



UNIVERSITY OF PÉCS  
Faculty of Business and Economics

# STRATEGIC PRINCIPLES

## 2018-2022



## VISION

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University of Pécs Faculty of Business and Economics has made its best since its foundation to support persons and organisations in contact with the Faculty and its staff to its best knowledge, so as to achieve and implement, with joint efforts, activities that best match the given framework conditions.

The common goal, vision is to have a community of inspirative, global economic experts and persons and organisations sensitive to and interested in the discipline of science, the members of which community are dedicated to the promotion of local and regional economic and social development.

The basis of our vision then is to create value, especially for the economy of the region, even by contributing to the rise of the region with our results indirectly achieved from extra-regional or international cooperations and relationships.

## MISSION

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The Faculty of Business and Economics of Pécs is characterised by a special blend of research findings with international dimension, high-quality theoretical and methodological foundations, and business focused training programmes taking the demand of the labour market into consideration. It is traditionally strength of the University of Pécs. We are dedicated to making the achievements of the Faculty more visible in the international relations as well, respecting the results made in the past.

**Our mission then is to inspire, in collaboration with the cooperating persons and organisations, the members of the community so that each actor should perform at their best.**

In order to achieve this we offer high-quality teaching and training, and as a result of these we release well-prepared students and colleagues to the labour market, also, building on the cooperations we develop our own knowledge, with the inclusion of external actors if necessary.

## STRATEGIC PILLARS

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A prerequisite for the achievement of the vision is the integration of three dimensions that support our mission all the time. These are as follows:

1. **Competitiveness:** as part of the University of Pécs, things of utmost importance for us are to maintain and develop and competitiveness; the rapid and flexible adaptation to the market and environmental challenges at any time; and a performance benchmark that is also visible in the international arena.
2. **Development:** preservation of the competitiveness requires continuous developments in all three strategic fields (teaching, research, mission 3), in line with the strategic objectives and the opportunities that can be successfully realised in the respective strategic time span.
3. **Excellence:** this dimension or pillar is a guarantee for keeping the achievements of the last half a century, for the safeguarding of the quality focus (in all three strategic fields again). Excellence as an expectation filters all through the organisation and radiates towards the members of the broader audience defined as a vision.

## BASIC VALUES

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The traditions and future of the FBE, UP is founded on the following basic values:

1. **Respect:** the Faculty recognises and acknowledges individual and community performance, motivates and supports the members of the community in the development of their career and well-being.
2. **Flexibility:** the success of the Faculty at any time is determined to a large extent in the rapidly changing market environment by the flexibility and innovative attitude of the members of the community.
3. **Stability:** preservation of the achievements made by the former generations is our task of selected importance, as these are the foundations for the success of future generations.
4. **Sensitivity:** the open, friendly atmosphere of the Faculty is one of the keys to long-term success, as this empathy makes the Faculty able to react to individual and community challenges, and even social ones in a broader context.

## OBJECTIVES

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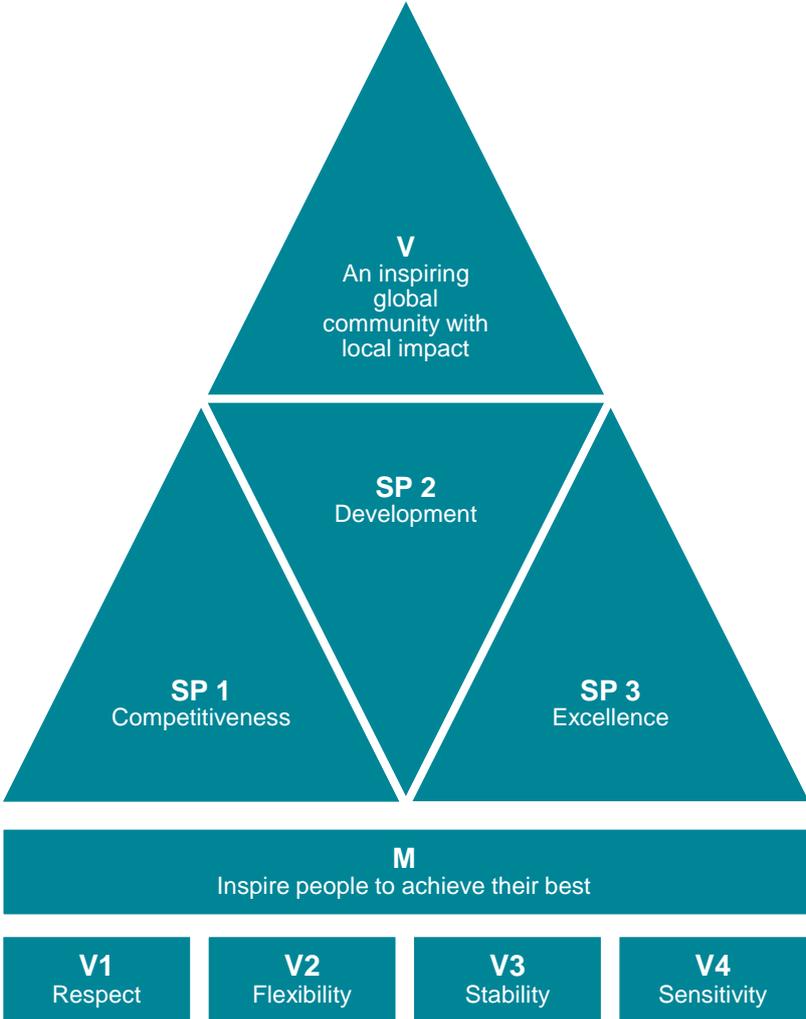
A goal of special importance for this present strategic period is to keep and, if possible, further improve our leading position within Hungary, and improve our visibility in the international relation. As a Faculty of Business and Economics operating within the state-financed universities our goal is to keep our leading position.

Our strategic objectives for the 2018-2022 period are as follows:

- maintenance and creation of a teaching portfolio competitive by international standards, which is measured by the following indicators:
  - a 40% increase in the number of English language programmes until 2023 (our present offer is 6 programmes in English language),
  - a 20% increase in the number of international cooperations (presently we have 5 strategic cooperations at School level),
- further improvement of student excellence:
  - a 20% increase in the number of students participating in our academic events (in the year 2017 a total of 19 applications were submitted for the National Conference of Student Research Societies, OTDK),
  - a 25% increase in the number of a graduate students starting an international career until 2023 (according to the present measurements this is 4% in the alumni),
- a further improvement of our internationally visible research activities:
  - a 20% increase in the number of international publications in categories A-D (this number was 19 in 2018),
  - a 50% increase in the number of research cooperations started with institutions possessing international accreditation until 2023 (now we have such cooperations with 3 institutions).

# FRAMEWORK CONDITIONS

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## QUALITY IN TEACHING

Quality development matrix of teaching:

TEACHING Quality matrix	Customer demands (labour market)	Student skills, student motivation	Human resources development	Infrastructure	Leader support	Output
<b>Methodology</b>	<ul style="list-style-type: none"> <li>Methodologies with business validation for the development of professional digital and soft competencies</li> </ul>	<ul style="list-style-type: none"> <li>Methodologies based on modern, attention-raising digital competencies</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of e-learning tools, online educational services</li> </ul>	<ul style="list-style-type: none"> <li>Transformation of rooms,</li> <li>Creation of labs and rooms suitable for team work</li> </ul>	<ul style="list-style-type: none"> <li>International benchmark, collection of methodologies, writing of feasibility concepts</li> </ul>	<ul style="list-style-type: none"> <li>Tailor-made methodologies attractive for the new generation, as a result of which companies will prefer our graduates</li> </ul>
<b>Competitiveness</b>	<ul style="list-style-type: none"> <li>Organisation of joint talent shows and events with companies;</li> <li>Company scholarships</li> <li>Tailor-made short cycle teaching programmes, further trainings (life-long-learning)</li> </ul>	<ul style="list-style-type: none"> <li>Coaching, individual talent management;</li> <li>OTDK, Simonyi BEDC</li> <li>Special colleges</li> <li>Introduction of the dual training model, different from the traditions of UP, at some programmes for the increase of the share of practical training in tourism programmes, as a pilot project</li> </ul>	<ul style="list-style-type: none"> <li>Coaching</li> <li>Trainings</li> </ul>	<ul style="list-style-type: none"> <li>UBC</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of international cooperations</li> </ul>	<ul style="list-style-type: none"> <li>Systemic implementation of the system of individual skills development</li> <li>Securing long-term student dedication</li> <li>Output of competitive students</li> </ul>

TEACHING Quality matrix	Customer demands (labour market)	Student skills, student motivation	Human resources development	Infrastructure	Leader support	Output
<p><b>Quality management in teaching</b></p>	<ul style="list-style-type: none"> <li>• Definition of employer expectations with the inclusion of the Alumni community</li> <li>• Conflicting of students' and employers' expectations, fine tuning</li> </ul>	<ul style="list-style-type: none"> <li>• Creation and intensive communication of a distinctive teaching portfolio</li> <li>• Measurement of student improvement (competence based)</li> <li>• Conflicting of students and employer expectations, fine tuning (ILO)</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of teachers' performance, feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Complex campus modernisation</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of training life cycle related to programmes, in content and form (cost vs. benefit/success)</li> <li>• Definition of KPI-s</li> </ul>	<ul style="list-style-type: none"> <li>• Measurable quality</li> <li>• Feedback, continuous development</li> <li>• Management's control, analysis</li> </ul>
<p><b>Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Labour force recruitment programmes</li> <li>• Special programme days</li> <li>• Partner meeting</li> <li>• Alumni meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment strategy tailor-made for the Faculty (in Hungary and internationally)</li> <li>• Talent management in secondary schools, headhunting, elaboration of credible teaching offers</li> <li>• Elaboration and communication of life-long-learning possibilities for our alumni</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition of the best, bonus (TÉR Performance Evaluation System, other awards for the staff)</li> <li>• Programmes for keeping HR (e.g. EÜ)</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated classroom management at campus level</li> </ul>	<ul style="list-style-type: none"> <li>• Operation of networks, increase of networking, cooperation in teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Planned and analysed training structure</li> <li>• Labour market expectations Munkaeröpiaci /ILO/regular comparison of curricula, management of deviations</li> </ul>

During the fine-tuning of our teaching activity we wish to take labour market expectations into consideration. Our objective is to generate **labour force supply valuable even by international standards, by the development of the professional and soft skills of students** who choose us. After the quantitative expansion of the last years we have to further **strengthen quality development** as well. An issue of selected importance is the increase of the **proportion of students at higher level and/or foreign language trainings**, furthermore, the **re-definition of correlations among courses**. Business focused trainings taking the demands of the labour market into consideration must be made available, which creates an even **stronger connection** among **the Faculty, the students and the would-be employers**.

## QUALITY IN RESEARCH

Matrix of research quality development:

RESEARCH Quality matrix	Customer demands	Student skills, student motivation	Human resources development	Infrastructure	Leader support	Output
<b>Research portfolio</b>	<ul style="list-style-type: none"> <li>Design of a communicated distinctive research portfolio for 1-3 years, allowing our partners to calculate with our skills</li> </ul>	<ul style="list-style-type: none"> <li>Overview of our present research topics from the aspect of practical applicability, announcement of new research topics, if necessary, which makes the Faculty's academic work attractive and keeps here our students for master's and doctoral trainings</li> </ul>	<ul style="list-style-type: none"> <li>Communication of our skills within the university;</li> <li>Specification of the potentials of multidisciplinary (e.g. health sciences, technical sciences, natural sciences)</li> <li>Development of the competency of individual initiatives, empowerment</li> </ul>		<ul style="list-style-type: none"> <li>Creation of a research control system, input/utility (income/social benefits)</li> </ul>	<ul style="list-style-type: none"> <li>Planned and analysed research structure with levels built on each other</li> <li>Increase of recognition within the University</li> </ul>
<b>Process regulation</b>	<ul style="list-style-type: none"> <li>Elaboration of consumer controlling (measurement of the cost reduction/income increase induced by the cooperation);</li> <li>Process-level definition of works in cooperation with JuridEco, creation and operation of business research process for the increase of access</li> </ul>	<ul style="list-style-type: none"> <li>More intensive integration of international and Hungarian student capacities (especially at master and doctoral level) into measured researches</li> <li>Increase in the number of research team competitions with then inclusion of secondary school students</li> </ul>	<ul style="list-style-type: none"> <li>Development of research project management competencies;</li> <li>Development of marketable research competencies</li> </ul>		<ul style="list-style-type: none"> <li>Elaboration of status follow-up system</li> <li>Elaboration of the measurement of the efficiency of the network and system of research findings and events</li> <li>Elaboration of the system of knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Controlled processes</li> <li>Transparent results</li> <li>A larger number of company contacts</li> </ul>

RESEARCH Quality matrix	Customer demands	Student skills, student motivation	Human resources development	Infrastructure	Leader support	Output
Sustainability	<ul style="list-style-type: none"> <li>● Creation and operation of regular research project communication</li> <li>● Communication of our achievements</li> <li>● Proactive operation of the Alumni network for the easier channelling of company needs and opportunities</li> <li>● Creating a company research fund</li> </ul>	<ul style="list-style-type: none"> <li>● Organisation of student communication;</li> <li>● Keeping and/or integration as alumni of the best ones (honorary programme)</li> <li>● Scientific Student Conference movement, research apprentices night</li> </ul>	<ul style="list-style-type: none"> <li>● Strategy for the internationalisation of researches;</li> <li>● Creation of the competency of building multidisciplinary research teams;</li> <li>● Facilitation of generational cooperations</li> <li>● Increase of activity in H2020</li> </ul>	<ul style="list-style-type: none"> <li>● Enlargement of research office capacity</li> </ul>	<ul style="list-style-type: none"> <li>● Project for the development of organisational culture, drawing attention to the significance of company projects</li> </ul>	<ul style="list-style-type: none"> <li>● Financing of researches from tenderable sources is partly replaced by financing from companies</li> </ul>

Our primary goal is to continue developments concerning all our important competency areas, with the consideration of the **societal challenges generated by the current technological changes**, and to further **develop or internationally competitive research skills**. We believe that the applicability of our researches by businesses is a possibility for **other organisations of the University of Pécs** as well, whom we **support with our competencies in the market utilisation of their knowledge**.

## QUALITY IN SOCIAL RELATIONS (MISSION 3)

Development matrix for the development of social relations:

MISSION 3 Quality matrix	Customer demands	Endowments	Human resources development	Leader support	Output
	<ul style="list-style-type: none"> <li>• The Faculty proactively represents itself at the events organised by the city's institutions;</li> <li>• The Faculty can be involved in tourism development in the region;</li> <li>• We make regional modelling and make sustainability studies for the sake of territorial development;</li> <li>• We support local communities in the elaboration and implementation of community solutions and models (financing community, energy community etc.);</li> <li>• In consultations we demonstrate to the City and the Chamber our teaching and research portfolio and its potential for the region;</li> <li>• We offer adult training possibilities allowing in-situ employment and self-employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Students are involved in territorial development works, both as labour force and volunteers, and we draw attention to the region with communication assistance by student events;</li> <li>• By the operation and assistance of the alumni network of the FBE, the Faculty opens up a business opportunity for the region;</li> <li>• Further development of Simonyi BEDC programme to make as many students become entrepreneurs in the region as possible.</li> <li>• Creation of further competence centres, with the contribution of experts from companies (Sales Centre)</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the competency of proactivity and commitment to the community, introduction of the culture of volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• The voluntary work of the staff made for the service of the community will be part of the performance evaluation system.</li> </ul>	<ul style="list-style-type: none"> <li>• The regional recognition and the employer and student brand of the FBE is improved</li> </ul>

**The staff of our Faculty is committed to the city of Pécs.** It is important for us that our city, Pécs remains one of the most liveable Hungarian cities, so we take it as a mission to demonstrate to the **international and Hungarian students** of our programmes why it is **worth** settling down

in Pécs, **starting their career and founding their business** in this city. In order to achieve this we believe it is of utmost importance for the Faculty to **cooperate with all institutions devoted to the service of the city**, with the municipal self-government and also with the local chambers **and businesses**, and to **promote the territorial development concepts of the UP**. In the diversification of the economy of our region, the harmonisation of local production, processing and consumption, in keeping as large a share as possible of the economic activities and transactions within the region, the Faculty of Business and Economics of the UP may be an important actor. It is important for us to **participate in municipal or regional level community cooperations based on the environmental and social endowments, in the promotion and support of initiatives implemented in a reasonable division of labour**.



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