage.

Here are some examples from FBA. Štěpán Bahník has a master's degree from FBA and then he obtained PhD in 2017 in Social Psychology at the Julius-Maximilians-Universität Würzburg. FBA provided attractive conditions for Štěpán to develop his research, so he quickly progressed to Associate Professor position, got GAČR funding and now works on two prestigious OP JAK SHUV projects. Marek Hudík, alumni of FE, continued his academic career after PhD in China, where he worked at Xi'an Jiaotong-Liverpool University in Suzhou China from 2016 to 2019. After coming back to VŠE, he obtained GAČR and TAČR projects, quickly progressed to the Associate Professor position and is now Vice-Dean for Research at FBA. Also recently, FBA has supported new academic staff

coming from abroad. It offers small grants (up to CZK 50,000) to support scholars, particularly post-doctoral researchers, in advancing their research. In 2024, Karolina Kania after coming to VŠE successfully applied for internal funding to collect data for her paper, which is now in progress.

Other illustrative examples are at FIR, which also supports recruiting academic staff from abroad, such as Ayaz Zeynalov, Vincenzo Merella, Smaranda Pantea or Laure de Batz. Financial support was drawn from the Rectorate level to attract and retain these foreign academic and scientific staff at FIR; the aim was to ensure decent financial remuneration and solid working conditions.

- Arrangements for workers to return after maternity/parental leave or other career breaks (e.g. caring for family members).

According to the Czech law, VŠE must always offer the employee who returns after parental leave the same job position as before until the child's 3rd birthday. In order to facilitate an easier return to work after maternity and parental leave, VŠE has established its own nursery school that operates inside the campus. In the recent years, it has been expanded further by a pre-school education class. Its capacity is fully filled and highly commended by academic staff who place their children there.

To support families with children, employees after long-term illness or those who need to provide care for their family member with a long-term illness, part-time jobs are often offered, which is always based on mutual agreement at the department where the respective employee works. VŠE provides the possibility of remote work and a flexible time schedule. Also, the teaching schedule can accommodate individual needs of parents, VŠE is very flexible in this regard.

In order to support the reconciliation of motherhood and parenthood with career development and to minimize the negative phenomena of career interruption, VŠE is currently actively working on a higher level of staff awareness, expanding the capacity of the VŠE preschool facility or the number of activities for parents and children. VŠE organizes a number of seminars as part of internal staff training at all levels, focusing on skills in assembling diverse teams, managing staff well-being at VŠE, talent management and fair performance assessment. VŠE currently prepares an OP JAK Returns project proposal focused primarily on staff coming back after maternity and parental leave through internal grants and nonfinancial support means, such as research-oriented community building and mentoring.

- Other relevant information at HEI discretion

VŠE also provides support for the employment of persons with disabilities, VŠE workplaces are able to adapt some positions to people with specific disabilities. The Centre for People with Disabilities provides its expertise and specialisation to individual staff upon their request. VŠE also provides psychological counselling for its students and employees free of charge.

4.7 Gender equality measures

The HEI will briefly describe the measures relating to the application of gender equality in the areas required for assessment criteria 4.5, 4.6, with an emphasis on:

- Gender equality in recruitment and career development.
- Legislation and documents regulating gender equality (e.g. Gender Equality Plan, Action Plans, strategic documents for equality, including links to overarching strategies, etc.).
- The filling of leadership positions (including gender balance in leadership positions, see Table 4.7.1).
- Nominations to professional bodies.
- Evaluation and remuneration.
- Measures to reconcile the work and family life of researchers (flexible working hours, flexible forms of work, maternity/parental leave management, facilitating child/dependent care, age management in relation to gender).
- Measures to eliminate negative workplace behaviour such as mobbing and sexual harassment.

The HEI shall provide evidence of the examples from practice (e.g. use of flexible working hours, dealing with cases of mobbing or sexual harassment, compliance with the principles of gender equality in HEI professional bodies, etc.).

Maximum 300 words per point.

Self-assessment:

- Gender equality in recruitment and career development.

In the area of human resource management, VŠE respects the Labour Code in force and the Higher Education Act. In connection with these legislative standards, the VŠE internal regulations set out a precise framework for filling academic staff positions. At VŠE, professional experience, education, previous publishing and grant activities, and managerial experience are taken into account in the selection process. All selection procedures are announced regardless of gender, nationality, and race. Similarly, other advertisements concerning hiring new employees are advertised without any gender specification, the criteria are set only in the field of education, expertise, skills and abilities. When selecting from the applicants, the committee evaluates applications only in terms of the fulfilment of specified criteria. When recruiting new staff for vacant positions, information is provided concerning the date of commencement of work and the extent of working hours, subject to mutual agreement. The applicant is informed about what VŠE expects, however this is readily adjusted according to the applicant's personal and family needs. The selection committees are in most cases gender-balanced, with two men and two women serving the role of selection committee members.

Concerning career development, mostly related to habilitation and professorship procedures, these are again gender-neutral. They are based on objective criteria that are valid for both genders.

- Legislation and documents regulating gender equality (e.g. Gender Equality Plan, Action Plans, strategic documents for equality, including links to overarching strategies, etc.).

The Equal Opportunities Plan at VŠE for the years 2023-2027 is a follow-up to the Equal Opportunities Audit, which was conducted at VŠE in 2022. The audit report is thematically divided into 5 areas, the so-called thematic axes, which are also largely respected in the structure of this Action Plan:

- Thematic Axis 1: Gender equality in leadership and decision-making positions
- Thematic Axis 2: Gender equality in recruitment and career development

Thematic Axis 3: Work-life balance, organisational culture

Thematic Axis 4: Integrating the gender dimension into research and educational content

Thematic Axis 5: Preventive measures to prevent negative behaviour

Progress in the implementation of the individual thematic axes, or the gender equality objectives grouped under these axes, is regularly evaluated in VŠE's annual reports and a comprehensive overall evaluation will be carried out in the last year of the Plan.

Since October 2023, the project "Diverse and flexible working environment at VŠE" has been implemented at VŠE, of which gender equality is an integral part aimed at achieving a working environment in which all employees have equal opportunities and work in a transparent and safe environment.

The project implementation was preceded by a questionnaire survey defining the needs of the employee population, which were further specified during focus groups with target groups (parents of young children, women academics and researchers, women in managerial positions, etc.).

In the conceptual phase, based on the identified needs, the objectives and means to achieve progress in the areas of work flexibility, maternity and parental leave management, talent management and human resources management throughout the "employee life cycle", i.e., onboarding, adaptation, career development and, where appropriate, offboarding were specified. These principles of HR management at VŠE are structured in a comprehensive HR strategy approved in 2025.

- The filling of leadership positions (including gender balance in leadership positions, see Table 4.7.1).

Fully respecting and observing gender balance in all areas of university life is a permanent challenge, which includes in particular overcoming the lingering influence of some past rooted traditional aspects in Czech society as a whole, and also long-term gender imbalance among candidates applying for leadership positions at VŠE and a consistently higher proportion of men than women among employees and, in specific, employees in senior roles. However, there have been women in the management of the faculties and management of VŠE, including two women rectors in the last two decades, and two women deans just now, which proves that there is a highly qualified, professional, creative and in all respects non-discriminatory environment at VŠE.

As a part of the above-mentioned "Diverse and flexible working environment at VŠE" a talent group of women was established. This group of talented women in managerial positions or aspiring to managerial positions (heads of departments or potential future heads) is undergoing a series of trainings focusing on team leadership and personal development, but at the same time it is a platform for discussion of possible tools, approaches and strategies to support the progression of women to leadership positions, dissemination of examples of good practice and testing the implementation of selected solutions in individual units.

As an example of VŠE's complex approach, we can mention that a staff training course on Flexible Working Arrangements and Effective Management of Parenting in an Academic Environment was held in October 2024.

- Nominations to professional bodies.

At VŠE, nominations to professional bodies follow principles of transparency, expertise, and equal opportunities. The nomination process is governed by the fair and inclusive approach. VŠE is

committed to a gender-neutral nomination process, promoting diversity and equal representation in its decision-making and advisory bodies.

To maintain a balanced composition in our professional bodies, we continuously assess gender representation across key governance structures. The current distribution in selected bodies is as follows:

Academic Senate: 13 women out of 31 members (42% women representation)

Deans: 2 women out of 6 members (33% women representation)

Internal Evaluation Board: 8 women out of 23 members (26% women representation)

It is also worth mentioning the representation in the Presidium of the Council of Higher Education Institutions, where VŠE is represented by a woman. Also, VŠE is represented in other national-level bodies by women, such as chairing a GAČR panel (doc. Druláková), membership in evaluation committees of the National Accreditation Office, and many others.

- Evaluation and remuneration.

Achieving full respect for and adherence to gender balance across all areas of university life remains an ongoing challenge. This challenge is evident in addressing the persistent gender disparities in the pool of candidates applying for senior positions, as well as the continued higher representation of men compared to women among academic staff, especially in senior roles.

Wage rates are consistent with the method of job classification of our employees. In a transparent manner, all employees are classified in a unified wage grid, depending on achieved education and the length of professional experience. There is no difference between genders in these wage categories. In relation to the work performance of the employee, a performance premium may be awarded, in relation to holding a management position, a function premium may be awarded. Moreover, most faculties use performance appraisal systems that provide an objective overview of employee performance. Heads of departments then relate potential further bonuses to these criteria. Thus, there are no criteria other than work performance taken into consideration in the remuneration of men and women.

- Measures to reconcile the work and family life of researchers (flexible working hours, flexible forms of work, maternity/parental leave management, facilitating child/dependent care, age management in relation to gender).

Most of the measures to reconcile the work and family life are already described under 4.6 Academic and Research Careers - Arrangements for workers to return after maternity/parental leave or other career breaks (above). These involve operating own nursery school for children of parents employed at VŠE and the high flexibility in time schedule and working hours offered at VŠE.

The above-mentioned "Diverse and Flexible Environment" project also deals with the management of maternity and parental leave, part of the project is the creation of a maternity and parental leave management strategy. In addition, information materials are published for employees on maternity leave and for employees going on or returning from parental leave. In the same project, rules for flexible working are introduced. Furthermore, the OP JAK Returns project is currently being prepared that will provide internal grant schemes for (mainly) mothers coming back to work after maternity and parental leave as well as other measures intended for easier adaptation to work.

VŠE offers various training courses to employees throughout the year, such as a workshop on Age Management, which was held in November 2023. The training covered generational differences and intergenerational collaboration.

To further support parents from VŠE and care of their children, the VŠE Centre for Physical Education and Sports (CTVS) organizes winter (ski) courses for parents with children in VŠE training centres. Also, it organizes summer camps for children in VŠE recreational facilities and day-care camps for children during school vacations. There is a great interest in these courses every year, and the aim is to expand its capacities.

VŠE occupational physician cooperates with the VŠE safety officer especially in the area of working conditions and work ergonomics in the form of counselling and regular inspections directly at workplaces and common areas of VŠE.

- Measures to eliminate negative workplace behaviour such as mobbing and sexual harassment.

Social security, understood as a fair and inclusive environment free from discrimination and unequal treatment, is a fundamental aspect of the quality of life and study at VŠE. Ensuring social safety requires both internal integrity and the ability to prevent negative phenomena such as bullying, discrimination, sexual harassment or social exclusion, and to address them effectively when they occur.

VŠE has long been addressing these issues. In 2022, VŠE was involved in the project Social Safety and Security at Czech University in the Context of Academic Ethics. In 2023, the project continued under the title Prevention of Preventing Unethical Behaviour on Campus and Promoting Competence in Victim Care. One of the outcomes was a Moodle course on academic ethics and integrity, led by VŠE. VŠE also co-funded the creation of educational videos called "You don't have to – you can!", which present four scenarios that threaten social security, each accompanied by expert commentary. These videos have been shared on our social media channels.

The system of reporting under the Whistleblower Protection Act at VŠE was published in 2024. If an employee aims to submit the notification, they can do it by using an on-line form, by email or by phone. If the whistleblower does not agree with the oral recording, they will arrange a personal meeting where they can make an oral notification without an audio recording. The procedure for receiving, registering and handling complaints, notifications or suggestions, including notifications pursuant to Act No. 171/2023 Sb., on the protection of whistleblowers is regulated by the directive "Handling of Complaints, Notifications and Suggestions at VŠE" (SR 04/2021).

We also hosted a six-hour interactive training entitled Preventing and Addressing Negative Workplace Behaviour: How to Say NO!, led by experts from the non-profit Gender Studies. The session focused on identifying, preventing and addressing negative workplace behaviour, including harassment and inappropriate behaviour.

4.7.1 Gender balance in management positions

Senior staff	2020		2024		
	Men	Women	Men		Women
Rector	0		1	1	0
Vice-Rector	3		1	4	1

Dean ¹⁸	6		0	4		2
Academic Senate	23		8	18		13
Scientific Council	36		7	35		8
Bursar	1		0	1		0
Board of Directors	9		3	10		2

Note: If one person holds more than one of these positions within the HEI, he/she will be counted in each.

4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)

The HEI shall describe in a concise and structured manner its strategies and objectives for the mobility of academic and research staff (including PhD students), with particular emphasis on mobility related to the development of excellent science and interdisciplinary (intersectoral) mobility. The HEI shall identify potential barriers to mobility, including gender-based barriers. The HEI shall provide information on long-term stays abroad by its own academic staff or, conversely, by foreign staff at the HEI being evaluated.¹⁹

The achievement of the set objectives will be demonstrated by the HEI by describing specific examples of mobility or by brief statistics on mobility during the period of 2020–2024.

Maximum 500 words plus 200 words for each example given (max. five examples with a specific description of the relevance of mobility to the stated objectives).

Self-assessment:

The main strategic objectives in the area of internationalization are set out in the VŠE Long-Term Strategic Plan 2021-2025. In relation to research, the strategic objective is to strengthen the internationalisation of the VŠE academic staff through recruiting high-quality foreign academic staff or Czechs returning from respected foreign universities who will work, preferably, on a full-time and long-term basis at VŠE. The second strategic objective is to effectively implement support to increase international mobility of academic staff, especially focused on top business schools and universities. Also, incentives for short-term incoming stays of senior researchers from abroad is supported as it encourages networking and knowledge spillover through seminars and individual mentoring. Overall, the level of international mobility is substantial as a huge number of academic and research staff also participates in various conferences, seminars and project meetings. For instance, in 2023, there were 570 international travels of our staff abroad and 79 foreign academics researchers came to VŠE.

The research mobility of doctoral students primarily means their participation in conferences, their internships and short-term to long-term stays at universities abroad. The focus of outgoing academic staff is mainly on the development of their research activities and networking. The sources for financing the mobility of academics and doctoral students are mainly the MEYS programme to support the strategic management of universities (PSSM), Institutional Support for Research Organisation Development, Internal Grant Competition, etc.

In the respective period, VŠE conducted the "OP VVV International Mobility II" project (2020-2022) that focused on supporting both outcoming and incoming research mobilities. Nine outgoing

¹⁸ or other head of a relevant work unit of a higher education institution under Section 22(1) of the Higher Education Act performing R&D&I activities, regardless of the designation.

¹⁹ Long-term mobility means an uninterrupted period of more than three months.

mobilities of VŠE employees took place in Austria, the Netherlands, Germany, Great Britain, the USA, and Sweden, with universities such as Vrije Universiteit Amsterdam or University of Oxford as host institutions. There were two incoming post-doc mobilities, one to FM and one to FBA. At FM, the mobility of Dr. Islam from Iran and at FBA, the mobility of Dr. Sansone from Italy resulted in both cases in multiple publications in D1 and Q1 journals.

The support for short-term stays abroad, participation in summer/winter schools, or attendance at international conferences at VŠE is provided through the Catalogue of Supports. For instance, in 2024 35 doctoral students utilized this financial support to attend prestigious events such as conferences (e.g., Academy of Management Annual Meeting) or summer/winter schools at institutions like Oxford University. Support through the Catalogue is also provided for mobility of postdocs and researchers. It includes support for the secondment of academic staff, and for long-term research stays of post-docs abroad (both outgoing), and support for acquiring or maintaining foreign academic staff and support for Czech academic staff returning from abroad, and for short-term stay of outstanding foreign academics at VŠE within implementation of research activities (both incoming).

In addition to this support, students can also participate in conferences through the Internal Grant Competition. VŠE currently maintains partnerships with over 250 universities worldwide, offering various opportunities for longer stays abroad through the International Office, the Erasmus+ programme, or through individually arranged internships at European institutions or other universities.

VŠE also strives to support mobilities through EU COST and MSCA funding. The COST programme supports international collaboration among scientists and innovators. Participation is highly beneficial for VŠE as it facilitates knowledge exchange, enhances the university's reputation, and strengthens its research capacities. COST projects also open opportunities for additional funding. In the respective period, VŠE participated in several projects, including:

1. European Network for Web-Centred Linguistic Data Science (2019–2024)
2. The Geography of New Working Spaces and the Impact on the Periphery (2019–2024)
3. GLITSS – Globalization, Illicit Trade, Sustainability and Security (2024–2026)
4. Global Network on Large-Scale, Cross-Domain, and Multilingual Open Knowledge Graphs (2024–2026)

Five other COST proposals are currently under review.

VŠE is also active in support of MSCA projects of various types, such as Postdoctoral fellowships or Doctoral Network. One MSCA project for postdoctoral fellowship was already approved, Michal Strnad from FIR will go as a postdoc to University of Trento, starting in 2025, working on the project Ethno-regionalist movements in the contemporary EU. It is a good example of the VŠE support for talented staff, as Michal Strnad was previously supported in the programme for excellent doctoral students that helped him to focus on research and grow his skills. Three MSCA doctoral networks project proposals are currently under review with research topics ranging from digital nomadism, women's participation in cyber security, to neuro-symbolic agentic AI for science.

Individual faculties also provide their money to pool them with the rectorate funding to attract foreign researchers. For instance, FBA actively supports the recruitment and co-financing of international researchers in its key areas of interest. Among the scholars co-financed by the faculty are Puneet Arora, Shobhit Kakaria, Marko Orel, and Lorraine Uhlaner. Their contributions include publications and securing international and national research grants. At FFA, prof. Karel Janda who is expert on renewable energy economics, develops his network through mobilities, such as research stays at the University of California, Berkeley (twice in the years 2023 to 2024, always in the period

from May to October), University of Oxford (May – September 2022) or the Australian National University (November 2018 – February 2019). These mobilities result in significant publications in top journals written in cooperation with foreign colleagues.

Intersectoral mobility at VŠE is common, due to our primary focus on business and economics that provides good conditions for it. We illustrate it on FFA example. Mobility between FFA and the Czech National Bank – after the end of his position as governor of the Czech National Bank, M. Singer became an employee of FFA at the Department of Monetary Theory and Policy. He works with master and PhD students in the Finance study programme and provides a specialized seminar on central banking for them. Another example of mobility is Ph.D. students starting to work for the CNB during or after their Ph.D. study as researchers and analysts (M. Časta, M. Szabo, P. Jankulár, J. Boháček). Also, former CNB governor Z. Tůma became a supervisor of PhD students and started researching banking system regulation at the Department of Monetary Theory and Policy.)

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

The HEI will describe the system for acquiring/optimizing expensive instruments and equipment, as well as refurbishing outdated expensive instruments. The HEI will also briefly present the internal organisation of the research infrastructure (including technology, expensive instruments, and instrumentation)²⁰. The HEI will describe the system of sharing (including external research entities) of instruments and instrumentation, including expensive instruments and instrumentation units, referred to as 'core facilities' (if such a system exists). The HEI will demonstrate the effectiveness of the systems with examples (e.g., specific instruments acquired/optimised and their relevance to the achievement of research objectives, examples of sharing of expensive instruments and instrumentation, statistics on sharing of expensive instruments and instrumentation, etc.). The HEI will briefly comment on the data in Table 4.9.1.

The HEI shall also indicate whether it hosts large research infrastructure projects. The name and a brief description will be provided.

Maximum 500 words plus 200 words for each example given (max. five examples).

Self-assessment:

The main research field of VŠE is economics and business followed by informatics and various social and behavioural sciences, such as psychology or international relations. As such, VŠE does not have the need for large laboratories equipped with machines and technical apparatus. It does not host large research infrastructure projects. The primary research infrastructure consists of computers, software and easy access to databases, datasets, mainly of an economic nature, and literature. These elements of research infrastructure are available to all academic staff, researchers and doctoral students. The system of acquiring these resources consists of four parts: 1) Databases, datasets and literature are mostly available through the library (CIKS) that has its own annual budget for acquiring these resources, 2) computers and accessories are bought from faculty budgets, 3) central SW (such as Microsoft Office, Copilot, etc.) is maintained by the Centre of Informatics, and 4) specialized SW is bought usually through projects funding, be it a research project or infrastructure development project. For instance, network licenses of SW for quantitative research (STATA and SPSS) and qualitative research (Atlas.ti) were bought in 2024 and are available to both students and academics. Other SW was bought by individual research teams based on their need

²⁰ The definition of research infrastructure is set out in the Framework for State Aid for Research, Development and Innovation (2014/C 198/01) and Commission Regulation (EU) No 651/2014 of 17 June 2014 declaring certain categories of aid compatible with the internal market in accordance with Articles 107 and 108 of the Treaty.

(such as MatLab, NVivo, SightLAB+Vizard, NVivo, MaxQDA, and Mathematica, cf. Table 4.9.1, row small fixed assets in 2024). Research teams at FIS also get investments in servers with high computing power necessary for their research. For instance, two well-equipped servers were bought in the last two years (example of specification: HPE DL385 GPU, 2x32 cores, RAM 1280GB, 91,6 TFLOPS FP32, >740 points in SPEC CPU2017 Integer Rates, 3 GPUs with support of machine learning, virtualization SW).

In 2022, VŠE invested in the enlargement of xPORT Business Accelerator VŠE that hosts, among others, start-ups founded by VŠE students. Besides this infrastructure that is available across VŠE, there are also specialized laboratories. Their examples are described below.

The Laboratory of Experimental Economics (LEE) is run by FE. It consists of two separate laboratory rooms, one with 24 and the other with 12 computers and one monitoring room with up to four server computers. Spherical panorama and 3D animation can be used. The network construction enables running several independent experiments in any configuration, given that the sum of workstations and servers used in all experiments does not exceed 40. This makes LEE a large laboratory of its kind. The programming languages, which are primarily used are zTree (versions 3.6.6. – 4.1.7), Visual Basic and oTree.

Financial Laboratory, operated by FFA, was funded through the OP JAK Ph.D. Infrastructure project in 2024. The financial laboratory contains specialised software as a source of financial and macroeconomic data (LSEG Workspace and Datastream) and specialized software for modelling (Matlab, EViews). For extensive financial calculations requiring huge computing performance, the laboratory was equipped with one high-powered computer. The financial laboratory is intended to be used as a place for teaching and research activities that require technical tools for advanced statistical and econometric analysis.

From the same funding, the Extended Realities Research Lab (ERRL) and Marketing Research Lab are currently built by experts from FBA and should start operations in January 2026. ERLL is intended to be an interdisciplinary research hub with advanced VR/AR infrastructure for investigating human behaviour and developing immersive simulations. It elucidates how extended reality technologies transform contemporary organizational, educational, and societal paradigms.

At FIS, Prague Digital Ethics Lab focuses on the following topics: responsible AI (ethical & explainable technology), privacy calculus & machine automation vs human autonomy, the impact of information technology on information overload, online communities, governance of AI / Big Data projects, humans vs. machine decision-making processes and their uniqueness and differences, the role of altruism in the digital era and its contribution to better government, algorithms of social media and their impact to manipulation of society, or autonomous vehicles & issues that need to be solved before implementation.

FM, together with The Institute of Information Theory and Automation (UTIA) of the Czech Academy of Sciences founded joint laboratory SALOME III. Its mission is to bring research on mathematical methods for data processing and evaluation into the spotlight, with the aim of applying these methods in the fields of management and decision making. The Salome III laboratory is dedicated not only to the development of theoretical knowledge but also to the education of future professionals and academic and research staff. It offers doctoral students from both institutions a unique opportunity to gain practical experience and to participate in cutting-edge research in the framework of a collaborative doctoral programme.

Besides these five examples above, there are other labs as well. For instance, FM also has a fully equipped marketing lab that simulates a real retail environment. The lab is outfitted with eye-

tracking technology, which is utilized not only for research conducted within students' qualification theses and faculty research projects but also for studies commissioned by external partners.

4.9.1 Summary of expenditure/costs on research infrastructure and equipment for the period under review (including related non-investment and personnel costs).

Costs/expenses in thous. CZK/EUR/year	2020	2021	2022	2023	2024	Total value of assets ²¹
Costs/expenses related to the acquisition of small fixed assets for R&D&I	2,326/92	1,303/51	864/34	1,936/76	6,662/263	13,091/516
Cost of repairs and maintenance of equipment	35/1.398	0/0	10/0.401	0/0	0/0	46/1.799
Acquisition of tangible (DH) and intangible (DN) assets for R&D&I (investments)						
Of which software	200/7.88	0/0	0/0	204/8.05	1,780/70.22	2,184/86
Of which other intangible fixed assets	0/0	0/0	0/0	0/0	0/0	0/0
Of which land, buildings and structures	0/0	567/22.36	23,619/931.72	0/0	1,597/62.99	25,783/1.017
Other intangible fixed assets (machinery, apparatus, equipment, etc.	68/2.694	0/0	0/0	0/0	0/0	68/2.694
Total infrastructure spending in years ²²	2,629/104	1,870/74	24,493/966	2,140/84	10,039/396	41,104/1.621

²¹ Enter the sum of the row.

²² Enter the sum of the column.

FINANCES

4.10 Budget and structure of financial resources

The HEI shall provide and comment on an overview of the total R&D&I budget in the period of 2020–2024, broken down by organisational units of the evaluated HEI and by source of funds (Table 4.10.1). The HEI shall also comment on the shares of total costs/outputs covered by public and non-public sources by type of R&D&I for the period under evaluation as shown in Table 4.10.2.

As complementary data, the university will provide an overview of prestigious research projects obtained during the period of 2020–2024 (ERC²³, MSCA²⁴, HHMI²⁵, HFSP²⁶, NSF²⁷, Horizon Europe²⁸, NIH²⁹, Wellcome Trust³⁰, EDF³¹, OP JAK³², OP TAK³³, NPO³⁴, GA ČR³⁵, TA ČR³⁶ etc.). Include information on the amount of funding received and whether the HEI were principal investigator or co-investigator in Tables 4.10.3, 4.10.4 and 4.10.5.³⁷

In addition, the HEI will describe in more detail up to five of the most important projects from the list of prestigious individual projects abroad (ERC, MSCA, HHMI, HFSP, NSF, etc.), providing basic information at the HEI's discretion and regardless of the funder: title, field of expertise, agency, amount of funding, other project participants, and other relevant information as appropriate.

A maximum of 500 words plus 200 for each example of a prestigious international individual project given.

Self-assessment:

The overall research budget in the period of 2020 – 2004 was approx. EUR 45 million. Two faculties, FIS and FBA, have the largest research budget. FIS gets the largest share of LCDRO and FBA acquired the most external funding. The smallest part of research budget went to FM, which is the smallest

²³ The European Research Council (ERC) is part of the 'Excellent Science' pillar of Horizon Europe. The ERC funds cutting-edge research by supporting individual Principal Investigators and their research teams.

²⁴ Marie Skłodowska-Curie Action (MSCA) is part of the "Excellent Science" pillar of Horizon Europe and is also aimed at supporting young researchers, including PhD students.

²⁵ Howard Hughes Medical Institute - a non-profit organization in the USA significantly supporting international biomedical research.

²⁶ Human Frontier Science Program - an international programme to support research, particularly in the natural sciences and computer science.

²⁷ National Science Foundation (USA).

²⁸ Horizon Europe - the EU's 9th Framework Programme for research and innovation, running from 2021-2027.

²⁹ National Institutes of Health (NIH) - an agency under the United States Department of Health and Human Services. NHI is a major player in project support for biomedical research.

³⁰ major UK private foundation supporting mainly biomedical research.

³¹ European Defence Fund.

³² Operational Programme Jan Ámos Komenský - Priority 1 - Research and Development - multiannual programme under the Ministry of Education, Youth and Sports. Within the framework of the OP JAK it is possible to draw financial resources from the European Structural and Investment Funds (ESIF) in the period 2021-2027.

³³ Operational Programme Technologies and Applications for Competitiveness. The European Regional Development Fund (ERDF) is available in the period 2021-2027 to co-finance business projects in the areas of research, development and innovation, digitalisation and digital infrastructure, business development, smart and sustainable energy and the circular economy.

³⁴ National Recovery Plan - under Pillar 5 - Research, Development and Innovation of the National Recovery Plan, the Recovery and Resilience Facility (RRF) is available for the period 2022-2026.

³⁵ Grant Agency of the Czech Republic.

³⁶ Technology Agency of the Czech Republic.

³⁷ The military and the police HEIs, as parts of the organisational unit of the state, are treated specifically in terms of the possibility to participate in the projects.

faculty. LCDRO constitutes 42% of FFA research budget, 43% at FIR, 30% at FBA, 48% at FIS, 51% at FE and 34% at FM.

A part of research budget, also reported in Table 4.10.1 in the row "Rectorate", was primarily spent on university-wide investments described in section 4.9, university-wide overheads paid from various types of research funding (GAČR, TAČR, LCDRO, Horizon Europe, Strategic Development, OP VVV IGA/A, OP JAK PhD Infrastructure, among others), support measures listed in the Catalogue of Supports, other improvements to research infrastructure (e.g., electronic resources, databases access through CIKS, EUA membership, management and development of the PCVŠE database), internationalization of research activities (support for international project applications, onboarding of foreign researchers), publication of VŠE scientific journals, payment of invoices for InCites and Thomson Reuters, and other related activities).

The dominant funding is from public sources in the Czech Republic. It is dominant for FFA and FE (96%), and a bit less for other faculties. The largest share of international funding has FM (15%), whereas a bit larger share of funding from private sources has FBA (7%). The share of basic research remains relatively stable across years. It is a bit less than two thirds, and the share of applied research is a bit more than one third.

VŠE actively participates in Horizon Europe programmes, which are among the most prestigious research and innovation initiatives in Europe. These projects provide VŠE with unique opportunities to collaborate with international experts, address pressing global challenges, and develop cutting-edge research. The most important Horizon projects are shortly described below. VŠE is also successful in acquiring national research funding. In the years 2020–2024, a total of 29 GAČR projects and 36 TAČR projects were accepted for implementation. Three large national research projects acquired in 2024 are worth mentioning. First, TAČR project "Socially and economically responsible pathways to decarbonisation: modelling and evaluating energy transition scenarios in the Czech Republic", where VŠE is a principal investigator, was awarded approx. EUR 4,5 mil. Second, OP JAK SHUV project "Ageing of the population and related challenges for health and social systems (AGEING-CZ)", where VŠE is a partner, with the financial amount for VŠE in the amount of EUR 966 thousand. Third, OP JAK SHUV project "Centre for Issues of Inequality and Open Society", where VŠE is a partner, with the financial amount for VŠE in the amount of EUR 807 thousand.

The examples of important international projects are provided below:

1. "Enhancing R&I Synergies for Schools of Economics and Business (RIS4SEB)" (2024–2027), fostering research and innovation synergies in economics and business research. Coordinated by VŠE, the RIS4SEB project is a Horizon Europe initiative aimed at strengthening research and innovation capacities within economics and business schools, particularly in regions with lower participation in European funding programs. The consortium includes esteemed institutions such as Università Commerciale Luigi Bocconi from Italy, Kaunas University of Technology's Faculty of Economics and Business in Lithuania, and the Estonian Business School.

The project's primary objective is to design and pilot strategies that create effective synergies between Horizon Europe and other national or regional funding mechanisms. This involves fostering international research collaboration among the project partners, improving human resource development, and enhancing research management capacities.

For VŠE, leading RIS4SEB represents a significant milestone in its research advancement and capacity-building. By spearheading this initiative, VŠE not only enhances its international reputation but also strengthens ties with top European institutions. This leadership role

solidifies VSE's position within the European Research Area, boosting its competitiveness, visibility, and impact in the European academic and research community.

2. "European Hub for Contemporary China (EuroHub4Sino)" (2023–2026), advancing studies in contemporary China and international relations. EuroHub4Sino is a Horizon Europe project that brings together a consortium of eight European research institutions and universities to foster independent European knowledge on China, as well as high-level experts on AI and Big Data to develop an enhanced digital platform. The platform will provide independent policy research and analysis to the European Commission, EU member states' officials, China researchers and other stakeholders. European expertise on contemporary China is often fragmented and difficult to access. In this regard, it is essential to collect research on a publicly accessible platform, providing policy-makers, researchers, businesses, and civil society with the necessary knowledge to develop a comprehensive understanding of contemporary China. Apart from VŠE, the consortium includes the University of Heidelberg (Germany), the Institute for Security and Development Policy (Sweden), Jagiellonian University in Kraków (Poland), the Royal Institute of International Affairs a.k.a. Chatham House (UK), and the University of Warwick (UK). The remaining two consortium members are the Brussels-based think tanks, Beyond the Horizon ISSG and Hybrid Core, which are responsible for project management and IT expertise, respectively.
3. "Ontology-based Decentralized Sharing of Industry Data in the European Circular Economy (Onto-DESIDe)" (2024–2025); a Horizon Europe project aims at enhancing circular semantic value networks through semantic approaches based on machine-readable ontologies. The addition of VSE to this project was a successful case of the hop-on Widening mechanism. VSE contributes, in particular, by providing state-of-the-art techniques for ontology alignment and ontology transformation. This novel addition will lead to even higher flexibility in encompassing heterogeneously structured data of circular marketplace partners, who do not need to agree a priori to given fixed data schemas. The set of tools for ontology transformation includes a pattern-based ontology transformation processor, relying on formally grounded, structured definition of patterns, as well as interfaces to large language models for generating the names and descriptions for new concepts and relationships emerging as a result of the transformation. In this respect, the developed solution is an example of a hybrid AI model, in which large language models based on deep learning assure semantic abstraction and textual fluency, while a small and manageable set symbolic patterns provides a firm "scaffold" that largely relieves the user from undesirable "hallucinations".
4. "REMAKING (REmote-working Multiple impacts in the Age of disruptions: socioeconomic transformations, territorial rethinKING, and policy actions)", a 2024-2027 project, examines remote work's complex impact across European societies and businesses, recognizing its dual nature as enabling unprecedented work flexibility while potentially introducing health risks. The initiative explores how remote working intersects with major trends like digitalization and knowledge-based economies, accelerated by recent disruptions including COVID-19 and the Ukraine war. Through case studies across seven countries, REMAKING investigates remote work's effects on work-life balance, business models, labour markets, and environmental implications. The 12-partner consortium includes Alma Mater Studiorum - Università di Bologna, Elhuyar, Colabor, European Creative Hubs Network, Paris School of Business, Visionary Analytics, Leibniz-Institut für Raumbezogene Sozialforschung, Politecnico di Milano, Trinity College Dublin, Vysoká škola ekonomická v Praze, Comune di Bologna, and Taras Shevchenko National University of Kyiv. Funded by the European Union

(Horizon CL2-2023), the project aims to provide policymakers with recommendations for leveraging remote work while addressing potential new inequalities.

5. "Application of innovative Medical Data Science technologies for heart diseases (HEARTBIT 4.0)" (2019–2022): the project was designed in order to upgrade the research profile of the leading institution, Wrocław Medical University (WMU) represented by the Institute of Heart Diseases. The main purpose was the transfer of knowledge from project partners, which was the subject of 4 dedicated workpackages prepared and conducted separately by each excellent partner. VSE was in charge of workpackage oriented on training methodological aspects of data mining and knowledge discovery. Beside this, VSE also organized a Discovery Challenge workshop oriented on sharing experience when jointly analysing medical data, and welcomed people from partner universities on several research stays. The project's achievements are far beyond the planned scope, i.e., the transfer of knowledge on data science from excellent partners to WMU staff. Thanks to the project, the networking gaps between the medical world and IT specialists are being filled with new ideas for advancing the research with the usage of new methods that medical and life sciences scientists are learning. Thus, VSE established a fruitful cooperation with WMU and Wrocław University of Economics and Business (WUEB) that resulted in a number of joint publications.

4.10.1 Total budget of the HEI

Name of the HEI unit	Total budget in thous. CZK/EUR	Percentage of public funding in the Czech Republic	Share of public funding from abroad in %	Percentage of funding from other sources
Faculty of Finance and Accounting	159,916/6,308	96%	1%	3%
Faculty of International Relations	143,458/5,659	88%	6%	6%
Faculty of Business Administration	230,282/9,084	91%	2%	7%
Faculty of Informatics and Statistics	256,566/10,121	87%	7%	6%
Faculty of Economics	127,511/5,030	96%	0%	4%
Faculty of Management	55,617/2,194	82%	15%	3%
Rectorate*	170,643/6 731	84%	13%	3%

*Note: Rectorate includes university-wide and research-related costs and investments.

4.10.2 Share [%] of total costs/outputs by type of R&D&I paid from public and non-public sources

	2020	2021	2022	2023	2024	Total
Basic research	62	64	63	64	66	63.8
Applied Research	38	36	37	36	34	36.2

Experimental development and innovation	0	0	0	0	0	0
Total	100	100	100	100	100	100

Note: For definitions see Definition of Terms in Methodology HEI2025+.

4.10.3 Projects supported by a foreign provider

In the role of beneficiary (both partner and coordinator roles)							
Provider / Investor	Programme / Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
European Commission	Horizon Europe (Coordination and support action)	European Hub for Contemporary China (EuroHub4Sino)				12/0.5	1,109/44
European Commission	Horizon Europe (Research and Innovation Action)	REmote-working Multiple impacts in the Age of disruptions: socioeconomic transformations, territorial rethinkING, and policy actions (REMAKING)					616/24
European Commission	Horizon Europe (Coordination and Support Action)	Enhancing Research and Innovation Synergies for Schools of Economics and Business (RIS4SEB)					1,365/54
European Commission	Horizon Europe (Research and Innovation Action)	Ontology-based Decentralized Sharing of Industry Data in the European Circular Economy (Onto-DESIDE)					2,133/84
European Commission	Horizon Europe (Coordination and Support Action)	METAMORPHOSIS					470/19
European Commission	Horizon 2020	HEARTBIT_4.0	342/13	712/28	621/24		
Connectivity Fund (TAILOR project)	H2020 cascade funding	Investigating meta modelling languages with the aim to better characterize the hidden semantics of the knowledge graph					176/7
European Commission	COST	Global Network on Large-Scale, Cross-domain and Multilingual Open Knowledge Graphs (no direct financing for VŠE)					0
European Commission	COST	The Geography of New Working Spaces and the Impact on the Periphery (no direct financing for VŠE)	0	0	0	0	0
European Commission	COST	European network for Web-centred linguistic data science (no direct financing for VŠE)	0	0	0	0	0
European Commission	COST	GLITSS (Globalization, Illicit Trade, Sustainability and Security)					0

		(no direct financing for VŠE)					
Visegrad Fund	Visegrad Fund	Shift to electric car production: national strategies in Central and Eastern Europe					0
Visegrad Fund	Visegrad Fund	V4- Ukraine Cooperation Enhancement Prospects in the Context of Ukrainian EU Accession Negotiations (no direct financing for VŠE)					0
Visegrad Fund	Visegrad Fund	Innovation of the education process towards implementing AI tools					0
Visegrad Fund	Visegrad Fund	UNESCO sites-balanced and sustainable tourism development			227/9	456/18	
Visegrad Fund	Visegrad Fund	Access to Healthcare Services in the Context of Financing Mechanisms. The Case of Ophthalmology			131/5	74/3	
Visegrad Fund	Visegrad Fund	Supporting mental health in organisation: developing future business leaders				134/5	68/3
Visegrad Fund	Visegrad Fund	Managing human talent in coworking environments	535/21				
Visegrad Fund	Visegrad Fund	V4 Network on Entrepreneurship	32/1				
Visegrad Fund	Visegrad Fund	Effects of Industry on FDI in the Visegrad fund	39/2				
Visegrad Fund	Visegrad Fund	GVCs in Central Europe – a respective of automotive sector after COVID - 19		11/0.4	74/3		
European Climate Foundation	ECF	Solving Energy Poverty in the Czech Republic			286/11	527/21	140/6
International Budget Partnership (USA)	International Budget Partnership	Open Budget Survey (1.12.2018 - 30.9.2020)	134/5	22/1			
International Budget Partnership (USA)	International Budget Partnership	Open Budget Survey 2021 (2.3.2021 - 31.10.2022)		96/4	73/3	19/0.8	
International Budget Partnership (USA)	International Budget Partnership	Open Budget Survey 2023					185/7
China Europe International Business School (CEIBS)	CEIBS	Trans-China railway, New Silk Road and Maritime Silk Road: Trade opportunities and challenges in Central and Eastern Europe	90/4				

Oesterreichische Nationalbank	Anniversary Fund of the Oesterreichische Nationalbank	Green technologies: How are they created and regulated? What impact do they have?					0/0
Interreg	Interreg Danube region	DIGI4Care – Digital medical technologies reshaping the DR healthcare systems through the patient journeys from prevention to rehabilitation					1,575/62
Interreg	Interreg ATCZ	AI Catalyst for SMEs					670/26
Total			1,172/46	841/33	1,412/55	1,222/48	8,502/336
In the role of another participant							
Provider / Investor	Programme / Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
			0	0	0	0	0
Total			0	0	0	0	0

Note: For co-sponsorship projects, please only indicate the amount of funding for the evaluated HEI.

4.10.4 Projects supported by the Czech provider

In the role of beneficiary							
Provider / Investor	Programme / Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
GAČR	Basic Research	Public tender in research, experimental development and innovation for the support of basic research grant projects	23,664/933	20,872/823	19,188/756	19,664/776	23,785/938
TAČR	Applied Research	Funding Programme for applied research, experimental development and innovation, Public contracts	12,593/496	11,071/437	9,464/373	8,022/316	14,786/583
Ministry of Culture	Applied Research	Funding Programme for applied research, experimental development			181/7		
Ministry of Education, Youth and Sports	OP JAK	Development of Infrastructure Facilities for Doctoral Study Programmes at VŠE in Prague					12,229/482
Ministry of Education, Youth and Sports	OP VVV	International Mobility for the Development of Science at VŠE (Mobility II)	536/21	2,510/99	3,972/157	94/4	
Ministry of Education, Youth and Sports	OP VVV	Improving the Quality of the Student Grant Competition at VŠE in Prague	1704/68	6,338/250	7,799/308	1527/60	
Total			38,497/1,518	40,791/1,609	40,604/1,601	29,307/1,156	50,800/2,003
In the role of another participant							
Provider / Investor	Programme / Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
GAČR		Public tender in research, experimental development	3,737/147	3,219/127	2,696/106	3394/133	706/28

		and innovation for the support of basic research Grant projects					
TAČR		Funding Programme for Applied research, experimental development and innovation, Public contracts	7,440 / 293	6,018/237	6,719/265	7599/300	7988/315
Ministry of Culture		Funding programme for applied research, experimental development	490/19	439/17			
Ministry of Industry and Trade		Public tender in research, development and experimental development	981/39	490/19			
Ministry of Industry and Trade	OP PIK Application VIII.	Development of Electromobility in the Czech Republic in Connection with the Electric Transmission System, Distribution Network, and Decentralized Electricity Generation	348/14	321/13	379/15		
Ministry of Industry and Trade	OP TAK Application I.	Get moments: New Trends in Sharing Audiovisual Content					303/12
NAWA	Strategic partnerships Programme	Academic partnership for the study of the Middle East and North Africa in Central and Eastern Europe	(no direct financing for VŠE)				
Ministry of Industry and Trade	NPO	European Project for DLT Financing of SME Digitalization					259/10
Ministry of Industry and Trade	OP TAK Application	Anomaly Detection and Automated Incident Response in Atypical Information Systems					1,690/67
Total			12,996/512	10,487/413	9,974/386	10,993/433	10,946/432

Note: Please summary list GA CR, TA CR and other departmental projects. For co-sponsor projects, please indicate the financial volumes for the HEI. Projects financed from EU structural funds and focused exclusively on R&D&I (e.g. OP JAK, OP TAK, NPO) and projects financed from regional sources focused exclusively on R&D&I list individually. For co-sponsoring projects, please indicate the financial volumes for the evaluated HEI only.

4.10.5 Projects supported from non-public sources

In the role of beneficiary						
Provider / Investor	Project name	Support (in thousands CZK/EUR)				
		2020	2021	2022	2023	2024
Contract Research FFA	Clients - Czech-Moravian Guarantee and Development Bank, Multima, a.s., Czech Export Bank, Savings Tech Lab s.r.o.	1,651/65	1,002/39	247/10	250/10	1,637/65
Contract Research FIR	Clients - Škoda Auto, CrossEurope cons., MPO, SHS ČMS, ČIAŽP, CzT, RPA TK	1,334/53	1,890/75	1,009/40	373/15	100/4

Contract Research FBA	Clients - Škoda Auto, UNIPETROL, Market Vision, European Pralament, University Bocconi, Naviga Advisory and Evaluation s.r.o.	1,438/57	1,676/66	1,067/42	3,052/120	681/27
Contract Research FIS	Clients - Association of Independent Trade Unions, Hospital Na Homolce, Leadspicker, Association of Independent Trade Unions, CETS, Czech National Bank, Platforma VIZE 0, The Union of Towns and Municipalities, ČEPS, Škoda Auto, Town Humpolec, The Municipal District of Prague 6, VALEO AUTOKLIMATIZACE	536/21	1,726/68	3,406/120	4,613/182	4,413/174
Contract Research FE	Clients - Carbosped, s.r.o., Municipality Kamenice, European Commission	174/7	95/4	95/4	2,554/101	195/8
Contract Research FM	Clients- City Jindřichův Hradec, Roche Slovensko, Destinační management Česká kanada, Hospital Na Františku, Prague, Destinační management Česká kanada, CzechTourism	5 /0.2	130/5	360/14	243/10	593/23
Science development donation FFA	Donor - Česká spořitelna	40/1	85/3	10/0,4	250/10	180/7
Science development donation FIR	Donor - L'Istituto Italiano, Komerční banka	128/5	125/5	176/7	128/5	0
Science development donation FBA	Donor - Meddi Hub, Ekospol, FTMO. Metrostav, EFA (Tomáš Gross)	10/0.4	60/2	218/9	1,052/41	280/11
Science development donation FIS	Donor - Ulož to cloud, Škoda Auto	0	50/1	0	225/9	0
Science development donation FE	Donor - Alliance of Czech Energy, ManpowerGroup, S.P.M.B., ČEZ, Rada & Partner	0	115/4	560/18	110/4	0
Science development donation FM	Donor - Škoda Auto,	0	58/2	159/6	369/15	67/3
Science development donation VSE	Donor - Česká spořitelna, ČNB,	460/17	330/13	440/17	1,025/41	1,025/40
Total		5,736/226	7,342/289	7,652/287	14,244/561	9,171/361
In the role of another participant						
Provider / Investor	Project name	Support (in thousands CZK/EUR)				
		2020	2021	2022	2023	2024
		0	0	0	0	0
Total		0	0	0	0	0

Note: Indicate, for example, sponsorship donations, resources generated from other own economic activities, foreign subsidy programmes of private entities.

4.11 Rules for the use of institutional support for the LCDRO

The HEI will describe the strategy and rules for the use of institutional support for the LCDRO in the management of institutionally supported research activities (e.g., prioritisation of research topics by the HEI according to individual needs, internal grant agencies, incentive tools, support for excellent science) and the method for distribution of institutional support to individual departments/research teams for the period of 2020–2024. The impact on the management of institutionally supported research activities will be described by the HEI using specific examples (e.g. distribution of institutional support in the period of 2020–2024 depending on the evaluation results, examples of supported excellent science projects, etc.).

Maximum 500 words plus 200 words for each example given (max. five examples).

Self-assessment:

The strategy of using institutional support for the long-term conceptual development of the research organization (LCDRO) in the years 2020-2024 was in accordance with the Strategic Plan of VŠE for the years 2021-2025. It emphasizes the focus on excellent research outcomes, internationalization and societal relevance of research. The method of distribution of institutional support to individual faculties was governed by the directive "Purpose and use of institutional support aimed at the long-term conceptual development of VŠE" (SR 1/2010). The directive further regulates the use of funds, where the funds allocated according to this directive are monitored in the economic system in a separate budget resource of the relevant faculty and the budget resource of the Vice-Rector for Research and Doctoral Studies. In 2022, VŠE changed the budget allocation procedure to further enhance its strategic priorities, it was then further amended again in 2024. Based on this procedure, 95 percent is allocated to individual faculties based on their performance and 5 percent goes to the Vice-Rector fund.

Five percent of LCDRO that remains with the Vice-Rector is then allocated to covering necessary university-wide costs, such as maintaining the database of publication activities, paying for Refinitiv and for provision and access to electronic information resources through the National Technical Library. The other part aims at university-wide support tools focused on strategic priorities. These involve support of international mobilities already described above in section 4.8, bonuses for submitting international research project proposals, acquiring external project funding, scoring 1 or 2 in the last Modul 1 of M2017+ and the Rector's Award for a Prestigious Publication.

LCDRO distribution to faculties is distributed based on the following procedure, that balances stability in research funding for faculties with research performance. Ninety percent of the faculty budget is based on the share of the respective faculty on the previous year overall performance of all faculties. Ten percent is then allocated based on recent performance criteria as follows: 1) 15% of it is based on the share of external research project funding, with the international projects doubled, 2) 5% based on external evaluation in M1 of M2017+, 3) 60% based on publications in top journals, with progressive weights from Q3 to D1, 4) 20% based on last evaluation of faculties by MEP (2/3) and amount of contract research funding in the last year (1/3). Due to this mechanism, faculties are motivated to distribute their internal LCDRO funding to activities that are aligned with strategic priorities of VŠE – publications in top peer-reviewed journals, acquiring research projects, especially international ones, increasing the share of contract research and achieving research outcomes with high societal relevance. The budget is used primarily for wage costs related to R&D&I activities, used in accordance with the VŠE Statutes, the VŠE Internal Regulations on Wages and Ministry rules. It stipulates that VŠE is the owner of tangible and intangible assets acquired from LCDRO support. Fifteen percent of faculty LCDRO budgets go to university overheads.

Concerning the distribution of LCDRO budget at individual faculties, each faculty is required to prepare annually a faculty development plan in the area of R&D&I containing specific measures, in

accordance with which the means of institutional support will be used, and at the same time evaluate the fulfilment of tasks from the previous year. Some faculties, e.g., FFA, apply additional methodologies for the LCDRO distribution inside faculties. There are common features in these intra-faculty rules. All faculties reward the research performance achieved by individuals and research teams and provide financial stimuli based on them. These include bonuses for papers in top journals, with a significant bonus for publications in D1 and Q1 journals. Submissions of project proposals for external research funding and success in funding acquisition are also rewarded. Besides this, faculties finance active participation at various scientific conferences, open access fees in good journals, and also necessary administrative tasks such as reviews, participation in habilitation committees and related tasks.

To provide a better insight, we take the development plan of FBA for 2024 as an example. In the plan, 27% of LCDRO funding at FBA was allocated to rewards for publication outcomes, with the highest rewards going to authors publishing in FT50 journals. Twelve percent was allocated for building research capacities, including the support of employment of foreign researchers, memberships in editorial boards and research evaluation boards (GAČR, TAČR, RVVI), and microgrants available to young researchers for, e.g., data collection or database access. The required co-funding of various externally funded research projects takes 17% of the budget. Six percent goes for financing active conference participation, 9% for funding tasks related to research management, and 8% for bonuses for research proposals preparation. Six percent is put aside as a reserve budget and 15% is paid for the university as the overhead.

There are also other specific support schemes, specific to individual faculty strategic priorities. For instance, at FIS there is a "Doctoral student 4.0" support programme that improves funding for excellent PhD students. At FIR, payments of membership fees in important international associations, such as The Association of Professional Schools of International Affairs or European Consortium for Political Research, are covered. At FM, the foundation of the above-mentioned laboratory SALOME II., organized in cooperation with the Academy of Science, was funded. Or at FBA, in between 2021 and 2023, identified excellent research teams were awarded three-year funding to develop their research capacities. Specifically, "Dishonest behaviour in organizations", "Strategic business orientations", "Strategic leadership" and "Exploring new and digitalized work practices" teams were supported.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Important collaborations in R&D&I

The HEI will describe specific cases of R&D&I collaboration at the national level (maximum five examples) and the international level (maximum five examples), including examples of concrete results and impacts in the field of R&D&I beneficial for the HEI during the period of 2020–2024.

Maximum 300 words per example.

Self-assessment:

1. Within the period of 2020-2024, the Centre for Workplace Research (CWER) at FBA has established a robust international network with prestigious institutions including Politecnico di Milano, TU Eindhoven, BI Norwegian Business School, Technion, Paris School of Business, University of Ljubljana, University of Bologna, TU Dortmund and others. CWER's research productivity is evidenced by 25 joint publications in high-impact journals such as European Journal of Cultural

Studies, Management Decision, Review of Managerial Science, Journal of Management Inquiry, and European Management Journal. The Centre's publication strategy has yielded three edited volumes, including a methodological handbook on workplace research and "The Flexible Workplace" (2021), which became one of Springer Nature's most downloaded books in the HRM category, alongside one scholarly monograph. Research funding success is demonstrated through 17 project proposals resulting in five awarded grants, including Horizon CL2-2023, Erasmus KA2, SPIN Eutopia, COST Action, and Visegrad Fund. These projects have supported VSE's international visibility and brought significant external resources to the university. CWER has further strengthened its international standing by organizing multiple knowledge-exchange events, including the Coworking Symposium and VR Prague meet-ups, attracting international scholars and practitioners, positioning VSE as a hub for workplace innovation research in Europe.

2. The Data Science and Explainable AI (DSXAI) team at FIS proceeded, in 2020-2024, with its numerous international research collaborations. The traditional focus of the group on symbolic (interpretable) AI leveraging rule learning, ontologies and knowledge graphs gradually became intertwined with sub-symbolic AI, primarily, large language models (LLM). This gave rise to multiple initiatives falling under "hybrid AI", some of which materialized into submitted and (often) funded collaborative projects. One notable undertaking relates to detection and explanation of misinformation in media and social media: in the "EU CHIST-ERA project CIMPLE" (2021-2024), DSXAI collaborated with Eurecom (FR) and Open University (UK) on AI solutions providing fact-checkers with LLM- and knowledge-graph-powered text summarization and enrichment functionality. The follow-up project, "EU CHIST-ERA ClimateSense", submitted in 2024, was also retained for funding; its specific focus is climate-change misinformation. Another flagship activity started in 2024 is participation in the EU HE project "Onto-DESIDER", where ontologies are applied for data mediation in circular economy markets. In this context, DSXAI developed, in collaboration with the University of Linköping (SE) and University of Ghent (BE), an original method of pattern-based ontology transformation supported by LLMs. Finally, a promising collaboration developed with the Berkeley Lab (US), in relation to biomedical knowledge graphs: DSXAI proposed novel methods for graph rule learning and for validating the quality of knowledge graph statements using LLMs. DSXAI members also played a prominent role in two COST Actions (Nexus Linguarum, GOBLIN), again with knowledge graphs as central topics. Nearly all collaborations have already materialized into publications at major conferences or in journals.

3. During the years 2020-2024, the Jan Masaryk Centre for International Studies at FIR established a dynamic group of researchers publishing high-impact peer-reviewed outputs. The focus of the Centre is primarily on international visibility and cooperation. Through a Horizon Europe project called the "European Hub for Contemporary China (EuroHub4Sino)", launched in 2023, the Centre has established close cooperation with the Royal Institute of International Affairs (Chatham House, London), Warwick University (UK), Heidelberg University (Germany), the Institute for Security and Development Policy (Sweden), Jagiellonian University Krakow (Poland), as well as the think tank Beyond the Horizon (Belgium). A database and Europe-wide network for compiling and sharing information about contemporary China is being constructed jointly by the consortium members in EuroHub4Sino. Collaboration with Europe-wide participants in two other Horizon Europe projects is in progress. At the national level, the Centre is coordinating research with scholars at the Institute of International Relations in Prague and Palacký University Olomouc. Researchers at the Centre published 21 papers, many jointly with external researchers, in Web of Science journals during the period. Examples of high-ranked (Q1 WoS) journals in which researchers from the Centre have published include Journal of Contemporary China, Energy Policy, Eurasian Geography and Economics, Energy Strategy Reviews, Pacific Review, Energy, Politics and Governance, Europe-Asia

Studies, and Politics and Religion. Four monographs written by researchers in the Centre were published by the prestigious London-based publishing houses Routledge and Bloomsbury Academic. Three GAČR projects were completed during the period and another one was begun, bringing significant external funding to the university. These achievements have made the Jan Masaryk Centre one of VŠE's leading research centres, now designated as a Centre of Excellence by the university. They have also boosted the reputation of the university by giving it international visibility.

4. The Department of Managerial Psychology and Sociology at FBA has a long tradition of strong international cooperation, e.g., with the University of Pittsburgh and European institutions within the CEMS consortium. Since 2021, it has been an integral part of the Global Identity Leadership Development project, a large-scale international research collaboration involving universities and research institutions from more than 20 countries, such as the London School of Economics, KU Leuven, the University of Queensland, St. Gallen University, ESCP Business School, the University of Amsterdam, Norwegian Business School, and Kyoto University, among others. The project is grounded in contemporary leadership theory, which conceptualizes leadership as a group-based social influence process centred on fostering a shared social identity. A large-scale study involving over 5,000 participants across 13 languages has validated key theoretical assumptions, demonstrating how leaders create, promote, and sustain a sense of shared identity within groups, influencing work-related attitudes and behaviours. The project has resulted in several high-impact publications, including Monzani, L. et al. (2024) paper in Political Psychology. Additionally, department members have contributed articles to Cross-Cultural Research Journal, Journal of Change Management, and Journal of Management Development, as well as a book chapter on toxic leadership in Occupational Health and Wellbeing: Challenges and Opportunities in Theory and Practice, published by Routledge. The department is also an active member of the CEMS Global Leadership Faculty Group and has recently contributed to the monograph Global Leadership Competences (2024), further advancing thought leadership in global leadership development. To promote scholarly exchange, it organizes symposia and conferences, such as an invited symposium on social identity leadership at International Congress of Psychology in 2024 or the International Conference on Social Identity, Leadership and Followership at VŠE in 2025.

5. A group on Energy Economics at FFA led by prof. Janda carried out the GAČR – EXPRO project "Excellence in Economic Research of Energy Efficiency and Impact Modelling – FE3M" from 2019 to 2024. This was a collaborative project implemented by FFA in cooperation with the principal investigator, Prof. Alberini, from Charles University and University of Maryland. The research improved economic modelling of consumer preferences and behaviour concerning the use of energy-efficient technologies and flexible demand; modelled the energy system, including transport, with behavioural parameters; and integrated top-down and bottom-up approaches to develop a hybrid model. The model combined financial expertise at VŠE with environmental economics expertise at Charles University. A total of 65 scientific outputs have been recorded for this project, including papers in Energy Economics and one paper in Annual Review of Resource Economics.

6. The Department of Regional Studies at FE was a key partner in the project "Support to the Implementation of the Just Transition in the Czech Republic (REFORM/SC2022/116)". Funded by the European Commission, this project focused on empirical, analytical, and educational activities to support the transformation of coal regions in the Czech Republic. The main project lead was the Frankfurt School of Finance & Management. The project, running from November 2022 to June 2024, emphasized strengthening institutional and administrative capacities for implementing the Just Transition Fund (JTF), with a focus on regional and local levels. Activities included assessing the absorptive capacity of coal regions for small-scale projects, developing simplified financing mechanisms, and organizing educational workshops to ensure the practical application of findings.

7. The Faculty of Management in Jindřichův Hradec has established long-term collaborations with key regional entities, such as the South Bohemian Science and Technology Park (JVTP), a public body dedicated to supporting the dissemination of innovation and the transfer of technology into the regional economy. In partnership with JVTP, FM organizes various educational events for local businesses, including topics such as succession in family enterprises and the application of AI in SMEs.

Together with other partners, FM and JVTP jointly implemented several collaborative projects, including one under the Interreg Central Europe programme and two under Interreg Austria–Czech Republic (AT-CZ). Furthermore, they co-founded an AI lab that serves as a regional demonstration hub for AI technology applications in business practice. These partnerships extend beyond national borders and include renowned institutions such as the University of Applied Sciences Steyr and the Institute for Advanced Studies Vienna (IHS), enhancing the international dimension of innovation-driven cooperation. One of the joint projects resulted in the creation of the Business Succession Toolbox, a digital assessment tool designed to support family businesses in evaluating their readiness for ownership transfer. It draws the business owner's attention to key phases in the succession process and offers evaluation tools for various business succession modes. Moreover, the system allows for including other stakeholders, resulting in comparative analysis highlighting consensus or disagreement across participants, thereby identifying critical areas requiring further attention. Another initiative was the development of a matchmaking platform - while various pathways exist for identifying successors, a common challenge - particularly in the case of external successors—is the lack of mutual awareness between parties. The platform has a transnational scope (Austria, the Czech Republic, Croatia, Slovakia, and Poland) and connects business owners with potential successors.

8. Evaluation of entrepreneurship and small and medium-sized enterprises promoting policies conducted at Department of Entrepreneurship at FBA represents a topic that has resulted in several prestigious policy and research outputs increasing awareness about the VŠE expertise in this topic. Specifically, empirical evidence, methodological considerations and research findings were published in Small Business Economics, International Small Business Journal, Entrepreneurship & Regional Development, International Entrepreneurship and Management Journal, among others. This expertise fostered international collaboration and resulted in VŠE's contribution to the Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes 2023 published by OECD and integrated into the OECD SME and Entrepreneurship Strategy. It is basis of the Principle on Evaluation in the Recommendation of the OECD Council on SME and Entrepreneurship Policy. The Framework is part of the Toolkit offered to countries adhering to the Recommendation, and the Ministerial Declaration, to support them in implementing the necessary measures to conform to the guidance on evaluating their SME and entrepreneurship policies. The Framework strived a new project with the European Commission to assess Spain's Start-Up Law, part of the advice provided to the Hungarian government for the evaluation of Hungary's SME Strategy. It led the UK Department of Business and Trade to finance at the OECD a new International SME and Entrepreneurship Policy Evaluation Discussion Network and UAE government used it for assessment of SME and entrepreneurship policy arrangements in UAE. Also, on the national level, VŠE team intensively cooperates with Ministry of Industry and Trade, Ministry of Regional Development, Czech Technological Agency and CzechInvest agency. It provides its expertise in the form of advisory services and collaborative projects of applied (e.g., TACR) and contract research (e.g., contracts for Ministry of Industry and Trade – contrafactual impact evaluation of its entrepreneurship policies), resulting in national and regional policy changes.

9. VŠE is an essential member of a 15-member international consortium led by the Charles University Centre for Environmental Issues. The Centre for Socio-Economic Research on Environmental Policy Impact Assessment is an interdisciplinary research centre that provides long-term expertise in environmental socio-economic research. The Centre develops methods for policy impact assessment, foresight and attitudinal and behavioural research. It provides expert support to selected public authorities, particularly the Ministry of the Environment, in developing policies and strategies based on research on current and future impacts on the environment, the economy and society while incorporating public attitudes and behaviour into the policy-making process. The involvement of VŠE is strongly interdisciplinary. Within VŠE, staff from three departments of FIS and two departments of FBA are involved, and experts from FFA are invited for partial tasks. VŠE contributes significantly to the consortium's project objectives in input-output modelling, regionalisation of statistical indicators, research on corporate environmental volunteering and designing communication strategies for government and ministerial measures. Representatives of the primary customer, the Ministry of the Environment, are intensely involved in the project activities. The results are used to develop national environmental policy and transfer to teaching at FIS and FBA while significantly strengthening interdepartmental and interfaculty cooperation.

10. The Centre for Family Businesses at FBA is a leading hub for research and expertise in the field of family enterprises. Its work bridges cutting-edge research and real-world impact, providing valuable insights that help family businesses thrive across generations. With three prestigious grants from the Czech Science Foundation, Centre's research delves into key challenges such as ownership structures, conflict resolution, and the role of dominant coalitions in privately held firms. Its collaboration with esteemed institutions like TU Dresden, EDHEC Business School or ESADE Business School ensures that its work meets the highest international standards. Research excellence is reflected in 24 peer-reviewed publications in top-tier journals, including Family Business Review, Journal of Family and Economic Issues, and Organizational Dynamics. Additionally, team members have contributed to four book chapters published by Springer, Edward Elgar, and Routledge. Beyond research, the Centre is deeply connected to the family business community, offering education, training, and consulting in critical areas such as succession planning and governance. By combining academic rigor with practical insights, it empowers family businesses to navigate challenges, strengthen leadership, and build sustainable legacies.

STUDIES

4.13 Doctoral studies

The HEI will briefly describe the organisation of the doctoral studies (if there are any doctoral study programmes³⁸). HEI will comment on:

- Structure and organization of studies.
- A system of cooperation between PhD students and their supervisors.
- Basic statistics (including drop-out rate, student workload, etc.).
- Information on promotion and recruitment schemes.
- Cooperation within doctoral studies (e.g., Czech Academy of Sciences, application sphere, building open study programmes for foreign nationals and creating international networks of study programmes, "joint degree", "cotutelle", etc.).
- Student care system (e.g. counselling, wellbeing care, career guidance).
- A system for tracking the future careers of graduates³⁹.
- Other relevant data, such as the existence of a doctoral school, basic soft skills courses, etc. at the discretion of the HEI.

The HEI shall support this with appropriate examples (e.g. a model example of doctoral student cooperation with their supervisor, statistics on collaboration within doctoral studies, specific examples within doctoral studies, statistics on the use of student care systems, etc.).

Maximum 300 words per point.

Self-assessment:

- Structure and organization of studies.

VŠE currently offers 14 doctoral study programmes, mostly in both full-time and combined mode. At FFA, there are two study programmes Finance, and Accountancy and financial management. At FIR there are three programmes International economic relations, International studies and diplomacy, and Business and international economic law. FBA has Management and managerial economics programme. There are three programmes at FIS - Applied informatics, Econometrics and operations research, and Statistics. FE has four programmes - Economic theory, Economic policy, The evolution of the economy and economic policies in the 20th and 21st centuries, and Regional development. Finally, at FM, there is a programme in Management. Most of these programmes have a version offered in the English language.

The organization of doctoral study programmes is captured in the Study and Examination Regulations and in the Rules for Internal Quality Assessment. Based on them, Dean's Measures capturing the detailed study requirements are developed. Doctoral study programmes are managed by respective programme guarantors and programme boards.

The standard duration of doctoral studies is 4 years, the maximum duration 5 years. PhD candidates can interrupt their studies for up to 2 years or due to parenthood. The doctoral study programmes primarily aim to prepare young researchers for research activities. This achievement is verified by completing and defending a dissertation thesis that demonstrates the ability of independent creative work in the field of the study programme. Preceding the dissertation defence, PhD candidates must meet other study requirements that are described in their individual study plans. These involve passing successfully all defined courses, doctoral state exam, departmental and

³⁸ If the HEI does not organise any doctoral programme, it will explicitly state this information in the self-evaluation report.

³⁹ The HEI will list the top five highest ranked graduates in academia, the private sector, and public administration over the past five years.

faculty colloquia and small defence. They are further required, for instance, to spend at least one month abroad on a research stay or participate in an international research project, present their work at conferences and publish paper(s) in recognized peer-reviewed journals.

- A system of cooperation between PhD students and their supervisors.

Cooperation between PhD students and their supervisors begins already before entry exams. The supervisor provides developmental feedback on research proposal prepared by the applicant interested in PhD studies. The faculties require the supervisor's confirmation as a part of the documentation required for entry exams indicating that the respective supervisor knows the research proposal and is willing to supervise the applicant.

When the applicant is admitted to studies, in cooperation with their supervisor they create an individual study plan that defines the study requirements throughout doctoral studies (see also above). It defines what must be fulfilled at the end of each study year to proceed to the next study year. It also defines requirements for the successful completion of studies. The individual curriculum of every student is checked every year by the supervisor in cooperation with the head of the department and the guarantor of the study programme. The result is recorded in the Report on the Course of Study, which contains an evaluation of the course of study, publishing activities and the student's participation in the scientific, research and teaching activities of the department including active participation on conferences or research stays, and binding conclusions for further study. The student's positive assessment contained in the Report on the Course of Study, is a prerequisite for enrolment of the student into a higher study year.

The requirements and expectations related to the work of supervisors are captured in the Supervisor Standards that were prepared and approved in 2024 and have been in use since then, applicable to all faculties at VŠE. Supervisors are expected to meet the criteria concerning their own research activity and its results; mostly involvement in externally funded projects and papers in high-quality journals. The limit per supervisor is set as five PhD students under supervision. The supervisors are expected to consult with a PhD candidate individually at least 40 hours a year. The principles of high-quality supervision are described in the Standards.

- Basic statistics (including drop-out rate, student workload, etc.).

Fig. 1: Number of students in 2024 (on 31 December 2024)

	Students		in paid programmes (from the total number)	Total
	active studies	interrupted		
FFA	66	26	2	92
FIR	40	16	5	56
FBA	36	10	10	46
FIS	49	14	4	63
FE	51	9	0	60
FM	27	6	6	33
Total	269	81	27	350

The number of graduates remains above 40 every year; specifically, there were 47 graduates in 2024. The success rate remains around 34% on average but is significantly increasing. It went up from 31% of successful graduates divided by the total number of students terminating their studies in 2020 to 43% in 2024. The drop-out rate decreased from 69% in 2020 to 57% in 2024. Two faculties, FIR and FBA, have already increased their success rate to 50+% in 2024. However, the main reasons for still a relatively high drop-out rate appear to be a lack of funding (low scholarships that result in looking for jobs outside academia, related lack of time, and demanding requirements, including those on publications). At most faculties, full-time students are expected to teach one to two seminars but, for instance, in the Applied informatics study programme, students are not required to engage in teaching. No teaching is required from combined students.

Fig. 2: Successful graduation/drop-out rate 2020-2024

	Graduates overall	Unsuccessfully terminated overall	Overall success rate	Overall drop-out rate	Success rate in 2024
FFA	41	100	29%	71%	33%
FIR	43	75	36%	64%	53%
FBA	47	73	39%	61%	50%
FIS	33	61	35%	65%	40%
FE	29	47	38%	62%	45%
FM	8	34	19%	81%	33%
Total	201	390	34%	66%	43%

Every year, there is an excess of applicants over those admitted. However, the overall number of applicants decreases over the years - there were 136 applicants in 2020 with 95 successfully admitted and 102 applicants in 2024, of which only 64 were admitted. This has recently shown more selectivity in entry exams, which also translates into decreasing drop-out rates.

- Information on promotion and recruitment schemes.

Information on available places for doctoral students is annually published on the website of VŠE. Our research website, research.vse.cz in English and veda.vse.cz in Czech, serves as a key platform for sharing comprehensive information about doctoral programmes, their structure, and the benefits they offer.

We highlight the benefits of doctoral studies at VŠE, emphasizing research-driven learning in collaboration with experienced supervisors and research teams. We showcase the flexibility of doctoral programmes, available in both full-time and part-time formats. Additionally, we outline the academic and professional advantages of a PhD at VŠE, such as financial support, networking opportunities, and participation in international research projects. An information meeting is organised each February for those interested in doctoral studies, aimed at students and graduates of master's study programmes from different higher education institutions, that provides important information and rich Q&A session. Applicants also have the Doctoral Study Programmes information brochure and the Information on the Procedure of Admission to Studies in the Doctoral Degree Programmes at VŠE brochure at their disposal.

Besides these university-level events and tools, faculties intensively advertise their doctoral study programmes and the rectorate, due to the strategic importance of having high-quality PhD students, financially further supports faculty-level PR. These PR activities include landing pages, promotional

videos, Google Ads campaigns and inter-university cooperation. VŠE is also aware of the importance of promoting itself as an institution that is successful in doing research that is interesting, meaningful and relevant to society. Thus, in the last two years, VŠE has substantially intensified its efforts in the area of science communication.

- Cooperation within doctoral studies (e.g., Czech Academy of Sciences, application sphere, building open study programmes for foreign nationals and creating international networks of study programmes, "joint degree", "cotutelle", etc.).

As of 2024, there aren't any joint degree doctoral programmes or cotutelle students. However, there are multiple examples of cooperation within doctoral studies. In general, many associate and full professors from VŠE are members of Doctoral Programme Boards at other universities and vice versa. This helps exchange knowledge and best practices between universities. Further specific cooperation examples are provided below.

FM and FBA are members of the CESEENet network within the CEEPUS mobility programme. Its purpose is to promote and facilitate cooperation between the universities in Central, Eastern and Southern Europe offering PhD education in Economics and Business. Every year, FM welcomes several scholars and PhD students from network members (more than 40 institutions) as well FM representatives visit other institutions with the funding support of the network. Also, FBA PhD students visited partner universities and participated in research stays and courses. FIR cooperates with the Institute of the World Economy, Kiel that guarantees the admission of PhD students recommended by FIR to their prestigious Advanced Studies Programme without further selection procedures. The minimum guaranteed number is two students for each course in international economics. FFA closely cooperates with the Czech National Bank (CNB) - the talented employees in the CNB in the positions of researchers and analysts are accepted to the PhD study programmes at FFA under the supervision and mentorship of both the senior expert from the CNB and academic/research employee from FFA. The cooperation leads to high-quality research results and quick progress in the doctoral students' careers. Since 2020 FBA has run DBA (Doctor of Business Administration) programme as a "professional doctorate", unfortunately not considered full-fledged doctoral programme by Czech legislation. It is designed for managers and professionals who need to use the principles of applied management research to solve complex practical problems. Currently, there are two graduates, and 32 active students.

- Student care system (e.g. counselling, wellbeing care, career guidance).

The services offered by the university and described above in sections 4.6 and 4.7, such as the university kindergarten and sports and leisure time activities, can be used by PhD students as well. Moreover, VŠE develops services of the Academic Psychological Counselling Centre and actively supports mental health of VŠE students and employees. Individual psychological counselling, psychodiagnostics, and seminars and workshops are provided. VŠE also provides services of professional and career-oriented advisory in the form of consultancies, including online forms, with the aim to develop key skills relevant to life and practice in the 21st century as well as skills needed for own career management or its change at the local and global levels. A rich variety of soft-skills courses is provided to employees and PhD students, covering different aspects of well-being and career management. VŠE is also opened for employers so that they can offer working opportunities, in particular "Šance" (Chance) job-fairs are worth mentioning. VŠE and its faculties have hundreds of corporate partners that offer various types of jobs to VŠE student and graduates. At the end of 2024 a new person was hired with the task to prepare mentoring programme for PhD students

at VŠE, starting in autumn 2025. The mentoring programme was identified in PhD student survey as an important element missing so far in the support measures for doctoral studies. Currently, the pool of potential mentors is created.

Besides this university-wide care system, other support also exists at faculty level. For instance, FE has the position of PhD Programme Specialist who is a graduate of the PhD programme and provides mentoring to PhD students. FIR runs the "Promoting Excellence in Doctoral Studies" project. The aim of the support is to encourage two talented full-time PhD students with the potential for excellent scientific outputs; increase their publication performance with an emphasis on quality and to involve them intensively in research activities at the faculty.

- A system for tracking the future careers of graduates⁴⁰.

The Alumni and Corporate Relations centre at VŠE maintains the database of alumni contact information. At the end of their studies, PhD alumni are asked to provide their contact information. They are then asked to register in the alumni database and indicate what cooperation or information they are interested in.

VŠE tracks the career development of PhD graduates and receives feedback on their doctoral studies. In the last round of questionnaire survey prepared at the end of 2024, we got 115 filled-in questionnaires from PhD alumni from the years of 2013-2024 (approx. one fourth of all alumni in that period). The results show that their career progresses in most cases very successfully. Thirty eight percent continue in the academia, out of which 25% at VŠE. Some alumni continue abroad, including prestigious universities and business schools, such as IMD or ZHAW. The biggest number (30%) is employed in commercial firms, 19% runs own business and 9% is employed in a public organization. 62% work in managerial positions and 58% are engaged in research. Besides academia, they find employment in banks (e.g., Czech National Bank, ČSOB, PPF Bank), financial institutions (e.g., Mastercard, EGAP), consulting companies (e.g., Deloitte, PwC), manufacturing companies (e.g., Škoda Auto, Aero Vodochody, Siemens), FMCG (e.g., L'Oreal), logistics (e.g., DHL), public organizations (e.g., NATO, Czech Statistical Office) or are entrepreneurs. The most frequent jobs include various managerial positions (such as CEO, Managing Director, Senior Vice-President, Vice-Rector, CMO, Business Development Lead, Country Representative, etc.) and highly specialised positions (such as analyst, economist, auditor or senior consultant).

Individual faculties are also active in the development of alumni relations. For instance, the Alumni Club of FE has been fostering collaboration with PhD programme graduates. The Club incorporates PhD alumni into a mentoring programme for current students of the faculty, organizes alumni workshops and lectures, conducts surveys on graduates' career paths, communicates with alumni on regular basis and creates profiles highlighting the achievements of successful alumni.

- Other relevant data, such as the existence of a doctoral school, basic soft skills courses, etc. at the discretion of the HEI.

VŠE does not have a full-fledged doctoral school but in 2024 it approved a new strategy for university-wide PhD courses covering the European Competence Framework for Researchers. This strategy relates to pooling resources (knowledge and expertise in research and research management) and providing them to doctoral students across faculties. It is a part of ESF+ Quality and Human Resources project that was approved in 2024 and started in January 2025. These university-wide courses will be based on the existing variety of courses already offered to academic

⁴⁰ The HEI will list the top five highest ranked graduates in academia, the private sector, and public administration over the past five years.

staff and doctoral students and best practices at individual faculties, especially in relation to teaching research methods. Another example of support for PhD students not mentioned above is the opening of coworking space at VŠE in February 2024. The coworking space offers space for doctoral students to meet and network.

Further support is offered by faculties. For instance, FBA organizes PhD Club since 2024 - regular informal meetings with PhD students that take place once a month. It also organizes Research Club – seminars on topics related to research, such as scientometrics, career planning, academic writing, and project proposal writing. In 2024, FE established coworking for doctoral students at faculty level to enhance collaboration between PhD students at the faculty; all the necessary facilities for joint work on projects are available. During the semester, FM organizes PhFriDays—regular meetings for doctoral students, which are also attended by faculty members and often international visitors currently hosted by FM. The primary objectives of these meetings are to facilitate the exchange of experiences, present ongoing research, foster collaboration, and support networking opportunities. FIS organizes regular meetings of doctoral students with supervisors in all three doctoral programmes.

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of the recommendations in Module 4

The HEI will briefly describe how it has implemented the recommendations for Module 4 from the previous evaluation period, if applicable.

Maximum 1000 words

Self-assessment:

In the previous round of evaluation, recommendations for Modules 4 and 5 were merged together, presenting six major recommendations. Four of them are responded here in section 4.14 as they fit more to Module 4, two recommendations are then responded in section 5.4 as they fit more in Module 5.

1) Harmonize faculty management practices while dealing with specific identities of individual faculties

There we several key harmonization actions implemented:

- A. The new scheme for the allocation of LCDRO described in detail in section 4.11 serves as a crucial tool for harmonizing faculty management practices related to R&D&I. The scheme is based on the performance evaluation of R&D&I at individual faculties and enables comparison of performance among faculties. Faculties are motivated to manage R&D&I in a way that helps achieve VŠE strategic objectives focused on research excellence, internationalization and societal relevance.
- B. Harmonization is supported by incentives allocated from the Vice-Rector's part of the LCDRO budget, distributed through the Catalogue of Support (see sections 4.2 and 4.6). This catalogue includes financial rewards and motivates academic staff to achieve high quality in all areas of research activity.
- C. Harmonization is achieved through new university-wide criteria for habilitation and full professorship that were approved in 2024 (see section 4.6). These criteria emphasize quality rather than quantity of publications, international activities, and enable partial trade-off between papers and contract research with societal relevance.

- D. Other harmonization mechanisms include clearly defined criteria for PhD supervisors and requirements of high-quality supervision captured in the Supervisor Standards in 2024, again valid for all doctoral study programmes across faculties. See section 4.13 for more detail.
- E. Harmonization also exists in the internal project management process, e.g., through "project cards" and a system of their approvals that is unified across VŠE.

Overall, these elements form a comprehensive system that fosters a high-quality and transparent academic environment at VŠE.

2) Deeper integration of synergies between faculties, with a focus on interdisciplinary collaboration

Interdisciplinary collaboration at VŠE is a key tool for fostering innovation, facilitating effective knowledge exchange, and addressing complex problems that require diverse expertise and approaches. The submission of two OP JAK cross-sector projects provided an excellent opportunity to strengthen collaboration between faculties. The first project focused on ESG was prepared in collaboration of four faculties (FIR, FBA, FFA, and FE) and covered topics of regulatory and institutional framework, corporate sustainability performance, sustainable finance, and macroeconomic perspective. The second project proposal, "Sustainable Healthcare System", was developed in collaboration of FFA, FIS, FM and FIR. Fintech programme, launched in cooperation of FFA and FIS with banks, technology companies, and firms specializing in financial applications, responds to significant changes in the financial sector driven by the extensive implementation of new technologies and includes the establishment of the Financial Laboratory (see section 4.2). There are also many other examples of interdisciplinary cooperation between faculties, such as using Laboratory of Experimental Economics at FE by researchers from FBA, cooperation of FBA with FIS in successful application for OPJAK SHUV funding focused on Ageing, involvement of econometrics experts from FIS in research projects at FBA or FFA and many other examples.

3) Carefully tune the incentives to publish in top journals while maintaining some Czech focus with real social impacts

Due to the changes in LCDRO budget allocation to faculties described above, and subsequent allocation of faculty budget to researchers achieving excellent outcomes, VŠE researchers target now internationally recognized journals, including those on FT50 list, with papers published, e.g., in Journal of Consumer Research or Journal of Management Studies. The number of papers published in Q1 journals (based on AIS) increased from 25 in 2020 to 98 in 2024, with a substantial increase in quality in FORD 5.2 Economics and Business.

At the same time, VŠE applies also incentives to maintain focus on relevant research with societal impact in the Czech Republic. The new Rector's Award for Societal Impact of Research was launched. Applied research and contract research is included in criteria for LCDRO allocation, and also faculty rules motivate researchers and research teams financially to engage in applied research projects and contract research. VŠE, and especially FBA, is successful in acquiring TAČR funded applied projects. Overall, VŠE strives to achieve balance between top publication with a significant contribution to knowledge and research that is relevant for society.

4) Increase the success rate in doctoral studies

As reported in section 4.13, the success rate went up from 31% of successful graduates divided by the total number of students terminating their studies in 2020 to 45% in 2024. The drop-out rate decreased from 69% in 2020 to 55% in 2024. Two faculties (FIR and FBA) already achieved 50+% success rate in 2024. The reason is that they started earlier with a more strict selection procedure, redesign of doctoral study programme towards more methodological courses, and support mechanisms such as PhD Club or Research Club. Thus, their success rate improved significantly. Given the changes in the Higher Education Act and related changes in doctoral studies funding, other faculties have also already embraced this strategy, just it will take some more years to display. Further measures, such as implementing the Supervisor Standards, increase in scholarships to 1.2 minimum wage, rich offer of university-wide courses focused on research competence framework and the increasing quality of R&D&I at VŠE overall will lead to an improved success rate in the years to come.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 4

Document name	No. criteria	Location (link in HTML)
Organisational structure	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/organizational-structure/
Faculties	4.1	https://www.vse.cz/english/about-vse/profile/faculties/
University Management	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/university-management/
Academic Senate	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/academic-senate/
About the University	4.1	https://www.vse.cz/english/about-vse/profile/about-the-university/
Internal Evaluation Board	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/internal-evaluation-council/
Internal Advisory Board	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/international-advisory-board/
Scientific Board	4.1	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/scientific-board/
Purpose and Use of Institutional Support Aimed at the Long-term Conceptual Development of VSE	4.2	https://www.vse.cz/english/wp-content/uploads/sites/2/page/865/Purpose_and_Use_of_Institutional_Support_Aimed.pdf
Catalogue of Supports	4.2	https://research.vse.cz/science-research-support/catalogue-of-supports-for-scientific-and-research-activities/
Internal Grant Competition	4.2	https://research.vse.cz/internal-grant-competition/
Research areas	4.2	https://research.vse.cz/research-areas/
Centre for Workplace Research	4.2	https://im.vse.cz/workplace-research/

Addendum to the Report on the Internal Evaluation of the Quality of Educational, Creative and Related Activities	4.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Addendum-to-the-Report-on-the-Internal-Evaluation-of-the-Quality.pdf
System of Quality Assurance	4.3	https://www.vse.cz/english/about-vse/information-and-regulations/rules-for-the-system-of-quality-assurance-of-educational-creative-and-related-activities-and-of-internal-evaluation-of-the-quality-of-educational-creative-and-related-activities/
Ethics Committee	4.3	https://www.vse.cz/english/about-vse/university-bodies-faculties-departments/ethics-committee/
Long-Term Strategic Plan	4.4.	https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/
Sustainability Strategy	4.4.	https://strategie.vse.cz/wp-content/uploads/Sustainability-strategy-VSE-EN.pdf
Rector's Award for Social Impact of Applied and Contract Research	4.4.	https://research.vse.cz/rectors-award-for-social-impact-of-applied-and-contract-research-evaluation/
Contractual Research and Consultancy	4.4.	https://fba.vse.cz/alumni-and-corporate-partners/cooperation-with-practice/contractual-research-and-consultancy/
Protection and processing of personal data (SR 5/2018)	4.4	https://ci.vse.cz/english/informatics-centre/regulations/protection-and-processing-of-personal-data-sr-5-2018/
Ensuring Cyber Security	4.4	https://ci.vse.cz/english/wp-content/uploads/sites/2/SR-06-2021_en.pdf
Open Access Initiative	4.4.	https://openaccess.cz/en/
Support for Open Science	4.4.	https://library.vse.cz/open-science/support-for-open-science-summary-information/
Publications Repository	4.4.	https://repozitar.vse.cz/english/
Open Science Strategy	4.4.	https://library.vse.cz/wp-content/uploads/sites/2/page/5911/Open-Science-Strategy-of-the-Prague-University-of-Economics-and-Business.pdf
Habilitation and Professor Appointment Procedures	4.6.	https://research.vse.cz/career-in-research/habilitation-and-professor-appointment-procedures/
Evaluation Methodology for Habilitation and Professor appointment	4.6.	https://research.vse.cz/career-in-research/habilitation-and-professor-appointment-procedures/regulations-methodologies-guidelines/evaluation-methodology-for-habilitation-and-professor-appointment/
HR and Wage Regulations	4.6.	https://www.vse.cz/english/about-vse/information-and-regulations/hr-and-wage-regulations/
Catalogue of types of work	4.6.	https://www.vse.cz/english/wp-content/uploads/sites/2/EN_Katalog-druhu-prace-a-popis-pracovnich-cinnosti_231009-DP.pdf
Rules of Selection Procedures for Filling Academic Positions	4.6.	https://www.vse.cz/english/wp-content/uploads/sites/2/page/865/Rules_of_Selection_Procedures.pdf
Project Social safety and Security	4.6.	https://www.akademickaetika.cz/en/about-the-project/

Reporting under the Whistleblower Protection Act	4.6.	https://www.vse.cz/english/about-vse/information-and-regulations/reporting-under-the-whistleblower-protection-act/
Principles of Responsible Conduct of Scientific Research at the Prague University of Economics and Business	4.6.	https://www.vse.cz/english/about-vse/information-and-regulations/principles-of-responsible-conduct-of-scientific-research/
Procedure for the Distribution of Institutional Support Aimed at the Long-term Conceptual Development of VSE for 2023 and subsequent years	4.11	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Procedure-for-the-Distribution-of-Institutional-Support.pdf
Centre for Socio-Economic Research on Environmental Policy Impact Assessment	4.12	https://seepia.cz/en/
Supervisor Standards VSE	4.13	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Supervisor-Standards-VSE.pdf

MODULE 5 - STRATEGY AND POLICIES

5.1 Mission and vision of the evaluated institution in R&D&I

The HEI will briefly describe its mission and vision with emphasis on R&D&I in general and its R&D&I capacities in the implemented R&D&I fields⁴¹ (Tables 5.1.1 and 5.1.2). In particular, the HEI's vision covers the following five-year period and must relate to the strategic objectives of the Provider, the National Policy on Research, Development, and Innovation of the Czech Republic 2021+, the Gender Equality Strategy 2021-2030, and other higher national and supranational strategic documents in the field of R&D&I (Table 5.1.3). The HEI shall complement the description with active references to its Strategic plan for the teaching, scholarly, scientific, research, development, artistic, and other creative activities of the higher education institution (regarding the results and recommendations from the previous evaluation period, if the evaluated HEI participated in it). The HEI shall describe how the vision and mission were implemented during the period of 2020–2024.

Maximum 2000 words.

Self-assessment:

In the beginning of Module 5, it is important to note that the valid VŠE Strategic Plan deals with the years 2021-2025, i.e., it ends this year. The preparations of the next Strategic Plan for the years 2026-2030 have already started but will be discussed and co-developed across VŠE and its stakeholders during the whole year (deadline December 2025). As such, mission, vision, and strategic research objectives of VŠE for the following five-year period are based on the current VŠE Strategic Plan, strategic directions envisioned by VŠE management, and their alignment to strategic documents in R&D&I at national and European level.

The VŠE mission is to provide both Czech and foreign students with excellent higher education within a wide range of management, economics, informatics and related fields at bachelor, master and doctoral levels. VŠE systematically develops its scientific and research activities, including preparation of students in doctoral programmes. VŠE is a reliable partner for cooperation with governmental institutions, the business sector and NGOs. VŠE is a socially responsible institution

⁴¹ For so-called R&D&I capacities, see Definition of Terms in Methodology HEI2025+.

leading its students and employees towards ethical behaviour and social and environmental responsibility. The Vision of VŠE is to assume the role of a leader in the market of managerial, economic and informatics education in Central European countries. VŠE is a sought-after research university respected internationally providing elite bachelor's, master's, doctoral and executive education in managerial, economics, informatics and other related areas. It continuously strives to increase the competitiveness of its study programmes and research in terms of international comparisons and to maintain its leading position among business schools in Central Europe.

As evidenced in Table 5.1.1, the primary R&D&I capacities of VŠE are in the field of Economics and Business (54%), followed by other social sciences, such as Social and Economic Geography (7%), Psychology and Cognitive Sciences (6%), or Political Science (6%). Computer and Information Sciences (10%) are mainly related to R&D&I activities at FIS, as well as Mathematics (3%), due to the focus on statistics. Interdisciplinary research involving the use of economics in various fields is connected to Earth and Related Environmental Sciences (2%) and Environmental Engineering (1%) due to energy economics (mainly at FFA) and to Health sciences (2%) due to health economics and health policy (mainly at FIS and FM). Finally, VŠE has a minor involvement also in Agricultural Economics (FORD 4.4) and History (FORD 6.1), due to economic history (at FE). For the following period, VŠE does not envision radical changes in R&D&I capacities. As outlined in Table 5.1.2, predicted capacity in the dominant field of Business and Economics will increase by 4%. Changes in R&D&I capacities in all the other fields are predicted to be two percent or less. VŠE also envisions a higher focus on applied research compared to basic research.

This expectation is related to key European policy documents that provide essential guidance for shaping the future research strategy of VŠE. As Horizon Europe nears its conclusion in 2027, the European Commission and key advisory bodies are actively designing the next Framework Programme 10 (FP10), which will define research priorities beyond 2028. VŠE has analysed four pivotal reports that shape the future of R&D&I in Europe. The "Much More than a Market" report by Enrico Letta underscores the urgent need for Europe to create the free movement of knowledge to enhance research collaboration and economic resilience. The European Research Area Committee (ERAC) emphasizes the necessity of cohesive R&D policies, investment in research infrastructures, and better alignment between EU and national research agendas. Mario Draghi's report on EU competitiveness highlights Europe's struggle to remain globally competitive, calling for a stronger focus on transformative technologies, digitalization, and economic security. Lastly, the European Commission's expert report, "Align, Act, Accelerate", advocates for boosting EU-wide research investments, fostering synergies between national and European programmes, and strengthening talent attraction to sustain Europe's innovation potential. These reports make it clear that the EU's primary focus in R&D&I will be on applied research and technological breakthroughs to remain competitive. While basic research remains essential, there is a strong push towards market-driven innovations, industry collaboration, and commercialization of research to ensure Europe's strategic autonomy and economic resilience. VŠE must take this into account and position itself within this competitive landscape by enhancing its engagement in applied research while maintaining its strong foundation in academic excellence.

To maintain and strengthen the position of VŠE at national level, it is essential to align with strategic objectives at national level, captured in key strategic documents, including the Strategic Plan of MEYS for the period from 2021, the Gender Equality Strategy 2021-2030, Internationalization Strategy, and the Research and Innovation Strategy for Smart Specialisation, among others. Their objectives resemble in VŠE's internal strategic documents, such as the Long-Term Strategic Plan, the Equal Opportunities Plan, and the Sustainability Strategy in terms of VŠE focus on objectives related to internationalization, gender equality, flexible work environment, sustainability and digital

transformation (see also Table 5.1.3 for the details). VŠE research outcomes cover digital technologies, safe transport, cultural and creative industries, smart cities and the economics of alternative energy sources. Key initiatives supporting these objectives include, among others:

- The "Flexible and Attractive Work Environment at VSE" OP Z+ project establishes rules and procedures for parental leave and addresses identified gender disparities. This initiative aligns with the Gender Equality Strategy 2021-2030 and aims to create an inclusive academic environment.
- To enhance the participation of women in research, the OP JAK Returns project is being prepared to facilitate the reintegration of employees returning from parental leave, etc.
- The implementation of the OP JAK PhD Infrastructure project contributes to enhancing the efficiency and quality of doctoral education.

Finally, VŠE long-term strategic goals must be connected to principles of Methodology 17+ and the upcoming Methodology 25+ that focus on research excellence, societal relevance of research, viability and quality of R&D&I strategy. VŠE activities must also be in compliance with new AACSB Standards 8 and 9 related to Thought leadership, engagement and societal impact.

In the period of 2020 - 2024, VŠE has made significant steps towards fulfilling its mission and vision. The most significant steps undertaken in the area of R&D&I:

1. **Focus on research excellence and societal relevance** has been one of the key areas of the 2021-2025 Strategic Plan of VŠE, stemming from previous round recommendations by IEP to 1) review disciplines across VŠE and prioritize research themes, and 2) carefully tune the incentives to publish in top journals while maintaining Czech focus with real societal impacts. Simultaneously, AACSB accreditation recommended to increase the share of publications in excellent international journals. Significant improvements related to research excellence and societal relevance include:
 - a. Budget allocation as a strategic tool – VŠE changed in 2022 its internal rules for the allocation of LCDRO to faculties (see 4.11 for more details) that now puts a much bigger emphasis on the current research excellence of individual faculties, including applied and contract research. The budget allocation is annually updated based on recent research outcomes.
 - b. Priority research areas have been defined. First, eligible fields of research have been defined at university level that correspond to accredited study programmes and sufficient VŠE capacities. Second, excellent research teams have been identified that receive customized support in terms of financial support, project support, and support in science communication.
 - c. VŠE has supported the involvement of researchers in applied research projects, such as those funded by TAČR, through co-financing. VŠE also acknowledges the importance of societal relevance by the Rector's Award for Societal Impact, launched in 2024.
 - d. Since 2023, VŠE has given priority to the popularization of research activities. New PR staff was hired, and VŠE research has been promoted through social networks, podcasts, and partnerships.
 - e. Overall, these changes have led to significant improvements in excellent research outcomes. The number of papers published in Q1 journals (based on AIS) increased from 25 in 2020 to 98 in 2024. The societal relevance of research has also been growing, as evidenced in Modules 3 of individual faculties, with clients such as OECD, the European Commission, various ministries, the Czech National Bank, manufacturers and other stakeholders using applied research outcomes created at VŠE.

2. **Internationalization of R&D&I** has been a significant part of the 2021-2025 Strategic Plan of VŠE in terms of dedicated internalization strategy. It is related to the recommendation from previous IEP evaluation to embrace a higher and more European ambition; a similar recommendation was given by AACSB. Significant improvements in the internationalization of R&D&I include:
 - a. In 2022, we increased the Research Office capacity and hired dedicated and qualified staff for the support of pre-award and post-award phases of international research projects (see 4.2 and 4.8 for more details).
 - b. In 2022, we also hired an expert with international HR experience to develop Welcome Office that helps with international hiring and onboarding of new foreign staff.
 - c. Specific funding measures have been implemented to attract international researchers (see 4.8 and 4.10 for more detail) and increase international project activity, providing university-wide co-financing and support.
 - d. Overall, this intensified support led, among others, to acquiring five new Horizon Europe projects in 2023, 2024. The proportion of foreign academic and research staff increased by 70% between 2020 and 2024, and the number of associate professors with foreign nationality grew from 0.5% in 2020 to 3.4% in 2024.
3. **Increasing effectiveness and quality of doctoral studies** has been a key part of the 2021-2025 Strategic Plan of VŠE and was also one of IEP recommendations that suggested to focus on increasing the success rate in doctoral studies. Significant improvements in doctoral education include:
 - a. Since 2019, VŠE has offered university-wide tailor-made courses to doctoral candidates, focused on career development, academic writing, project management, and the use of AI in research, among others.
 - b. There is a transformation of doctoral study programmes under way that is characterized by higher selectivity of candidates and the focus shifting towards courses on methodology and research work.
 - c. VŠE Grant Committee increased its focus on the quality of research proposals and achieved outcomes. This has already led to significantly improved outcomes, with PhD students publishing in top journals, such as Journal of Management Studies or Family Business Review.
 - d. In 2024, VŠE prepared and implemented the Supervisor Standards directive aimed at increasing the quality of doctoral supervision, including the conditions for eligible supervisors. VŠE also prepared a training programme for supervisors.
 - e. Overall, these changes improved success rate in doctoral studies that increased from 31% in 2020 to 45% in 2024 (see section 4.13 for details).

Drawing on these developments in 2021-2025 and insights from national and EU policy documents described above, VŠE research strategy in 2026-2030 will be designed to ensure societal relevance and competitiveness in the evolving European research landscape. VŠE will focus on:

1. **Societal relevance of research** – VŠE will aim to strengthen its capacity for applied research, especially in areas that align with EU priorities, where VŠE has built competence, such as energy economics, workplace research, sustainable business models, or economic policy innovation, among others. VŠE will deepen partnerships with industry and policymakers to translate research into tangible economic and societal benefits.
2. **Research excellence** – VŠE will keep its intensive focus on publishing in top journals, especially in economics and business. Enhancing interdisciplinary research will allow VŠE to address complex challenges such as economic resilience, and technological transformation.

3. Internationalization of R&D&I - Expanding international collaboration will be a key objective, ensuring that VŠE researchers are integrated into European research consortia, benefiting from Horizon Europe and FP10 funding opportunities and engaging in international projects enhancing research excellence. VŠE will strive to support international research mobility.
4. Internationally esteemed doctoral education - Investing in talent development will ensure that VŠE attracts top students while equipping graduates with the skills necessary to thrive in an increasingly digital and green economy.
5. These pillars will be supported by developments in the internal R&D&I management at VŠE, including open science development, increasing institutional resilience, maintaining high ethical standards, and further improving HR management at VŠE that will result in obtaining the HR Award.

5.1.1 R&D&I capacities of HEI in the year 2025

Field of Research	FORD	FORD share [%]	Predominant type of research	Total share of field of reaserch [%]
1. Natural Sciences	1.1 Mathematics	3%	Balanced basic and applied research	15%
	1.2 Computer and information sciences	10%	Balanced basic and applied research	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 s	2%	Balanced basic and applied research	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	1%
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering	1%	Balanced basic and applied research	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	3%
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences	2%	Balanced basic and applied research	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	

	4.4 Other agricultural sciences	1%	Balanced basic and applied research	
5. Social Sciences	5.1 Psychology and cognitive sciences	6%	Basic research	80%
	5.2 Economics and Business	54%	Balanced basic and applied research	
	5.3 Education	1%	Applied research	
	5.4 Sociology	2%	Balanced basic and applied research	
	5.5 Law	1%	Applied research	
	5.6 Political science	6%	Balanced basic and applied research	
	5.7 Social and economic geography	7%	Balanced basic and applied research	
	5.8 Media and communications	1%	Applied research	
	5.9 Other social sciences	2%	Balanced basic and applied research	
6. Humanities and the Arts	6.1 History and Archaeology	1%	Basic research	1%
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

5.1.2 Target R&D&I capacities of HEI for the next five-year period

Field of Research	FORD	FORD share [%]	Predominant type of research	Total share of field of reaserch [%]
1. Natural Sciences	1.1 Mathematics	3%	Applied research	13%
	1.2 Computer and information sciences	10%	Balanced basic and applied research	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	

	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	2%
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences	2%	Balanced basic and applied research	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences	4%	Basic research	84%
	5.2 Economics and Business	58%	Balanced basic and applied research	
	5.3 Education	1%	Applied research	
	5.4 Sociology	2%	Balanced basic and applied research	
	5.5 Law	1%	Applied research	
	5.6 Political science	7%	Balanced basic and applied research	
	5.7 Social and economic geography	7%	Balanced basic and applied research	
	5.8 Media and communications	1%	Applied research	
	5.9 Other social sciences	3%	Balanced basic and applied research	
6. Humanities and the Arts	6.1 History and Archaeology	1%	Basic research	1%
	6.2 Languages and Literature		Zvolte položku.	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)		Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100%	-	100%

5.1.3 Relation to the strategic objectives of the provider and strategic documents in the field of R&D&I

Strategic document	Follow-up
Internationalisation Strategy	VŠE strives for internationalization through both international mobility and the establishment of international collaborations, as well as through the presence of international students and academic staff. VŠE pursued and successfully obtained AACSB international accreditation in 2024 to enhance its efforts in this area. Internationalization is one of the key areas of Long-Term Strategic Plan of VŠE for the years 2021-2025. It is also systematically supported through the annual Catalogue of Supports. https://econ.vse.cz/news/vse-has-received-the-prestigious-aacsb-accreditation/ AACSB standards

	https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/
Strategic plan of the ministry for higher education for the period from 2021	VŠE aligns with the material of MEYS in the VŠE Strategic Plan and is committed to fulfilling the following strategic priority objectives: Developing competencies essential for life and work in the 21st century, Ensuring the availability and relevance of flexible education formats, Enhancing the effectiveness and quality of doctoral (PhD) studies, Strengthening capacities for VŠE's strategic management, Reducing administrative burdens on employees while expanding opportunities for pedagogical and scientific research, Implementing a comprehensive internationalisation strategy. All these areas are captured in the Long-Term Strategic Plan of VŠE for the years 2021-2025. Long-Term Strategic Plan https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/
Gender Equality Strategy 2021-2030	The Equal Opportunities Plan at VŠE for the years 2023-2027 is a follow-up to the Equal Opportunities Audit, which was conducted at VŠE in 2022 and is in line with the Gender Equality Strategy. The implementation of this plan is scheduled for 2023-2027 and includes recommendations for VŠE in the following areas: Internal regulation, HR management agenda, Employee training and career development, Work-life balance, Integration of the gender dimension into research and educational content, Addressing and preventing negative phenomena in the workplace. These measures foster a supportive and inclusive environment while enhancing the university's overall strategic development. Equal Opportunities Plan https://www.vse.cz/english/about-vse/information-and-regulations/equal-opportunities/
Research and Innovation Strategy for Smart Specialisation	Through its existing research, VŠE contributes to many domains of RIS3. Research at FIS (its AI group) contributes to the development of digital technologies, and its applied research contributes to safe transport (e.g., contract research for VIZE O). Applied research at FBA funded through TAČR contributes to the development of cultural and creative industries and also to solutions for smart cities. Research at FFA contributes to green technologies and economics of alternative energies. Overall, VŠE contributes to expanding knowledge on sustainability in relevant economic fields. RIS3 is also applied through the respective parts of Long-Term Strategic Plan and new Sustainability Strategy of VŠE. Long-Term Strategic Plan https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/ Sustainability Strategy https://strategie.vse.cz/wp-content/uploads/Sustainability-strategy-VSE-EN.pdf
Innovation Strategy of the Czech Republic 2019-2030	The innovation strategy sets out, among other things, pillars related to environmental protection. VŠE will fulfil selected goals primarily in the Digital State, Production and Services pillar by setting up a system to support the optimization of resource use and environmental protection in connection with the implementation of Industry 4.0 in manufacturing companies and services, in the Smart Investments pillar in solutions enabling adaptation to climate change, energy-saving solutions, and the AI area. Sustainability Strategy https://strategie.vse.cz/wp-content/uploads/Sustainability-strategy-VSE-EN.pdf

Green Deal	The VŠE contributes to sustainability through direct and indirect influences. Direct influence consists of applying sustainable principles in the operation and implementation of all activities of VŠE, e.g., by increasing energy efficiency, responsible management of resources and waste, and further minimising the ecological (carbon) footprint. Indirect influence stems from guiding academic community members through education, focusing research on sustainability issues, creating an inspiring environment and leading by example. This approach has been confirmed through dialogue with stakeholders, which revealed that they consider it essential that VŠE acts according to its stated values. Sustainability Strategy https://strategie.vse.cz/wp-content/uploads/Sustainability-strategy-VSE-EN.pdf
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5.2 Research and development objectives

The HEI will describe its intentions and goals for the next five-year period. The objectives in the field of research development, innovation, and knowledge transfer as well as the objectives in the field of cooperation with public administration, entrepreneurs, and non-profit organisations will be described in relation to the mission, vision and disciplinary capacities of the HEI. Furthermore, the objectives for the development of the HEI as a research organisation will be described, in the areas of human potential development, institutional resilience, the implementation of open science and adherence to the principles of ethics, scientific integrity, and good practice, and their interrelationship with R&D&I objectives. The objectives described must be consistent with the Strategic plan for the teaching, scholarly, scientific, research, development, artistic and other creative activities of the higher education institution.

Maximum 2000 words.

Self-assessment:

R&D&I objectives are based on VŠE mission and vision and its strategic priorities described in section 5.1. They help VŠE achieve its vision and key strategic objectives, such as maintaining national institutional accreditation, prestigious international accreditations AACSB, EQUIS and AMBA and score high in FT ranking and improving the rank in QS.

R&D&I objectives related to **societal relevance** will focus on substantial enhancement of knowledge transfer, in terms of applied and contract research, consulting, executive education and science communication via public talks, popular texts, podcasts, and social media. VŠE will develop and subsequently implement its strategy for the development of intersectoral cooperation and knowledge transfer. VŠE will establish university-wide Centre for Knowledge Transfer responsible for the development of knowledge transfer that will support dedicated staff at faculties responsible for knowledge transfer development. Also, VŠE will continue its intensive support to researchers active in applied research, both at national and international level. Further, low income from executive education, in international comparison with European business schools, has been a common identified weakness of VŠE in international accreditations, such as AACSB, AMBA or EQUIS. VŠE will further develop its executive education, both at MBA and DBA levels, through capacity building and effective marketing. Regarding science communication, the objective of VŠE is to substantially increase the promotion of its research activities and outcomes in a public space, through internal capacity building at the university as well as faculty levels, internal trainings, and campaigns in social networks and public media. Finally, in relation to its Sustainability strategy

approved in 2024, VŠE will monitor the contribution of its research outcomes to SDGs. Overall, the objectives related to societal relevance are (in comparison with the year 2024):

- Increase the research funding through contract research and consulting focused on public organizations, firms and non-profits by 200% in 2030
- Increase the income from executive education (MBA and DBA) by 100% in 2030
- Increase the funding from international applied research (mostly applied Horizon Europe, FP 10 and Interreg projects) by 80% in 2030
- Increase the funding from national applied research (mostly TAČR funding) by 25% in 2030
- Improve the average evaluation of outcomes proposed in societal relevance criterion in Module 1 of M2025+ to 2,0 in 2030
- Increase the number of research-related articles and citations in public and online media by 100%
- Monitoring system for the contribution of VŠE research outcomes to SDGs is implemented

R&D objectives related to **excellence of research** will focus on two main priority areas. The first is related to further increasing the contribution to international knowledge, primarily in the field of business and economics but also in other relevant fields as listed above, through higher quality and quantity of publications in top international journals. The focus will be laid on journals in FT50 and in general in D1 and Q1 according to AIS of WoS. The second priority area is to increase the involvement of VŠE in prestigious international research projects in the frame of Horizon Europe (such as MSCA or ERC). Overall, the objectives related to research excellence are (in comparison with the year 2024):

- Increase the number of papers published in FT50 journals by 200% in 2030
- Increase the number of papers published in Q1 journals in relevant fields by 100% in 2030
- Acquire one ERC project in the respective period
- Increase the number of MSCA projects to at least one project per year
- Increase the international funding of basic research by 50% in 2030
- Increase in the share of faculty publishing in Q2+ journals by 20% in 2030

Objectives related to **internationalization of R&D&I** focus on continuous efforts of VŠE to further internationalize its staff through hiring and retaining foreign researchers and doctoral students, increase the number of both short-term and long-term research mobilities, increase VŠE involvement in international projects, alliances, networks, editorial boards and presence at prestigious conferences. Overall, the objectives related to the internationalization of R&D&I are (in comparison with the year 2024):

- Increase the number of foreign researchers at VŠE by 50% in 2030
- Increase the number of foreign associate and full professors at VŠE by 50% in 2030
- Increase the number of foreign doctoral students at VŠE by 30% in 2030
- Increase the number of long-term mobilities to and from VŠE by 100% in 2030
- Increase the membership in editorial boards of Q2+ journals in respective fields by 200% in 2030
- Increase the elected membership in international networks and associations by 100% in 2030

The objectives related to the **quality of doctoral education** involve the complex transformation of doctoral study programmes across VŠE. Their quality will be improved through best practice sharing, university-wide courses focused on competences captured in research competence framework, support of supervisors and mentorship. Other objectives are connected to increasing doctoral studies' success rate and strengthening PhD alumni's career. Finally, the objectives involve close

cooperation with prestigious foreign institutions in terms of double degrees and cotutelles. Overall, the objectives related to doctoral studies are:

- Increasing the success rate in doctoral studies to 65% in 2030
- Reaccreditation of all doctoral study programmes at VŠE till 2030 with a more significant focus on research competence framework
- Increasing the number of PhD alumni that get post-doc positions at prestigious foreign business schools and research organizations by 200% (in comparison with 2024)
- Having at least two functional doctoral study programmes with double degree or cotutelles involved in 2030.

These four areas of strategic objectives will be complemented by two areas capturing the necessary internal support – R&D Management and HR Management.

Objectives in the internal **R&D Management** include (besides objectives already described above, e.g., in relation to knowledge transfer) best practice sharing leading to further harmonization of research related procedures, processes and rules across faculties. These include the evaluation of researchers and departments across VŠE, implementation of the Supervisor Standards, LCDRO budget allocation inside faculties and various procedures related to doctoral studies. VŠE will also set up a system for increasing institutional resistance to illegitimate influence, and implement activities related to its implementation. VŠE will further develop its Open Science strategy, establish a contact centre for Open Science at VŠE, and set up information channels and educational activities in the field of Open Science. The objective is to increase the awareness of VŠE staff about the importance of Open Science and actually implementing OS practices. VŠE will further develop the activities of Research Ethics Committee and further formulate procedures for the use of AI tools in research, including procedures for the ethical and safe use of these tools. To improve the quality of its decision-making in the area of R&D Management, VŠE will implement a business intelligence system above its data. Overall, the objectives related to internal R&D management are:

- University-level internal procedures are developed and implemented, with regard to the evaluation of researchers and departments across VŠE, implementation of the Supervisor Standards, LCDRO budget allocation and procedures in doctoral studies
- A system for increasing institutional resistance to illegitimate influence is implemented
- The establishment of a Centre for Open Science at VŠE, VŠE has a data steward
- Increase in the share of research staff with a positive attitude towards Open Science by 20% in 2030 (in comparison with 2024)
- The system of business intelligence above research-related data is implemented

The main objectives in **HR Management** focus on the improvement of HR processes and acquiring HR Award. The development of human potential of academic and research staff will be ensured through talent management, performance management, career planning, continuous learning. A new career code will be prepared and implemented, with a clearly defined research track. The specific objective is to narrow the gender gap in senior academic positions of associate and full professors through tailored support of young female researchers. Overall, the objectives related to HR management are:

- Obtaining and maintaining HR Award
- Preparation and implementation of talent management strategy, including mentoring
- Preparation and implementation of new career code, including research track
- Implementation of an annual performance appraisal system, including career planning and continuous learning

- To increase the number of women in senior academic and managerial positions by 15% in 2030 (in comparison with 2024)

5.3 Institutional tools and measures for the implementation of the research and development strategy

The HEI will describe its institutional and strategic tools (e.g., strategic management tools, tools created to support the implementation of research objectives, legal and organisational norms in relation to R&D&I support, etc.) that are designed to fulfil the research and development objectives for the next five-year period (Table 5.3.1), with an emphasis on:

- Supporting quality R&D&I.
- Excellent science.
- Innovative environment and increasing the international or disciplinary competitiveness of the HEI's research activities.
- Development of human potential.
- Institutional resilience.
- Adherence to ethical principles, scientific integrity and good practice in R&D&I.

Maximum 2000 words.

Self-assessment:

Institutional and strategic tools for the implementation of research strategy are an integral part of strategic documents not only at university level but also at faculty level. The research activities and outcomes at VŠE and its faculties are continuously monitored, and based on the evaluation of results, initiatives aimed at improvement are prepared. University and faculty research strategies are updated on an annual basis.

VŠE has a rich variety of tools and measures that help continuously improve the quality and excellence of its research. Some are already developed in a written form, some are a strategic focus on the future, e.g., captured in the project proposal for OP JAK Research Environment at VŠE (currently under review). These tools and measures can be clustered into several areas:

1. Strategic focus
 - a. Defining and calibrating the scope of VŠE research activities (see Tables 5.1.1 and 5.1.2). This scope defines what research activities and outcomes are acknowledged, supported, and rewarded.
 - b. Identification of excellent, internationally competitive research teams across faculties that receive customized support, such as media support, project support and support in hiring foreign researchers (cf. Research areas).
 - c. Strategic support to upcoming research themes, such as FinTech, Extended Realities Research Lab, or AI that involve cross-faculty cooperation and are co-funded from VŠE resources.
 - d. Focus on societal impact of VŠE research
 - e. Sustainability strategy that involves sustainability of research, including the support of open science, data stewards, etc.
 - f. Open Science strategy that declares VŠE interest in developing open science
 - g. The decision of the VŠE Management to obtain and maintain the HR Award
 - h. Emphasis on ethical research supported by Research Ethics Committee
2. Variety of guidelines, measures, methodologies and other internal rules that harmonize R&D management across VŠE and its faculties.

- a. Rector's Directive - Assessment Guidelines Applicable to the Habilitation Procedure and the Professor Appointment Procedure at the Prague University of Economics and Business
 - b. Supervisor Standards
 - c. Evaluation criteria for research performance at the individual level (so far applied at several faculties)
 - d. Evaluation criteria for research performance at the level of departments and research centres (to be developed in 2026)
 - e. Guidelines and rules related to doctoral study programmes, such as entry requirements, requirements related to progress to the next study year, completion requirements
 - f. Grant Regulation (Internal Grant Agency - IGA)
 - g. Administrative Procedures for the Preparation and Implementation of Research Projects at VŠE
 - h. Protection and Enforcement of Intellectual Property Rights as a Result of Research, Development, and Innovation or Otherwise Created at VŠE
 - i. Code of Ethics
 - j. Guidelines for institutional resilience (to be developed in 2026). To support institutional resilience, VŠE will develop and implement a methodology for increasing institutional resilience to illegitimate influence, which will be followed by the preparation of Moodle course focused on sensitizing VŠE staff to recognize illegitimate influence and act according to the methodology.
3. Rules for budget allocation from the university level to faculty level as a strategic tool
 - a. Rules for research budget (LCDRO) distribution to faculties, utilising the criteria related to excellent research. The rules are described in section 4.11 and will be continuously calibrated also in the next period to reflect the development in research environment (since 2023)
 - b. Rules for budget distribution for doctoral study programmes, utilising the criteria related to successful completion of PhD studies and overall research performance at faculties (since Jan 2025)
 - c. Changes in the system of budget distribution for specific doctoral research funded through internal grants, incorporating criteria related to the achieved outcomes of doctoral research (to be prepared in 2025)
4. Financial support and rewards
 - a. Research mobility – supporting both short-term and long-term mobilities of research staff and doctoral students through Erasmus+ funding, internal funding and international projects, mainly through COST and MCSA programmes, focused on research stays at sound international research institutions
 - b. Financial bonuses to researchers and research teams for top achievements, including Rector's Award in four categories, bonuses for top evaluations in module 1 of M2025+, bonuses for preparing and obtaining international projects and for obtaining national research projects, etc.
 - c. Co-financing research projects that require it
 - d. Financial support for academic staff starting international research cooperation
 - e. Financial support to hire foreign researchers (up to doubling tariff wage)
 - f. Financial support for participation in international conferences
5. Development of human potential
 - a. HR strategic plan was approved in March 2025, improving many HR processes, such as onboarding, career plans, training plans, etc. whose task is to get in accordance with the principles of the HR Award

- b. Development of a portfolio of university-wide courses covering all the fields of European competence framework for researchers, such as Making an impact, Managing research, Doing research, Managing research tools, etc. (courses developed since 2024, development planned till 2026 and further enlarged); available for PhD students and academic and research staff
 - c. New Career Code (planned for 2027) clearly outlining career tracks at VŠE (research, academic and practice-oriented)
 - d. New mentoring programme and new career counselling programme for doctoral students and young academic staff (starting in September 2025)
 - e. Dedicated training for PhD supervisors (since March 2025)
 - f. Talent identification and customized support through project advisory, training and mentoring (since 2026)
 - g. Dedicated measures to support young women after parental leave (such as internal grants, networking opportunities, mentoring, etc., since 2026)
 - h. Networking events with PhD alumni (since 2026)
 - i. Increasing the competences of university and faculty management through internships at quality foreign business schools focused on R&D management (since 2026)
 - j. Organization of research focused seminars across faculties, such as Research Seminar Series in Economics, Brown-Bag Seminar, Seminars in Interpretative and Critical Business Studies, Research Club, and the Applied Ethics and Morality Research Group Seminars, among others (since 2021)
- 6. Capacity building for effective R&D support
 - a. Development of professional and administrative facilities to support intersectoral cooperation - foundation of Centre for Knowledge Transfer at university level planned for 2026, hiring part-time specialists also at faculty level
 - b. Hiring additional staff for Research Office (post-award)
 - c. Hiring PR specialists for science communication
 - d. Hiring additional HR specialists at faculty level to assist with HR processes
- 7. R&D administrative and other support
 - a. International research cooperation – supporting preparation of international research projects in terms of pre-award and post-award administrative support (since 2022)
 - b. Science communication – assistance of PR specialist, developing both Czech and international media coverage regarding research at VŠE, media trainings for researchers, TedX events at VŠE presenting top VŠE researchers (first TedX planned for October 2025)
 - c. Open Science – assistance in the preparation of data management plans, data stewardship (since 2027), advisory related to open access, etc.
 - d. Knowledge transfer - assistance in business development (since 2027), legal advisory
 - e. Expansion of Welcome Office services to facilitate the integration of foreign researchers – assistance with onboarding and legal procedures when employing new, especially foreign, staff (since 2022)
 - f. Research Ethics Committee – providing checks and approvals for research with human participants (since 2024)
 - g. Business Intelligence in R&D – developing a BI system above research related data enabling more effective R&D Management (since 2026)
 - h. The use of AI in research – elearning and face-to-face courses focused on improved, ethical and safe use of AI in research activities (since 2024)
 - i. The use of antiplagiarism SW across university (ongoing)

8. Informal measures

- a. Best practice exchange in all research-related areas through the board of vice-deans for research, and various working groups involving members from faculties, such as AI in research (since 2024), science communication (since 2026), knowledge transfer (since 2026)
- b. Knowledge exchange in international networks and associations where VŠE is a member, such as CEMS, EIASM, PRIME, etc. (ongoing)

Overall, the rich variety of tools and measures presented above, stemming from strategic ones to specific measures, some already applied years ago and some in preparation, help develop successful research culture at VŠE. Changes in research culture have already transformed into significant improvements in research outcomes in the previous period and will continue to shape VŠE towards fulfilling its vision as a sought-after and internationally respected research university providing elite education in management and business, economics, informatics and other related areas.

5.3.1 Institutional tools and measures for the implementation of the research and development strategy

Name of instrument/measure	Description of the tool/measure	Implementation status	Year
Sustainability Strategy	The VŠE Sustainability Strategy 2025-2030 addresses global sustainability challenges by aligning with the SDGs, fostering innovation and development, and minimizing environmental impact. It presents our vision and steps to integrate sustainability into teaching, research, operations, and collaboration. Release: December 2024	Implemented partially	2024
Supervisor Standards	The directive defines the requirements for supervisors, the principles of supervision, the role of the supervisor in the admission procedure and the duties of the supervisor. It also regulates the evaluation of supervisors, the role of the dissertation consultant and support from the organisation. The aim of introducing the supervisor standards is to increase the efficiency and quality of doctoral studies at VŠE. Release: September 2024	Implemented partially	2024
Habilitation and Professorship procedures	The code is an internal regulation of VŠE in accordance with the Higher Education Act. The regulations specify details pertaining to the proceedings of the Habilitation Procedure and the Professor Appointment Procedure. Registration by MEYS: 18th July 2017 Amendments: January 2021, April 2023, May 2023	Implemented	2017
LCDRO allocation	The document clarifies the procedure for the allocation of institutional support, which is based on VŠE's research policy priorities and distributed to individual faculties according to their development programmes in research and	Implemented	2010

	development, after assessing publication, grant performance, and other indicators. Release: January 2010 Amendments: January 2019, November 2022		
Assessment Guidelines Applicable to the Habilitation Procedure and the Professor Appointment Procedure at the Prague University of Economics and Business	This directive, having university-wide application, defines a set of standard requirements and areas pertaining to the Habilitation Procedure and the Professor Appointment. Release: March 2017 New release: February 2024, effective from September 2025	Implemented partially	2024
Gender Equality Plan of VŠE	The document is a plan and a commitment to supporting gender equality and is part of development strategy and management. It defines responsibility, terms of performance, recommendations for the years 2023 –2027. It provides recommendations in the areas of internal regulations, HR management, employee training, career development, reconciling personal, family and working life, integrating the gender dimension and negative phenomena in the workplace. Release: December 2022	Implemented partially	2022
Catalogue of Supports 2025	It defines various forms of financial support from university level for academics and doctoral students at faculties. First release January 2018 Amendments: annually	Implemented	2018
Performance appraisal form	Annual performance appraisal forms implemented at several faculties (FIR, FBA, FM). It defines expected outcomes in teaching, research, external visibility and internal functions, with possible trade-offs between these categories. First implementation: 2015 at FBA	Implemented partially	2015
HR Strategic Plan	The HR Strategic Plan defines the key strategic goals in the field of human resource management at VŠE for the years 2025–2030. It includes analyses, objectives, and strategies in areas such as improving the quality and societal relevance of academic staff's teaching and research outputs, strategic management, professionalization of various HR management areas and their coordination through methodological support using effective processes and tools, including digitalization, strengthening institutional culture, and increasing employee satisfaction. Document is under discussion.	Not-implemented	2025

PhD scholarship budget allocation	New rules for budget allocation for PhD scholarships approved in 2024 that takes into account research performance of individual faculties and the number of successful alumni of PhD programmes at individual faculties. It makes the transition from the previous per capita system. First implementation: 2025	Implemented partially	2025
Open Science Strategy	The aim of the Document is to create a conceptual framework for Open Science, to initiate a systemic change at VŠE, to set priorities and to create the necessary capacity to implement the principles of Open Science at VŠE. It contains the steps necessary for the effective implementation of the entire strategy. Release: May 2024	Implemented partially	2024
Administrative Procedures for the Preparation and Implementation of Research Projects at VŠE	This university-wide directive specifies administrative procedures for research projects at VŠE, from project preparation, approval, conclusion of an agreement, project implementation, use of funds, etc. to the project end. It sets out the responsibilities of the Research Office, faculties and other departments at VŠE. Release: May 2023 New release: February 2025	Implemented	2025
Statute and the Rules of the Ethics Committee	This regulation, with university-wide applicability, establishes the Research Ethics Committee of VŠE (REC). Its purpose is to contribute to the protection of the dignity, rights, and safety of all actual or potential research participants. The primary role of REC is to oversee the application and adherence to ethical standards in research conducted within VŠE and by individuals collaborating with VŠE, in cases where such research involves human subjects. Release: June 2024	Implemented	2024
Code of Ethics	The Code of Ethics of VŠE establishes the fundamental ethical requirements for the conduct of employees, academic and research staff, and students in connection with their activities both within and outside the university. The ethical requirements are based on universally recognized moral principles and good manners of individuals and groups in a developed democratic society, as well as the moral and social aspects of the position of a university teacher. Release: September 2013 New release: 2024	Implemented	2013
Rules of the Internal Grant Competition	These rules define the principles of the internal grant competition, which is intended to support projects of specific university research conducted primarily by students of doctoral or,	Implemented	2010

	where applicable, master's study programmes and directly linked to their education. Release: November 2009 Amendments: annually		
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5.4 Implementation of the recommendations in Module 5

The HEI will briefly describe how it has implemented the recommendations for Module 5 from the previous evaluation period, if applicable.

Maximum 1000 words

Self-assessment:

In the previous round of evaluation, recommendations for Modules 4 and 5 were merged together, presenting six major recommendations. Four of them were responded above in section 4.14 as they fit more to Module 4, two recommendations are then responded here in section 5.4 as they fit more in Module 5.

1) Review disciplines across VŠE and prioritize research themes in each faculty

In 2022 VŠE defined its R&D&I capacities, based on VŠE strategic goals and actual research outcomes and decided what fields of research to abandon. It was decided that some outcomes, e.g., in clinical medicine, will not be internally assessed and rewarded, as they are out of scope.

As the prioritization of research themes has been a key strategic goal at VŠE, faculties were encouraged to identify their priority themes and create or support research teams focusing on them. For instance, FBA allocated part of LCDRO support to four teams that showed promise to excel in research between 2021 and 2023. One of them, CWER, was established in 2022 to explore contemporary transformations in work environments and achieved significant success, see more information on CWER in section 4.12. Similarly, FIS puts the emphasis on the topic of AI. This led to the creation of the Data Science and Explainable AI (DSXAI) team which has already achieved significant success (see also section 4.12).

Subsequently, excellent research teams were identified at university level. The selection was made on the basis of their alignment with VŠE priorities, previous successful implementation of international and national research projects, number of excellent publication outputs and participation in contract research. For the overview of these teams, see Research areas published on the website.

2) Embrace a higher and more European ambition

To improve engagement in the European Research Area, the Office of the Vice-Rector for Research and Doctoral Studies has been strengthened with additional personnel in 2022. This led, through their qualified support, to a notable increase in the number of submitted international project proposals and, subsequently, acquired international projects (5 new Horizon Europe projects acquired in 2023 and 2024, among others). In 2024, there were 18 international research projects solved at VŠE, a substantial improvement in comparison with 2020. Through its efforts to participate in international projects and consortia, such as ERC, Horizon Europe, COST, and various other R&D&I funding opportunities, VŠE has significantly enhanced its involvement in European research.

Researchers from VŠE have also accepted other international and European challenges. For example, Ondřej Dvouletý from FBA co-authored the new OECD Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes in 2023. Experts from FFA shared their research on VAT in the digital age with the European Commission, and research on IFRS 15 with the European Accounting Association. Overall, VŠE now embraces more European ambition.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 5

Document name	No. criteria	Location (link in HTML)
VSE mission and vision	5.1	https://www.vse.cz/english/about-vse/profile/mission/
Strategic Plan of VSE for the years 2021-2025	5.1	https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/
AACSB Accreditation	5.1	https://econ.vse.cz/news/vse-has-received-the-prestigious-aacsb-accreditation/
Long-Term Strategic Plan	5.1	https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan
Equal Opportunities Plan	5.1	https://www.vse.cz/english/about-vse/information-and-regulations/equal-opportunities/
Sustainability Strategy	5.1	https://strategie.vse.cz/wp-content/uploads/Sustainability-strategy-VSE-EN.pdf
Research areas	5.3	https://research.vse.cz/research-areas/
Grant Regulation	5.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/865/Grant_Regulations.pdf
Administrative Procedures for the Preparation and Implementation of Research Projects at VSE	5.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Administrative-Procedures-for-the-Preparation-and-Implementation-of-Research-Projects.pdf
Procedure for the Distribution of Institutional Support (LCDRO)	5.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Procedure-for-the-Distribution-of-Institutional-Support.pdf
Code of Ethics	5.3	https://www.vse.cz/english/about-vse/information-and-regulations/code-of-ethics/
Assessment Guidelines Applicable to the Habilitation Procedure and the Professor Appointment Procedure at VŠE	5.3	https://research.vse.cz/career-in-research/habilitation-and-professor-appointment-procedures/regulations-methodologies-guidelines/evaluation-methodology-for-habilitation-and-professor-appointment/
Rules of the Internal Grant Competition	5.3	https://veda.vse.cz/wp-content/uploads/page/5234/Rules-of-the-Internal-Grant-Competition-at-VSE.pdf
Evaluation criteria for research performance at the individual level	5.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/FBA-performance-assessment-form-Academic.pdf
Guidelines and rules related to doctoral study programmes, requirements related to progress to next study year, completion requirement – example FIR	5.3	https://fir.vse.cz/wp-content/uploads/sites/2/D-S_O-P-A-T-R%CC%8C-E-N-I%CC%81-NOVE%CC%81_ENG_corrected.pdf

Rules for budget distribution for doctoral study programmes, utilising the criteria related to successful completion of PhD studies and overall research performance at faculties (since Jan 2025)	5.3	https://www.vse.cz/english/wp-content/uploads/sites/2/page/9156/Distribution-of-Doctoral-Scholarships-2025.pdf
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