

5-RE Strategy

Strategy of the
Faculty of Management
University of Warsaw

2020

Strategy of the Faculty of Management, University of Warsaw

Purpose of this Strategy Review

Building on more than 40 years of history, and coming from a preeminent position in the Polish market, there is a strong need now to make a determined step forward if leadership in Poland is to be maintained, new domestic and international opportunities are to be grasped, and rising competition from other management schools outpaced. The management education market is shifting not only in Poland but in the CEE neighborhood as a whole, as well as globally. As in any other dynamic institution, change must be guided by strategy, and projects designed to improve one or other activity or process must be undertaken within an overall strategic frame.

This document sets out to provide this framework and is in two broad parts:

Part A describes the current situation; Part B the path to the future.

A. "Today"

- I. Background
- II. Current Activities
- III. Strengths and Weaknesses

B. "Tomorrow"

- IV. The Changing Market: Opportunities and Threats
- V. Mission and Vision for the Future
- VI. Strategy for the Future
- VII. Twelve Strategic Initiatives
- VIII. FoM Politics

A. "Today"

I. Background

The Faculty of Management at the University of Warsaw was originally established as an "Institute" of Management in 1972, and took the right of an independent Faculty within the University already in 1977. It was the first true university-level management school in the so-called "communistic block".

The Faculty of Management is embedded in the largest and leading university in Poland – the University of Warsaw – founded in 1816. The University, located in the capital city, has educated the Polish political, administrative and business elite, as well as numerous students from abroad, for over two centuries, and holds a strong position and reputation in research as well as education. It maintains close connections with the scientific, political, and business world. The history of the University mirrors the history of Poland itself, and is widely recognized in national rankings as the premier University in the country. Benefiting from the strong reputation of the University itself, but also from its own internal development, the Faculty of Management (FoM) has gone from strength to strength over the last four decades. The following section describes in some detail where FoM now stands, and the foundations which are in place for the next phase of development.

II. Current Activities and Strategy

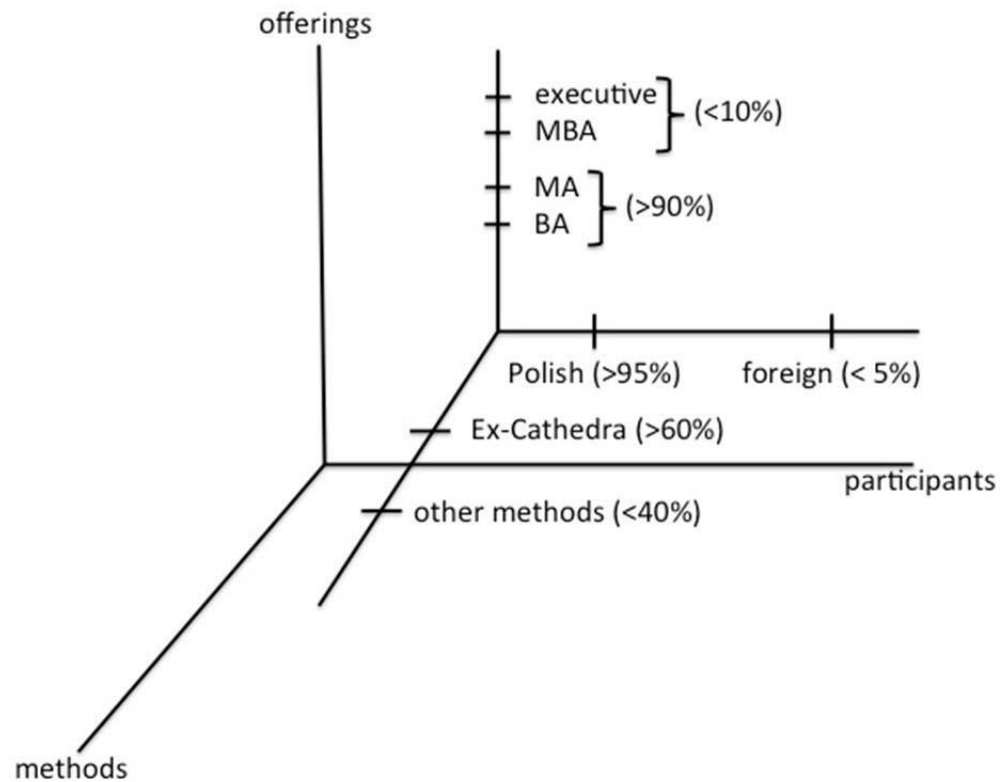
FoM's current strategy can be summarized under the five usual strategic headings:

1. Its business definition (for both educational programs and research) in terms of the scope of 'who' is targeted, 'what' is offered, and 'how' it is provided.
2. Its positioning in terms of the relationship between perceived value and price
3. Its focus on particular segments and their needs
4. Its basis for differentiation from competitors, and the USP (Unique Selling Proposition) used in communications and understood by its customers
5. Its objectives at two levels: first, with respect to the University as a whole (cash user, cash provider, or self-financing); and second, among internal activities within its own program and research portfolio

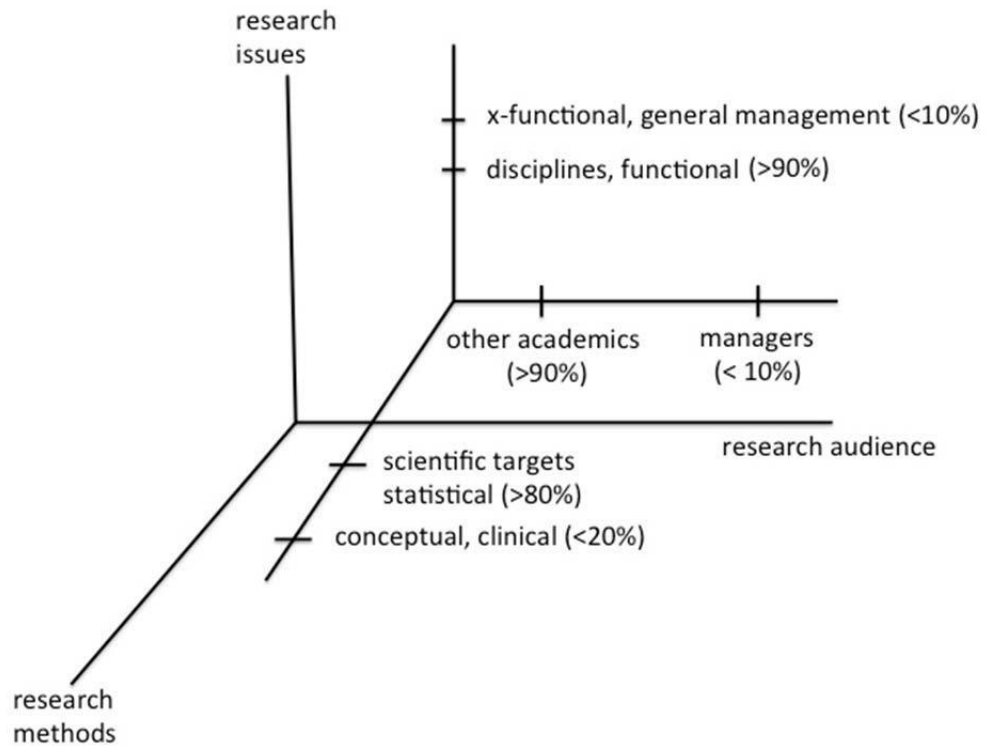
These primordial elements of current FoM strategy may be expressed in diagrammatic or text form as follows:

1) Business definition

- a) Educational Programs: The vast majority of students are Polish, in "student" programs rather than executive programs, and taught by ex- Cathedral rather than participant centered learning methods.



b) Research: The majority of FoM research focusses on underlying disciplines and functional issues, rather than cross-functional or general management issues; it is aimed at an academic, more than managerial, audience; and research approaches tend to be more "scientific" and statistical, rather than conceptual and "clinical" (little use of cases as research instruments for example).



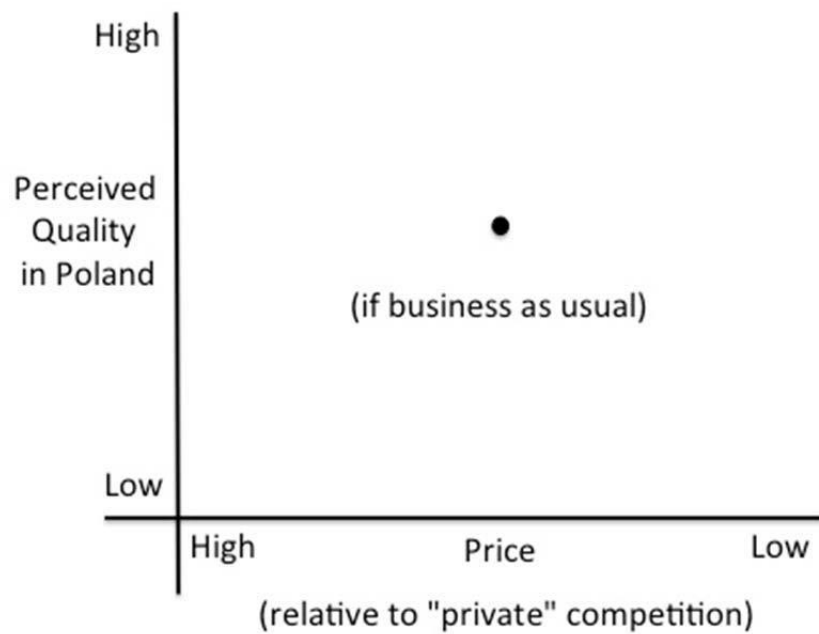
c) Far higher attention to "delivery" than to program marketing



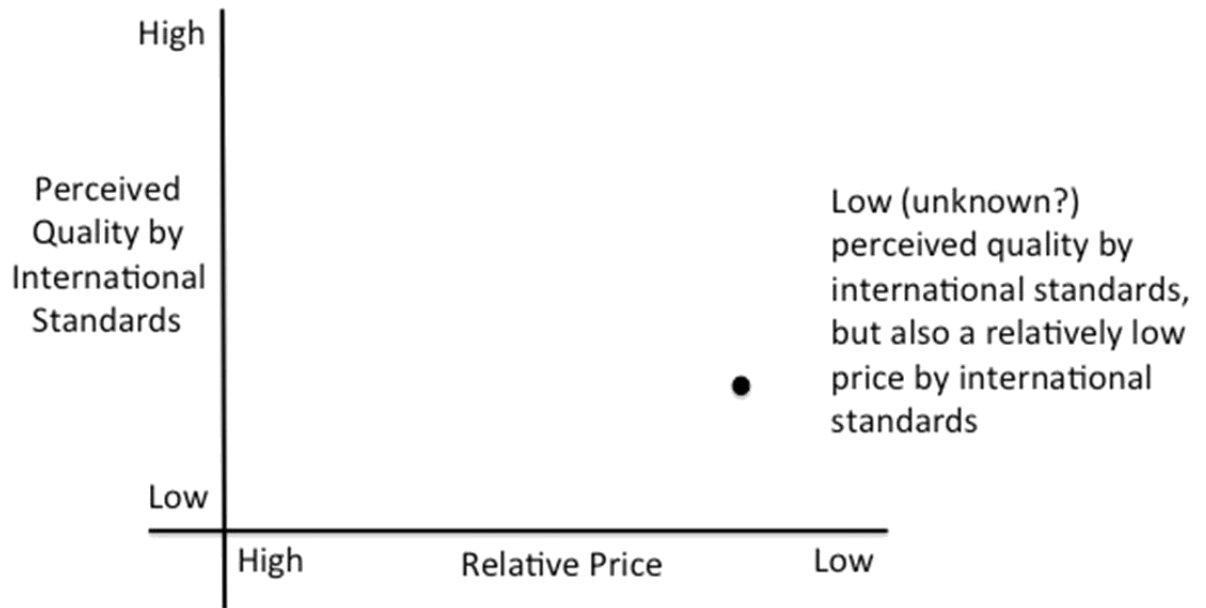
2) Positioning

The "Price/Perceived Quality" relationship differs substantially between Polish and international markets, and quality perceptions may be falling as more mature and experienced students in part-time programs seek practical relevance as well as "scientific" "rigor".

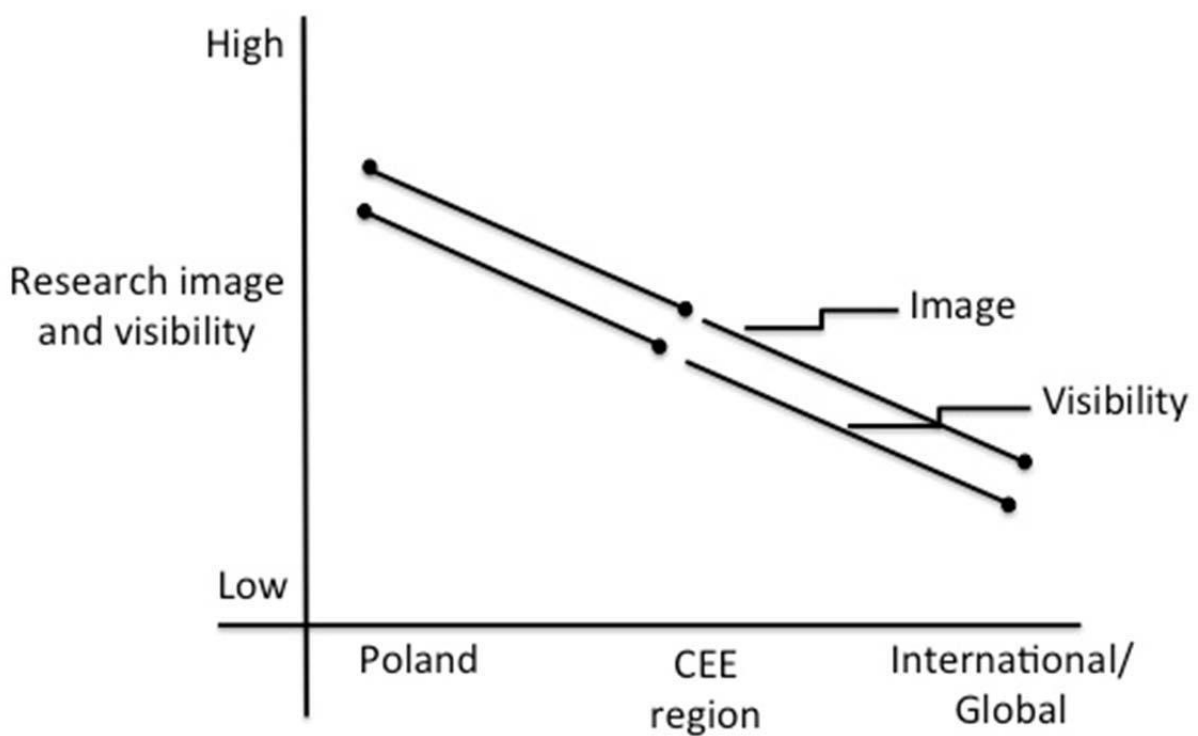
a.) Poland



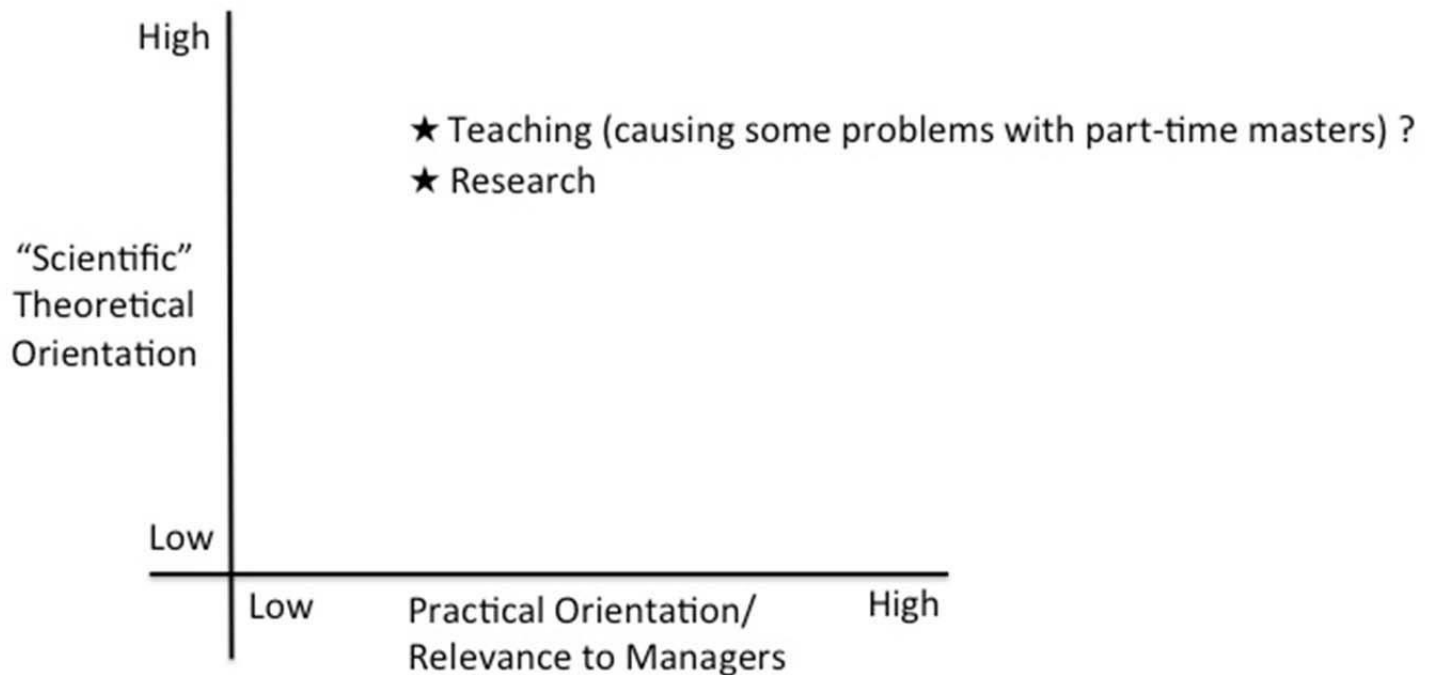
b.) Internationally



c) FoM Research Image and Visibility Varies Sharply with Geography



- d) Rigorous “Scientific” Theory Component is Greater than Practice-Orientation and Relevance in both Teaching and Research



3) Segmentation and Focus

- Who: Primarily part-time bachelors and masters.
- What: Primarily preparation in underlying disciplines and functional skills.

4) Differentiation and USPs

A recent survey of selected faculty and around 100 bachelors and masters students in both full-time and part-time programs revealed that FoMs differential advantage is currently perceived (in rank order) as being:

- Its superior infrastructure
- The prestige of the FoM and the University of Warsaw
- A well-organized educational time table
- The quality of its teaching faculty

Lower rated factors included in rank order

- Organization
- Interdisciplinary teaching
- Location
- Atmosphere
- Practical knowledge
- Job possibilities on graduation

5) Objectives

- a) Within the overall university: FoM is a net cash provider (30% of earned revenues are provided to the University)
- b) Internal portfolio: education and its administration takes the lion's share of the overall budget. Research expenditures total around 300'000 zlotys annually or about 10% of the overall budget. Within education, part-time is about 60% of the total at both undergraduate and masters' levels.

The Dean has added a further important objective for the future—namely to couple the strategic changes that are contemplated with a smooth 'generation transition' within the faculty. This means to make sure that those who will lead the faculty in education and research activities in a 5 to 10 year future period, have to be instrumental now in deciding and making the planned.

III. Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> • reputation for rigour in teaching and research; equipping students with lifetime relevant essential disciplines and skills • power to award academic degrees • own scientific journals with a strong position and reputation in Poland, as well as in-house publishing • highly engaged and productive faculty, eager to maintain the traditionally leading position in the Polish market, and extend international reputation and activities • access to EU funds/grants • lectures delivered by short-term teachers and visiting scholars • EQUIS and AMBA accreditation, Advanced Signatory of PRME • new research grants such as EIT Food that promote cooperation and research • the effective employee incentive system i.e. for publishing in JCR journals • the FoM is a part of the biggest and one of two best Universities in Poland • stable financial position • the FoM former Dean has been elected to become the Rector of the UW, which shows the impact and raising role of the FoM within the University 	<ul style="list-style-type: none"> • some curricular gaps (e.g. cross-functional and general management/leadership content) • there is a trade-off between research output and extra teaching • internationalization of student body is still comparatively low when compared to student body overall • relatively low participation of foreign professors in the core faculty • relatively weak engagement of students in research projects conducted at the faculty • relatively poor recognition of the FoM brand • relatively limited offer of classes in English, in particular at BA level • state regulations which bind public schools – private schools have more flexibility

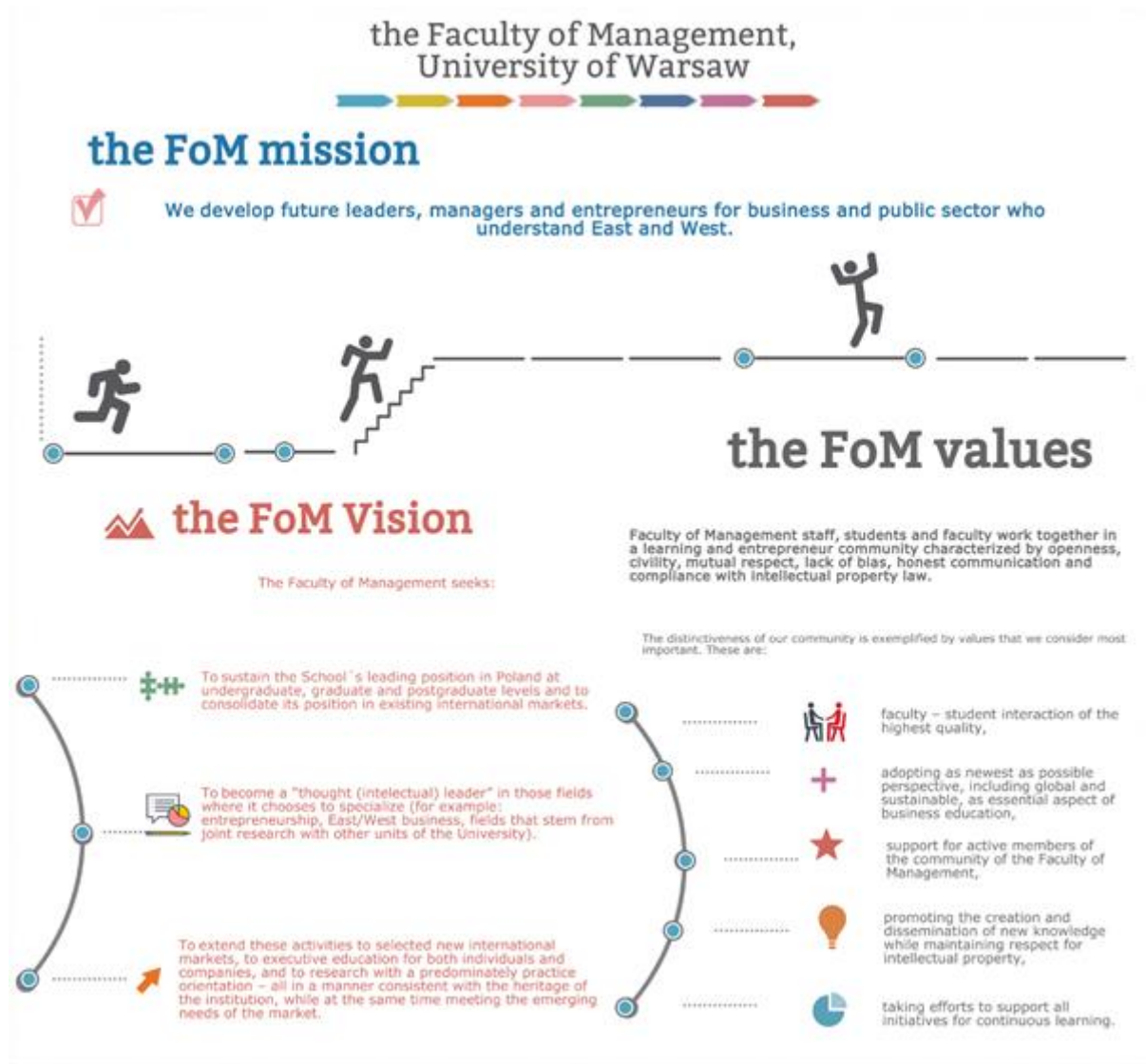
B “Tomorrow”

IV. The Changing Markets: Opportunities and Threats

Opportunities	Threats
<ul style="list-style-type: none">• Poland is a large and growing economy, one of the most dynamic in the CEE, and increasingly integrated into European markets• Poland's (the country of origin of the FoM) location between East and West creates many opportunities to be an integrator in the fields of education and research, and a forum for business and academia• candidates and students appreciate when a university has a recognized brand• international accreditations help to set a proper direction for teaching quality and simultaneously are appreciated by ambitious students and that helps to recruit good candidates abroad• COVID-19 opened a lot of opportunities to test free conference platforms and tools for interactive collaboration which allows improving ITC infrastructure and opening up to new students through the distance education	<ul style="list-style-type: none">• a growing number of students preferring studies abroad• social and economic consequences of a coronavirus pandemic that may affect the education market in unforeseen ways in the longer term• general saturation of HE market and decreasing importance of formal education among certain businesses• emergence of new types of jobs requiring a different type of managerial education/training• unfavourable demographic trends in Poland• dynamic actions of the main competitors

V. Mission, Vision and Values for the Future

The current Mission statement, as well as the FoM vision and values, are presented below. The former version of the mission presented in the SAR in 2017 proved to be quite demanding because of its length. For this reason, it may be too sophisticated to be easily recalled and identified by stakeholders. Therefore, discussions were held at the Faculty of Management UW concerning the formulation of the Mission, which has been rephrased to be more precise and still embracing the same focus and values. The current Mission of the Faculty of Management was articulated in the Faculty Council Decision of July 4, 2018.



VI. Strategy for the Future (5 RE-Strategy)

A strategy for "tomorrow" typically requires change in one or more (often all) of the five primordial dimensions. All other so-called "functional" strategic decisions are subsidiary to these and cannot be made separately or independently. The five primordial strategic elements to be redefined in the case of FoM are:

- 1) some REdefinition of program offerings, customer groups to be targeted, and teaching methodologies used. Equally, and in concert, some REdefinition of research issue focus, audiences targeted with the School's research (executives as well as peer academics), and research methodologies employed.
- 2) some REpositioning to regain (where it has been slipping) the favorable quality/ price relationship
- 3) some REsegmentation of key markets
- 4) some RE(new!) framing of how the School intends to differentiate itself from competitors in an increasingly competitive market
- 5) some REsetting of objectives.

VII. Twelve Strategic Initiatives

The above mission, vision and new strategy will be realized in the immediate future through 12 distinct but related "Strategic Initiatives":

#1 Creation of a Center for Entrepreneurship and Small Business

#2 Creation for Regional East and West Business

#3 A complete review and overhaul of the program portfolio and some restructuring of curricula for individual programs.

#4 The extension of teaching skills to increase the use of interactive methods and more participant-centered learning. This would involve a small foray also into case writing and case teaching.

#5 Extension of the research portfolio to achieve a greater 'practice-orientation' relevant to the business community as a whole and to alumni in particular.

#6 Bridge building to the business community, and particularly to FoM alumni (step 1 would be to create an alumni data base)

#7 Bridge building to other faculties within the university

#8 Reorientation of faculty assessment and incentive systems

#9 Eventual Restructuring of Chairs and Departments to reflect new programme and research responsibilities

#10 Upgrading and reorientation of marketing and promotion to increase reputation, enrollments, introduce new programmes and capture new markets

#11 Promoting Generational Change

#12 Ethics, Social Responsibility and Sustainability

VIII. FoM Politics

Implementation of the abovementioned initiatives will be supplemented by the following politics of the Faculty of Management:

- 1) Cooperation with Business Community and Alumni Policy
- 2) Education Quality Policy
- 3) Financial Policy
- 4) Internationalization Policy
- 5) Marketing and Promotion Policy
- 6) Research and Development Policy
- 7) Risk Management Policy
- 8) Social Responsibility Policy
- 9) Staff Development Policy