



Annual Report 2024

Main section



May 2025



Title: Annual Report 2024
Authors: Mgr. Petr Šulc et al., cover illustration by Veronika Divišová
Publisher: Škoda Auto Vysoká škola, o.p.s.
Na Karmeli 1457
293 01 Mladá Boleslav

www.savs.cz
Number of pages: 92
Edition number: first
ISBN 978-80-7654-100-9

This publication has not been edited or proofread.

Contents

1	Introduction	5
1.1	Basic information about the higher education institution	5
1.2	Representation of a private university in the Czech Higher Education Council	11
1.3	The vision of Škoda Auto University and its strategic objectives	11
1.4	Changes to internal regulations in 2024	12
1.5	Provision of information pursuant to Section 18 of Act No. 106/1999 Coll., on Free Access to Information	12
2	Study programmes, organisation of studies and educational activities	13
2.1	Accredited study programmes	13
2.2	Accredited study programmes taught in a foreign language	13
2.3	Joint/double/multiple degree programmes	14
2.4	Accredited study programmes delivered outside the university's main campus or in collaboration with another university or higher vocational college	18
2.5	Credit-based study system, use of learning outcomes methodology	19
2.6	Other educational activities beyond the delivery of accredited study programmes	20
2.6.1	Lifelong learning courses	20
2.6.2	Compulsory internship	22
2.6.3	Other activities	25
3	Students	33
3.1	Students in accredited study programmes	33
3.2	Students who failed to complete accredited study programmes	33
3.3	Scholarships awarded to students	34
3.3.1	Specific scholarship programmes	35
3.4	Consulting Services	35
3.5	Identification and support for students with specific needs	35
3.6	Working with exceptionally gifted students and prospective students	36
3.7	Identification and support for students from socio-economically disadvantaged backgrounds	37
3.8	Support for parents amongst students	37
3.9	University accommodation and catering services	37
3.10	University Sports Club	38
3.11	Graduates of accredited study programmes	38
3.12	Cooperation and maintaining contact with graduates	38
3.13	Monitoring graduate employment and measures to increase it	40
3.14	Cooperation with future employers	41
4	Interest in studying	43
4.1	Interest in studying at university	43
4.2	Cooperation with secondary schools	43
5	Employees	46
5.1	Converted numbers of academic and research staff	46
5.2	Age structure of academic and research employees	47
5.3	Numbers of academic employees by level of full-time positions and highest qualification attained	47
5.4	Number of senior staff	48
5.5	Number of associate professors and full professors appointed in 2024	49
5.6	Career structure, incentive schemes for employee remuneration	49
5.7	Development of academic employee's teaching skills	49
6	Internationalisation	57
6.1	Strategy for the Development of International Relations	57
6.2	Participation in international educational programmes, including mobility schemes	59
6.3	The university's involvement in international consortia and projects	66
6.4	Mobility of students and academic staff by country	68
6.5	Support for student participation in international mobility programmes	68
6.6	Integrating foreign members of the academic community into their lives	68
6.7	Virtual and blended mobility	69
7	Research, development, artistic and other creative activities	71
7.1	Implementation of the strategic plan in the field of research, development and other creative activities	71
7.2	The integration of creative and educational activities	71
7.3	Student involvement in creative activities	71

7.4	Dedicated research, development and innovation funding received in 2024	72
7.5	Support for doctoral students and postdoctoral researchers	72
7.6	Creative activity projects conducted out in 2024	72
7.7	Conferences organised by Škoda Auto University in 2024	74
7.8	The contribution of the applied sector to the development and delivery of study programmes	75
7.9	Collaboration with the industry sector on the creation and transfer of innovations	76
7.10	Support for the horizontal mobility of students and academic staff	76
7.11	The university's role at regional and supra-regional levels	76
8	Quality assurance and evaluation of activities	77
9	National and international excellence of the university	80
9.1	International and significant national research and creative activities	80
9.2	Škoda Auto University's membership of international and national associations, organisations and societies, and of professional associations, organisations and societies	80
9.3	International and national awards for the university	85
9.4	International evaluation of the university	85
10	The third role of the university	87
10.1	Transferring knowledge into practice	87
10.2	Impact on the region	87
10.3	Supraregional Impact and Significance	87
11	Infrastructure	88
11.1	ŠAVŠ Library	88
11.2	Electronic information resources	88
11.3	Information and Communication Services, Information Technology	89
11.3.1	Technical facilities at the Na Karmeli campus	89
11.3.2	Technical facilities at the Prague branch	89
11.3.3	Other information services	90
12	The university's activities in relation to the impact of the state of war in Ukraine	92
13	Promoting wellbeing in the academic environment: gender equality and a safe environment	93
13.1	The issue of sexual and gender-based harassment	93
13.2	Gender Equality Plan in the Field of Human Resources Management	93
13.3	Progress in gender mainstreaming in research and teaching	93
14	Strengthening institutional resilience to undue influence / enhancing research security	94
15	Sustainability	95
16	Conclusion	96

1 Introduction

1.1 Basic information about the higher education institution

Full name of the private higher education institution (hereinafter referred to as "SAVS"):

Škoda Auto Vysoká škola o.p.s.

Name of the university in English:

Škoda Auto University

Abbreviation used for the name of the higher education institution:

ŠAVŠ

Address of the higher education institution:

**Na Karmeli 1457
293 01 Mladá Boleslav
Central Bohemian Region**

Telephone: **+420 326 823 040**

www: **www.savs.cz**

Type of higher education institution: **non-university**

Date and reference number of the state authorisation to operate as a higher education institution:

4 April 2000, ref. no. MSMT-16493/2000-30 for Škoda Auto a.s. Higher Education Institution

23 March 2013, ref. no. MSMT-11008/2013-30 for Škoda Auto Vysoká škola o. p. s.

Company registration number: **29142890**

RID: **7P000**

Head of the public benefit organisation:

Director – statutory body of the public benefit organisation:

Ing. Sandra Lacinová

Rector – the university's self-governing academic body:

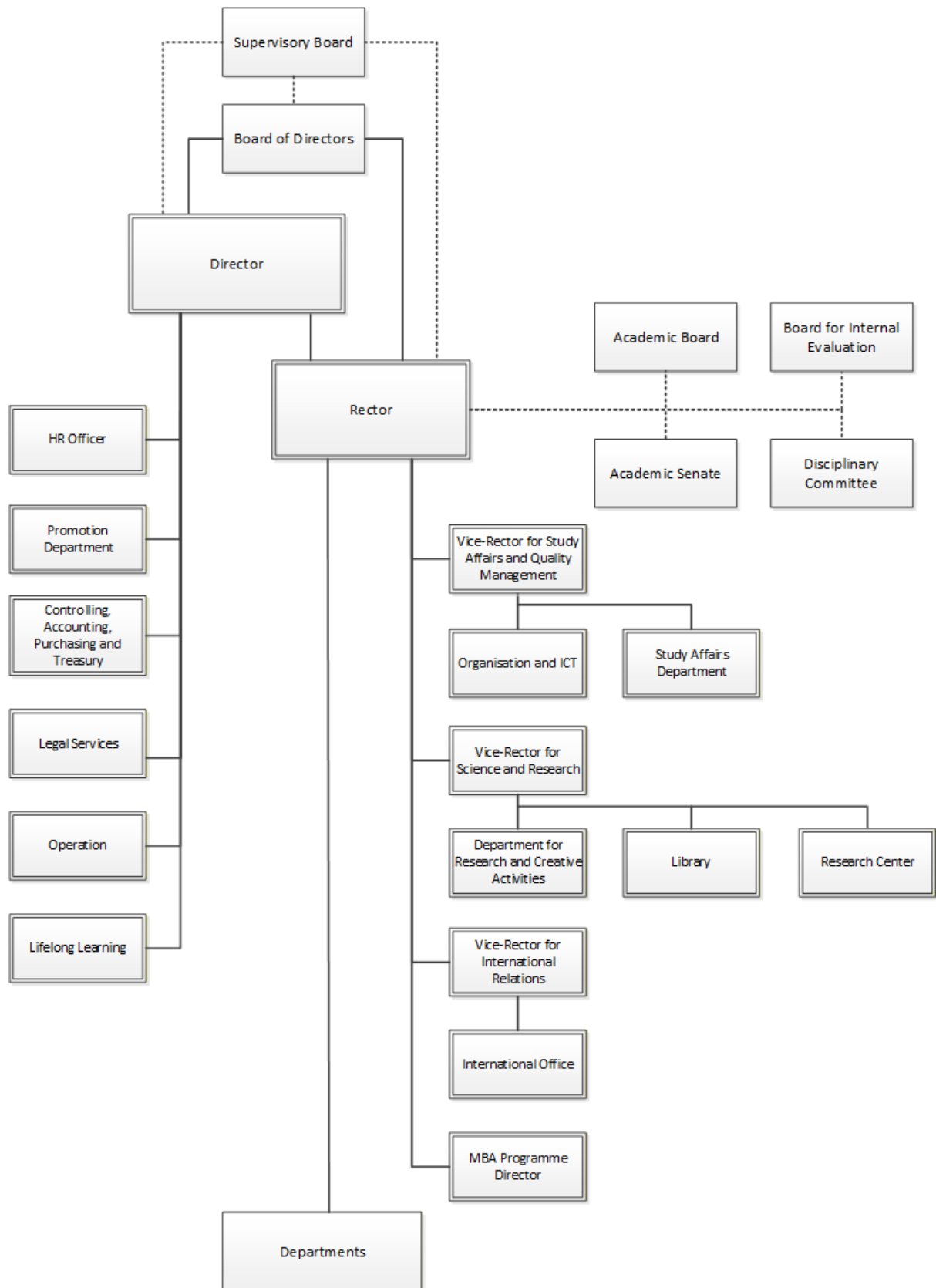
1 January 2024 – 30 June 2024

doc. Ing. Pavel Mertlík, CSc.

15 August 2024 – 31 December 2024

prof. Ing. Ondřej Krejcar, Ph.D.

Organisational chart of the university:



From its establishment in 2000 until 2013, Škoda Auto University was part of the structure of Škoda Auto a.s. as a separate department. Since 2013, Škoda Auto University has been a public benefit organisation. Škoda Auto a.s. is its founder.

State approval was granted to Škoda Auto University by Decision of the Ministry of Education, Youth and Sports (MŠMT) ref. no. MSMT-11008/2013-30 dated 26 March 2013. At the same time, this Decision granted Škoda Auto University all accreditations for the study programmes accredited and delivered at Škoda Auto a.s. University. This ensured continuity of operations at Škoda Auto University under its new legal form, which commenced on 1 September 2013.

The governing bodies of the public benefit organisation are the Director, the Board of Directors and the Supervisory Board. The Director is the statutory body of the public benefit organisation. The university's self-governing academic bodies are the Rector, the Academic Board, the Academic Senate, the Disciplinary Committee and the Internal Evaluation Council. Until 31 December 2023, the Rector of the university was the Director of the public benefit organisation. The Bursar was responsible for financial management and internal administration alongside the director. From 1 January 2024, the positions of Rector of the university and director of the public benefit organisation have been separated, and the post of Bursar has been abolished (the Director remains responsible for financial management and internal administration).

The members of the Board of Trustees and the Supervisory Board are appointed by the university's founder. The Director and the Rector are appointed by the Board of Trustees. The Bursar was appointed by the Rector subject to the prior approval of the Board of Trustees. The rector appoints the Academic Board, the Disciplinary Committee and the Internal Evaluation Council, with one third of the members of the Internal Evaluation Council being appointed on the recommendation of the Academic Board and one third on the recommendation of the Academic Senate; during 2023, it was stipulated that at least three members of the Internal Evaluation Council must be academic staff who are not members of the university's academic community. The Academic Senate is an advisory body to the Rector, elected by the academic community.

In 2024, the above-mentioned administrative and self-governing bodies operated with the following membership:

Board of Directors

Maren Gräf	<i>Chair of Board of Directors</i>
Holger Peters	<i>Member</i> (since 1 June 2023)
Christian Schenk	<i>Member</i> (until 30 April 2023)
Karsten Schnake	<i>Member</i>

Supervisory Board

David Kavan	<i>Chairman of the Supervisory Board</i>
Peter Podprocký	<i>Member</i> (since 1 August 2024)
Maren Kabowski-Ciecior	<i>Member</i> (until 31 July 2024)
Dana Němečková	<i>Member</i>

Director

Ing. Sandra Lacinová

The Director is the statutory body of the school and is also responsible for the school's financial and operational management.

In 2024, the following personnel reported to the Director:

- Rector
- Human Resources
- Marketing Communications Department
- Controlling
- Accounting
- Procurement and Treasury
- Legal Services
- Operations
- Lifelong learning

Rector

Prof. Ing. Ondřej Krejcar, Ph.D.

The Rector is responsible for managing academic processes.

In 2024, the following personnel reported to the Rector:

- Mgr. Petr Šulc, Vice-Rector for Academic Affairs and Quality Assurance
- Jan Lachman, Dr., Vice-Rector for Science and Research
- Mgr. Lenka Stejskalová, MBA, Vice-Rector for International Relations
- Ing. Pavel Štrach, Ph.D. et Ph.D., Director of the MBA Programme
- Heads of Departments

The Vice-Rector for Academic Affairs and Quality Assurance oversees the Academic Affairs Department and the Organisation and ICT Department.

The Department for Research and Creative Activity, the Library and the Research Centre report to the Vice-Rector for Science and Research.

The International Office reports to the Vice-Rector for International Relations.

The core organisational units of the university are the departments, which carry out teaching, creative activities and the university's third mission.

Academic Board

In 2024, the Academic Board consisted of the following members:

Doc. Ing. Pavel Mertlík, CSc. (Chair)	Škoda Auto University	<i>until 30 June 2024</i>
Prof. Ing. Ondřej Krejcar, Ph.D. (Chair)	Škoda Auto University	<i>from 15 August 2024</i>
Ing. Vladimír Beneš, Ph.D.	Škoda Auto University	
Doc. Ing. Jiřina Bokšová, Ph.D.	Škoda Auto University	
Ing. Josef Bradáč, Ph.D.	Škoda Auto University	
Doc. Ing. Romana Čížinská, Ph.D.	Škoda Auto University	
Prof. Ing. Vojtěch Dynybyl, Ph.D.	Škoda Auto University	
Doc. Ing. Jan Fábry, Ph.D.	Škoda Auto University	
Ing. Zdeněk Hruška	ADASTRA	
Sandra Lacinová, MSc	Škoda Auto University	
Jan Lachman, Dr	Škoda Auto University	
Prof. Ing. Radim Lenort, Ph.D., ALog., ING-PEAD IGIP	Škoda Auto University	
Doc. PhDr. Karel Pavlica, Ph.D.	Škoda Auto University	
Doc. Ing. Jana Přikrylová, Ph.D.	Škoda Auto University	<i>until 21 June 2024</i>
Prof. Ing. Václav Řepa, CSc.	Škoda Auto University	
Mgr. Lenka Stejskalová, MBA	Škoda Auto University	
Prof. Ing. Jiří Strouhal, Ph.D.	Škoda Auto University	
Prof. Ing. Stanislav Šaroch, Ph.D.	Škoda Auto University	
Doc. Ing. Pavel Štrach, Ph.D. and Ph.D.	Škoda Auto University	
Mgr. Petr Šulc	Škoda Auto University	
Ing. Milan Dufek	Škoda Auto a.s.	
Ing. Jan Frydrych	Škoda Auto a.s.	
Ing. Mojmír Hampl, MSc., Ph.D.	The Czech Fiscal Council	
Ing. Martin Hrdlička, Ph.D., MBA	Škoda Auto a.s.	
Doc. Ing. Tomáš Kincl, Ph.D.	Prague University of Economics and Business	
Doc. Ing. Zuzana Kučerová, Ph.D.	Technical University of Ostrava	
Ing. Martin Kult, MBA	AIKIT Digital	<i>from 21 June 2024</i>
Associate Professor Martin Kvizda, Ph.D.	Masaryk University	
Prof. Ing. Petr Louda, CSc.	Technical University of Liberec	
Doc. Ing. Jaroslav Machan, CSc.	Czech Technical University in Prague	
Mgr. Petr Rešl	Škoda Auto a.s.	
Prof. Ing. Jindřich Soukup, CSc.	Prague University of Economics and Business	
Doc. JUDr. Václav Šmejkal, Ph.D., D.E.A.	Charles University	

Board for Internal Evaluation

In 2024, the Board for Internal Evaluation consisted of the following members:

Doc. Ing. Pavel Mertlík, CSc.	<i>Chair</i>	(until 30 June 2024)
Prof. Ing. Ondřej Krejcar, Ph.D.	<i>Chair</i>	(from 15 August 2024)
Prof. Ing. Stanislav Šaroch, Ph.D.	<i>Vice-Chair</i>	
Ing. Josef Bradáč, Ph.D.	<i>Member</i>	– on the proposal of the Academic Senat
Doc. Ing. Romana Čížinská, Ph.D.	<i>Member</i>	– on the proposal of the Academic Senat (until 18 March 2024)
Prof. Ing. Vojtěch Dynybyl, Ph.D.	<i>Member</i>	– on the proposal of the Academic Senat
Prof. Ing. Jakub Fischer, Ph.D. (University of Economics, Prague)	<i>Member</i>	– on the proposal of the Academic Board (from 13 July 2023)
Jan Kubíček, MSc, PhD (Czech National Bank)	<i>Member</i>	(since 13 July 2023)
Jan Lachman, Dr.	<i>Member</i>	
Prof. Ing. Radim Lenort, Ph.D., Alog., ING-PEAD IGIP	<i>Member</i>	– on the proposal of the Academic Board
Mgr. Pavel Neset, Ph.D.	<i>Member</i>	– by virtue of his position as Chair of the Academic Senate
Prof. Ing. Milan Pospíšil, CSc. (University of Chemistry and Technology, Prague)	<i>Member</i>	– on the proposal of the Academic Senat
Miroslav Sak	<i>Member</i>	– on the proposal of the Academic Senat
Mgr. Lenka Stejskalová, MBA	<i>member</i>	– on the proposal of the Academic Board
Prof. Ing. Jiří Strouhal, Ph.D.	<i>Member</i>	– on the proposal of the Academic Board
Doc. Ing. Pavel Štrach, Ph.D. et Ph.D.	<i>Member</i>	– on the proposal of the Academic Board
Mgr. Petr Šulc	<i>Member</i>	

Academic Senate

In 2024, the Academic Senate consisted of the following members:

Chamber of Academics		
Mgr. Pavel Neset, Ph.D.	<i>Chair</i>	
Ing. Martina Beránek, Ph.D.	<i>Member</i>	
Doc. Ing. Jiřina Bokšová, Ph.D.	<i>Member</i>	
Ing. Martin Juhas	<i>Member</i>	
Mgr. Petr Kasal	<i>Member</i>	
Mgr. Emil Velinov, Ph.D.	<i>Member</i>	until 16 February 2024
Ing. David Holman, Ph.D.	<i>Member</i>	from 16 February 2024
Chamber of Students		
Bc. Ema Hruběšová	<i>Vice-Chair</i>	
Bc. Milada Běhouňková	<i>Member</i>	
Miroslav Landa, BSc	<i>Member</i>	
Petr Malák, B.A.	<i>Member</i>	
Kryštof Müller	<i>Member</i>	

1.2 Representation of a private university in the Czech Higher Education Council

Organisation	University representative	Role within the representative body
Czech Rectors Conference	Doc. Ing. Pavel Mertlík, CSc.	<i>Member</i> until 30 June 2024
Czech Rectors Conference	Prof. Ing. Ondřej Krejcar, Ph.D.	<i>Member</i> from 15 August 2024
Council of Higher Education Institutions	Mgr. Petr Šulc	<i>Member of the Presidium, Member of the Committee for Private Higher Education Institutions, Member of the Quality Committee</i>
Council of Higher Education Institutions	Bc. Ema Hruběšová	<i>Member of the Student Chamber</i>

1.3 The vision of Škoda Auto University and its strategic objectives

Škoda Auto University is a leading Czech higher education institution specialising in business and technical-economic study programmes, working in close and systematic collaboration with Škoda Auto a.s. and other major partners from both the manufacturing and non-manufacturing sectors, particularly within the automotive industry. As a university founded by a globally active multinational industrial corporation, it uniquely combines academic excellence with the professional training of its students and theory with practice, whilst emphasising internationalisation and maintaining high academic standards. As part of international academic networks, it collaborates with renowned foreign and domestic universities. It helps shape the corporate culture of Škoda Auto a.s., enhances the reputation of the town of Mladá Boleslav as a centre of learning through the presence of its academic community, and attracts young people from all over the world to the Mladá Boleslav region. At the same time, it is active in other locations where Škoda Auto a.s. operates, both in the Czech Republic and abroad, including the capital city of Prague, where it develops the activities of its branch in close cooperation with Škoda Auto a.s.

Škoda Auto University fulfils a mission centred on preparing highly qualified business management specialists and experts who combine technical and business management knowledge and skills, ready to work within the environment of multinational industrial companies. The mission and vision of Škoda Auto University were reformulated and further refined by its Board of Trustees in 2023. The new wording of the mission and vision of Škoda Auto University is as follows:

MISSION

Škoda Auto University

- delivers unique study programmes in the technical fields of education, as well as in the fields of computer science and economics,
- reflects the latest scientific and educational trends,
- combines academic excellence with student placements and work experience,
- participates in national and international research projects,
- responds to the needs of leading companies in the automotive industry,
- achieves a high level of internationalisation,
- is committed to the values of sustainability, diversity and social responsibility,
- fulfils the university's third role at national, regional and local levels.

VISION

Škoda Auto University

- is an internationally recognised university with close links to industry, particularly the automotive sector,
- is attractive to talented and highly motivated Czech and international students,

- provides relevant knowledge, skills and practical experience, ensuring high employment rates for its graduates.

This mission is set out in detail in Škoda Auto University's strategic documents, in particular in the document 'Škoda Auto University Strategy 2022–2026', approved by the Board of Directors of Škoda Auto a.s., in the Škoda Auto University Strategic Plan for the period from 2021 onwards, and in the annual plans for its implementation. In 2023, the Board of Directors of Škoda Auto a.s. approved the ŠAVŠ Study Programme Development Plan 2023–2027, which further elaborates on the strategic objectives of Škoda Auto University set out in the Škoda Auto University Strategy 2022–2026; its content is reflected in the Implementation Plan for the Škoda Auto University Strategic Plan for 2024.

1.4 Changes to internal regulations in 2024

In 2024, the following internal regulations of ŠAVŠ were amended and registered by the Ministry of Education, Youth and Sport: the Statutes, the Rules of Procedure of the Academic Board, the Rules for the Quality Assurance System for Educational, Creative and Related Activities and the Evaluation System for Educational, Creative and Related Activities, and the Regulations on Study-Related Fees. With effect from 1 January 2024, following a decision by the ŠAVŠ Board of Trustees, a change was made to the organisational structure of ŠAVŠ, whereby the roles of Rector of the university and Director of the public benefit organisation were separated in terms of personnel; at the same time, the post of Bursar was abolished, with the duties, powers and responsibilities of the Bursar being transferred to the Director.

On the 25th of January 2024, an amendment was made to the ŠAVŠ Memorandum of Association, changing the written form of the university's name from ŠKODA AUTO VYSOKÁ ŠKOLA o.p.s. to Škoda Auto Vysoká škola o.p.s.

On 25 January 2024, an amendment was made to the ŠAVŠ founding charter, changing the written form of the university's name from ŠKODA AUTO VYSOKÁ ŠKOLA o.p.s. to Škoda Auto Vysoká škola o.p.s.

In the internal regulation, **the Statutes**, a further amendment was made to Article 4 – the removal of the Rector's obligation to submit the strategic plan to the Board of Trustees (the university's strategic plan elaborates on the university's development strategy set out by the founder; therefore, approval by the Board of Trustees is superfluous), Article 6 now specifies the number of members and the composition of the Internal Evaluation Board in accordance with the proposed amendment to Article 7 of the Rules on the Quality Assurance System for Educational, Creative and Related Activities and the Internal Evaluation of the Quality of Educational, Creative and Related Activities, whilst Articles 19 and 20 regulate the role of the Academic Board in the internal accreditation process.

Furthermore, in the internal regulation '**Rules on the Quality Assurance System for Educational, Creative and Related Activities and the Internal Evaluation of the Quality of Educational, Creative and Related Activities**', Article 7 now specifies the number of members of the Internal Evaluation Board and its composition.

In the internal regulation '**Regulations on Study-Related Fees**', Articles 4 and 5 are further amended; these articles both introduce new fees relating to the new powers of the Higher Education Authority (ŠAVŠ) concerning the admission of graduates from foreign secondary schools and higher education institutions, and introduce new fees relating to various practical aspects of the university's educational activities at the university. Conversely, the fee for authorising the writing of a final thesis in a Czech-language study programme in English has been abolished. Article 7 then specifies the principles governing the currency in which fees are to be paid.

1.5 Provision of information pursuant to Section 18 of Act No. 106/1999 Coll., on Free Access to Information

In 2024, no requests for information were submitted to the university under Section 18 of Act No. 106/1999 Coll., on Free Access to Information.

2 Study programmes, organisation of studies and educational activities

2.1 Accredited study programmes

Accredited study programmes					
Škoda Auto University	Bachelor's degree programmes		Follow-on Master's degree programmes		TOTAL
	FT	PT/D	FT	PT/D	
Broad ISCED-F fields					
Business, administration and law	6	4	6	3	19
TOTAL	6	4	6	3	19

All study programmes listed in the table above were described in 2023 using the learning outcomes methodology in accordance with the Qualifications Framework for Higher Education in the Czech Republic.

2.2 Accredited study programmes taught in a foreign language

Accredited study programmes taught in a foreign language					
Škoda Auto University	Bachelor's degree programmes		Follow-on Master's degree		TOTAL
	FT	PT/D	FT	PT/D	
Broad ISCED-F fields					
Business, administration and law	2	1	2	1	6
TOTAL	2	1	2	1	6

All study programmes listed in the table above were described in 2023 using the learning outcomes methodology in accordance with the Qualifications Framework for Higher Education in the Czech Republic.

2.3 Joint/double/multiple degree programmes

Joint/Double/Multiple Degree study programmes	
Škoda Auto University	
Programme name	Double Degree programme in bachelor's degree fields of study/specialisations <i>Business Economics and Business Management/Business Management (ŠAVS) and Global Sales Management (UASS)</i>
Partner organisations	University of Applied Sciences Steyr, Austria
Affiliated organisations	–
Start of programme implementation	2010
Programme type (Joint/Double/Multiple Degree)	Double Degree
Duration of study (semesters)	7 or 6 semesters, including 1 semester at the partner institution.
Programme type (Bachelor's, Master's (follow-on), Master's, Doctoral)	Bachelor's
Description of the organisation of studies, including student admissions and graduation	Outstanding students from the bachelor's degree programmes at both universities are admitted to the programme, with approximately three students per year from each university. Students complete five semesters at their home university and one exchange semester at the partner university. The course structure for the semester at the partner university is set out in an agreement between the two universities.
How are the degree certificates and the diploma supplements issued?	Successful graduates of the programme are awarded a degree certificate and a degree supplement at their home university, as well as a degree certificate from the partner university.
How are student exchanges organised?	Student exchanges take place over the course of one semester with support from the EU's Erasmus+ programme.
Number of active students as of 31 December 2024	0

Joint/Double/Multiple Degree programmes	
Škoda Auto University	
Programme name	Double Degree programme in the following master's degree fields of study/specialisations: <i>Global Business and Marketing/International Marketing (ŠAVS)</i> and <i>Global Sales Management Master (UASS)</i>
Partner organisations	University of Applied Sciences Steyr, Austria
Affiliated organisations	–
Start of the programme	2012
Type of programme (Joint/Double/Multiple Degree)	Double Degree
Duration of study (semesters)	4 semesters, including 1 semester at a partner institution.
Programme type (Bachelor's, Master's (follow-on), Master's, Doctoral)	Master's (follow-on)
Description of the programme structure, including admissions and graduation	Outstanding students from master's programmes are admitted to the programme, with approximately 3 students per year from each university. Students complete 3 semesters at their home university and 1 exchange semester at a partner university. The course structure for the semester at the partner university is set out in an agreement between the two universities.
How are the diplomas and diploma supplements issued?	Successful graduates of the programme are awarded a degree certificate and a diploma supplement by their home university, as well as a degree certificate from the partner university.
How are student exchanges organised?	Student exchanges take place over the course of one semester with support from the EU's Erasmus+ programme.
Number of active students as of 31 December 2024	3

Joint/Double/Multiple Degree programmes	
Škoda Auto University	
Programme name	Double Degree programme in the following bachelor's degree fields of study/specialisations: <i>Business Economics and Business Management / Business Management (ŠAVS)</i> and <i>Bachelor of Business Administration in International Business</i> University of Applied Sciences Seinajoki
Partner organisations	University of Applied Sciences Seinajoki
Affiliated organisations	–
Start of programme implementation	2015
Type of programme (Joint/Double/Multiple Degree)	Double Degree
Duration of study (semesters)	7 or 6 semesters, including 2 semesters at the partner institution.
Programme type (Bachelor's, Master's (follow-on), Master's, Doctoral)	Bachelor's
Description of the programme structure, including admissions and graduation	Outstanding students from the bachelor's degree programmes at both universities are admitted to the programme, with approximately 1–2 students per year from each university. Students complete 4 or 5 semesters at their home university and 2 exchange semesters at the partner university. The course structure for the semesters at the partner university is governed by an agreement between the two universities.
How are the degree certificates and the diploma supplements issued?	Successful graduates of the programme are awarded a degree certificate and a degree supplement at their home university, as well as a degree certificate from the partner university.
How are student exchanges organised?	Student exchanges take place over a period of two semesters with support from the EU's Erasmus+ programme.
Number of active students as of 31 December 2024	0

Joint/Double/Multiple Degree programmes	
Škoda Auto University	
Programme name	Double Degree programme for bachelor's degree programmes / specialisations: Economics and Management: Logistics and Quality Management (ŠAVŠ) and Hochschule für Technik und Wirtschaft Dresden – University of Applied Sciences, Faculty of Business Administration (HTW)
Partner organisations	University of Applied Sciences Dresden, Germany
Affiliated organisations	–
Start of programme implementation	2021
Programme type (Joint/Double/Multiple Degree)	Double Degree
Duration of study (semesters)	7 semesters, including 2 semesters at the partner institution.
Programme type (Bachelor's, Master's (follow-on), Master's, Doctoral)	Bachelor's
Description of the programme structure, including admissions and graduation	Up to 4 outstanding students per year from each university's bachelor's programmes are admitted to the programme. Students complete 5 semesters at their home university and 2 exchange semesters, one of which is spent at the partner university and the other at a company in the partner university's country. The course structure for the semesters at the partner university is set out in the inter-university agreement.
How are the diplomas and diploma supplements issued?	Successful graduates of the programme are awarded a degree certificate and a diploma supplement at their home university, as well as a degree certificate from the partner university.
How are student exchanges organised?	Student exchanges take place over a period of two semesters with support from the EU's Erasmus+ programme.
Number of active students as of 31 December 2024	1

Joint/Double/Multiple Degree programmes	
Škoda Auto University	
Programme name	Double Degree programme for bachelor's degree programmes / specialisations: Economics and Management (ŠAVŠ) and Katholieke Hogeschool VIVES Zuid VZW – VIVES University of Applied Sciences (VIVES)
Partner organisations	VIVES University of Applied Sciences
Affiliated organisations	–
Start of programme implementation	2023
Type of programme (Joint/Double/Multiple Degree)	Double Degree
Duration of study (semesters)	7 semesters, including 2 semesters at a partner institution.
Programme type (Bachelor's, Master's (follow-on), Master's, Doctoral)	Bachelor's
Description of the programme structure, including admissions and graduation	Up to 4 outstanding students per year from each university's bachelor's programmes are admitted to the programme. Students complete 5 semesters at their home university and 2 semesters each at the partner university. The course structure for the semesters at the partner university is set out in the inter-university agreement.
How are the degree certificates and the diploma supplements issued?	Successful graduates of the programme are awarded a degree certificate and a diploma supplement at their home university, as well as a degree certificate from the partner university.
How are student exchanges organised?	Student exchanges take place over a period of two semesters with support from the EU's Erasmus+ programme.
Number of active students as of 31 December 2024	0

2.4 Accredited study programmes delivered outside the university's main campus or in collaboration with another university or higher vocational college

In 2024, Škoda Auto University ran a full-time follow-on Master's degree programme in Economics and Management at its branch in Prague. It also ran the Bachelor's degree programme in Economics and Management, specifically its fields of study/specialisations in Business Economics and Human Resource Management/Human Resource Management and Business Economics and Financial Management/Financial Management, as well as the specialisation in Business Management, and the Bachelor's degree programme in Business Economics and Management Information Systems, all as full-time programmes. The teaching staff was identical to that at the university's main campus. Teaching took place entirely in rented premises in the University of Economics building on Ekonomická Street in Prague.

In 2024, Škoda Auto University did not run any study programmes in collaboration with any other higher education institution based in the Czech Republic.

In 2024, Škoda Auto University did not run any study programmes in collaboration with a higher vocational college.

2.5 Credit-based study system, use of learning outcomes methodology

Studies at Škoda Auto University are organised using a credit system. According to the curriculum, each module is assigned a number of credits corresponding to the average study load required for its successful completion. The study load per 1 credit is set at 28 hours. The study load for one semester amounts to 30 credits. In the Bachelor's degree programme *in Economics and Management*, accredited under the legislation in force until 2016, a minimum of 180 credits must be obtained over the course of the entire programme; in other Bachelor's degree programmes, 210 credits are required over the course of the entire programme, with 30 credits awarded for completion of an internship. In the corresponding Master's degree programmes, a minimum of 120 credits must be obtained over the course of the programme. Credits are awarded either with a grade, i.e. through an examination or a graded credit, or without a grade, i.e. as a credit. Both bachelor's and master's degree programmes culminate in a final state examination, which includes the defence of a final thesis.

The credit system enables a quantified assessment of academic progress. The basic principle of the credit system is that a degree is not awarded after completing a certain number of years of study, but after obtaining a certain number of credits and passing various types of examinations. The credit system allows individual students to choose their own pace of study.

The credit system is successfully used in organising student mobility abroad, particularly within the Erasmus programme. Students who complete one academic semester at one of the partner institutions abroad are able, on the basis of the credit values of successfully completed modules, to transfer these academic results and have them fully recognised within the Škoda Auto University study programme.

Detailed descriptions of *learning outcomes* are incorporated into the course descriptions for all modules, whilst a grading system is consistently applied that enables a more precise assessment of students' performance in individual modules and serves as a tool for more accurate comparison with academic results and grading systems at other higher education institutions both within and outside the EU. The structure of the course descriptions (syllabuses) for all modules thus fully complies with ECTS requirements.

Since 2019, a system has been fully implemented which, in addition to incorporating the formulation of learning outcomes in individual modules, enables the linking of their assessment to module grading, a detailed evaluation of their achievement, and the provision of feedback to students on their progress. Learning outcomes are defined for each course on the basis of a standardised methodology. The final mark in each subject is expressed as a grade: 1 – excellent, 2 – very good, 3 – good, 4 – fail, along with a percentage indicating the extent to which the requirements have been met. Furthermore, the achievement of individual learning outcomes is assessed on a formative basis in each subject. Students thus receive detailed feedback on their work in the subject. The assessment of learning outcomes is conducted with the full support of the AIS information system, where the results are also available to students.

In accordance with the Higher Education Act, Škoda Auto University issues all graduates with a Diploma Supplement, the content and structure of which correspond to the model developed by the European Commission, the Council of Europe and UNESCO/CEPES.

Škoda Auto University has held the DS Label since 2013.

2.6 Other educational activities beyond the delivery of accredited study programmes

2.6.1 Lifelong learning courses

The system of lifelong learning courses offered to both the corporate sector and the general public is based on the expertise of the university's academic staff. The range of courses on offer is continuously updated. In 2024, several specialist courses were delivered, primarily for employees of partner companies. These were predominantly face-to-face courses. In 2024, two relatively extensive educational programmes aimed at supporting Ukrainian war refugees were completed; these also took the form of lifelong learning courses.

In 2024, the school ran the following courses as part of its lifelong learning programme:

Course title	Number of participants	Duration [hours]
Preparatory Course in Mathematics	24	30
Physics Preparatory Course	8	20
IT Academy for Adults – Website Design	11	16
IT Academy for Children	43	128
IT Academy for Teachers – New IT	4	8
Production Planning	1	8
Autonomous Vehicles	14	4
Czech for Foreigners	9	21
Future Trends in the automotive industry	16	4
Holistic Supply Chain Management	6	4
Holistic Supply Chain Management	10	5
General Intercultural Management	8	4
Electromobility	36	16
Logistics Transformation	18	1.5
Holistic Supply Chain Management	8	4
Holistic Supply Chain Management	12	4
General Intercultural Management	7	8
Holistic Supply Chain Management	7	4
Training Programme for Ukrainian Female Teachers	12	120
Educational Programme for Ukrainian Children and Adults	106	310
CAE Preparation Course	12	20
FCE Preparation Course	11	20

The scope and number of participants in each course are shown in the following two tables:

Lifelong learning courses at the university – number of courses								
	Vocational courses			Leisure courses			U3V	TOTAL
Broadly defined ISCED-F fields	up to 15 hours	16 to 100 hours	more than 100 hours	up to 15 hours	16 to 100 hours	more than 100 hours		
Education and training						2		2
Social sciences, journalism and information sciences	2	3						5
Business, Administration and Law								
Natural Sciences, Mathematics and Statistics					2			2
Information and Communication Technology	1	1				1		3
Technology, manufacturing and construction	9	1						10
TOTAL	12	5			2	3		22

Lifelong learning courses at universities – number of participants								
	Vocational courses			Leisure courses			U3V	TOTAL
Broadly defined ISCED-F fields	up to 15 hours	16 to 100 hours	more than 100 hours	up to 15 hours	16 to 100 hours	more than 100 hours		
Education and training						118		118
Social sciences, journalism and information sciences	15	32						47
Business, Administration and Law								
Natural Sciences, Mathematics and Statistics					32			32
Information and Communication Technology	4	11				43		58
Technology, manufacturing and construction	92	36						128
TOTAL	111	79			32	161		383

Continuing Education Programme: Online MBA

In 2024, Škoda Auto University continued to deliver its online MBA programme, which is accredited by the ACBSP (*Accreditation Council for Business Schools and Programmes*) and CAMBAS. The online MBA programme is delivered entirely via Microsoft Teams in English. The programme lasts 24 months, with one study module – a course – scheduled for each calendar month during the first 18 months. The teaching for each module comprises both synchronous and asynchronous components. The teaching is delivered by lecturers from Škoda Auto University, industry experts and lecturers from partner universities abroad.

In 2024, the programme had 58 students, all of whom were graduates holding at least a bachelor's degree from countries such as the Czech Republic, India, Germany and New Zealand; 21 of them successfully completed their studies in 2024.

2.6.2 Compulsory internship

Compulsory internship is a compulsory component of bachelor's degree programmes and subsequent master's degree programmes with a professional profile. At bachelor's level, it is set at 20 working weeks and takes place in the 5th semester of study. At the follow-on master's level, it is scheduled for the first and second semesters of study, lasting at least three weeks in each instance.

The table below the placement of students during this compulsory internship across the various departments of Škoda Auto a.s. and at other partner companies.

Placement of students during the compulsory internship in 2024 Bachelor's degree programmes

Placement of students during the compulsory internship in 2024 Bachelor's degree programmes (131 students)					
Domestic			Foreign		
Place of internship		Number	Place of internship		Number
Škoda Auto a.s.	department G (management, PR)	4	Concern brands	ŠKO-ENERGO, s.r.o.	3
	department P (production, logistics)	16			
	department B (Purchasing)	6			
	department E (technical development)	10		Volkswagen Financial Services	1
	department V (sales, marketing)	9			
	department F (finance and IT)	1			
	department S (Human Resources)	8			
Total Škoda Auto a.s.		54	Total Concern brands		4
External companies	partner companies	3	Other foreign companies	Self-employed: Natalia Vladimirovna Aflitonova	1
				Sole trader Mikhail Lozinsky	1
				Project 3 Mobility	1
	others	59		Vervit Croatia d.o.o.	1
				OBERTON ANALYTIC s.r.o.	1
				EAST KAZAKHSTAN REGIONAL HOSPITAL	

		Rec Corp. s.r.o.	1
		IE Negreiko Travel	3
		Torgovyi Dom KamaCentrer Servis LLC	1
Total domestic external companies		62	Total external foreign companies 11

Total domestic	116	Total foreign	15
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Placements of students during compulsory internship in 2024 Follow-on Master's degree programme in Industrial Management, Business Economics and Management Information Systems (total number 17)			
Domestic		Foreign	
Place of internship	Number	Place of internship	Number
Škoda Auto a.s.	12	Concern brands	0
Total Škoda Auto	12	Total Group brands	0

External companies		Number	Other foreign companies	Number
Others	Seyfor, a.s.	1		0
	ART ECON	1		
	Ing. Valeriia Shilieaeva	1		
	Auto Eurodisel s.r.o.	1		
	Navika s.r.o.	1		
Total external domestic companies		5	Total external companies (foreign)	0

Students undertake a compulsory internship of their own choosing at Škoda Auto a.s., a partner company in the Czech Republic or abroad (primarily within the VW Group). All brands within the VW Group have a detailed internal system for student placements, which provides a good guarantee of the high quality of the placements undertaken by ŠAVŠ students.

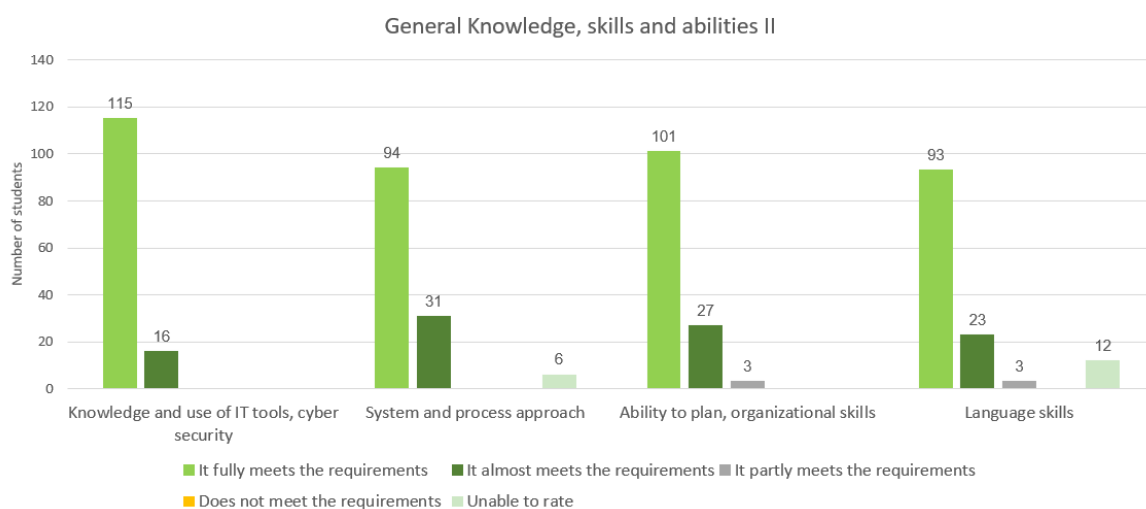
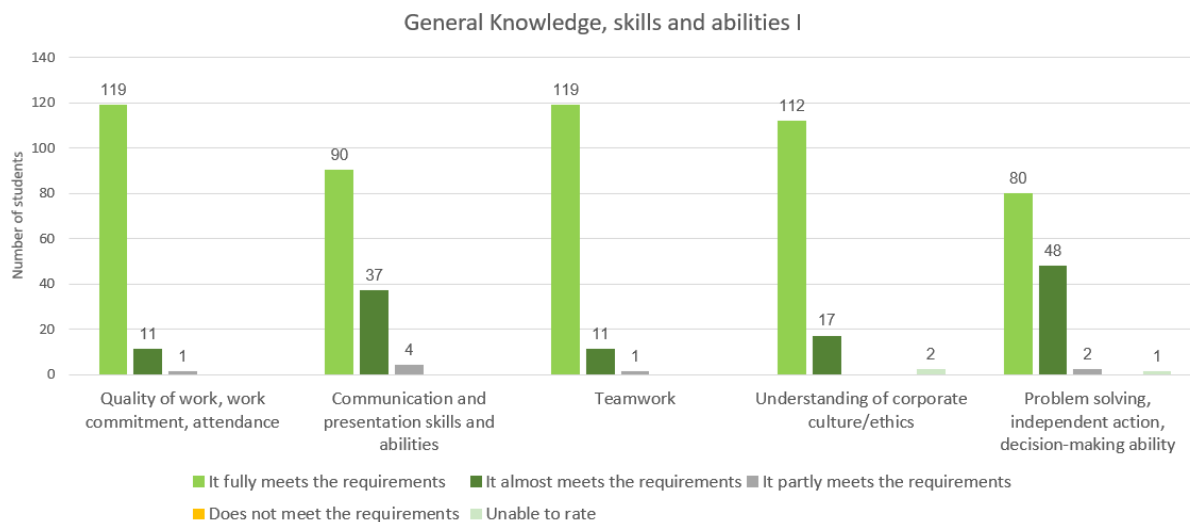
Feedback following completion of the work placement is provided in the form of a standardised written 'Certificate of Completion of Compulsory Work Placement and Student Assessment' and a 'Student Report on the Work Placement'. These documents specify the scope of work assigned to the student during the placement and the range of tasks they carried out; they also contain an assessment of the student's performance during the placement by their supervisor. This assessment reflects the fulfilment of the learning objectives of the individual study programmes and specialisations.

Typically, the focus of the activities undertaken during the internship forms the basis for the student's subsequent choice and development of their bachelor's thesis topic. Completion of the internship is a prerequisite for being assigned a bachelor's thesis. The result is a targeted link between the internship and the topic of the bachelor's thesis. In their final theses, students address specific issues set by the provider of the internship. Supervision of the bachelor's thesis is conducted by experts from the study programme/specialisation at the respective departments.

Detailed assessment results are available to the programme coordinators of the individual study programmes and specialisations.

The following charts provide a summary of selected assessment results for trainees, as evaluated by their placement supervisors in the areas of general knowledge, skills and abilities:

Results of the evaluation of students of Škoda Auto University's bachelor's degree programmes during their internship in 2024 (number of students)



2.6.3 Other activities

In 2024, Škoda Auto University also conducted the following activities at individual departments, going beyond the scope of standard teaching in accredited study programmes:

The Department of Language Training and Intercultural Competences participated in a number of educational activities organised for students, university lecturers and the general public. Since 2017, ŠAVS has been a certified examination centre for Cambridge International Language Examinations. In 2023, the relevant examinations took place, with 18 CAE certificates and 15 FCE certificates awarded. In connection with the examinations, online preparatory courses were also held under the guidance of Oleksandra Chaban and Barbora Valcová, attended by a total of 23 students. KJPIK regularly organises English language tuition for academic and administrative staff at ŠAVŠ. In 2023, under the supervision of Dagmar Siegllová and led by lecturers Barbora Valcová and Lovely Buenaventura, tuition was organised into four groups based on the participants' language proficiency levels. Individual consultations with staff from other departments on the preparation of specialist subjects taught in English, as well as inter-departmental collaboration in teaching, take place as standard.

The Department also undertook a range of collaborative initiatives as part of its internationalisation efforts. As part of the international Erasmus+ KA2 CIIICPD project, collaboration with partner universities was further expanded to include tandem teaching in collaboration with FH OOE – Hagenberg on the AJB2 course – Module 5, led by Kevin Glanville and Martina Gaisch, and in collaboration with HTW Dresden on the German language course, led by Zuzana Havlisová. As part of the Erasmus+ Teaching Mobility programme, the department was also visited in April 2024 by Dr Alina Raluca Turculet from Transilvania University of Braşov, with whom Lenka Stejskalová, Míša Löffelmannová and Pavlína Příbramská worked closely. Language teaching is also regularly enriched by guest lecturers. In 2024, guest lecturers for the AJC1 modules at Master's level included Ing. Jan Kotík, MBA, from Škoda Auto, and Stanislav Radocha from NMS Market Research. Guest lecturers for the Language Management module included Doc. PhDr. Jiří Nekvapil, CSc. from the Faculty of Arts, Charles University, Prague, on the topic of 'Superdiversity in the Czech Republic'; Mgr. Tamah Sherman, Ph.D., from the Czech Academy of Sciences and the Faculty of Arts, Charles University, Prague, on the topic of 'Testing the language skills of foreign nationals for the purposes of permanent residence'; and Doc. RNDr. Eva Janská, Ph.D., from the Faculty of Science, Charles University, on the topic of 'The Integration Compass – a tool for measuring the integration of foreign nationals'.

The Department is actively working on the development and modernisation of language teaching. Team members Oleksandra Chaban and Kevin Glanville have completed modules 1, 2 and 3 of the e-support materials for the course 'English for Academic Purposes'. Oleksandra Chaban has also completed the revision of the e-support materials for German for foreign nationals for modules 4 and 5. The development of e-support materials is also continuing in other languages, led by Zuzana Havlisová for German, Michaela Odložilíková for Spanish and in Czech for Foreigners by Alena Bednářová and Zdeňka Patočková.

Part of the modernisation of teaching involves conducting needs assessments focused on the specific and language-related needs of students. In January 2024, a team comprising Pavlína Příbramská, Zuzana Havlisová and Ivana Forejtář, led by Dagmar Siegllová, presented the results of an extensive questionnaire on students' special needs, following which the findings were incorporated into ŠAVŠ's processes and systems. Similarly, a study on language needs was conducted, the findings of which are being progressively incorporated into language teaching. The results of the survey will serve as the basis for a specialist study in the coming year. Students Karolína Králová and Eliška Hrušková, who were undertaking an optional work placement at KJPIK, were also actively involved in the surveys and studies.

KJPIK staff actively participated in professional events and conferences focused on inter-institutional knowledge and experience sharing at both the local and international levels. In September 2024, Dagmar Siegllová took part in a panel at the 2024 Czech Linguistics Biennial management in corporate practice and presented a paper at the international conference 'Teaching Business Language at Universities', also held in September 2024. Dagmar Siegllová and Oleksandra Chaban led their own workshops. In November 2024, at The International Conference on Education and Psychology, Innovative Perspectives in Digitalised Society, Miluše Löffelmannová and Ioana Kocúrová-Giurgiu

presented and subsequently published a scholarly paper. Dagmar Siegllová also delivered an invited lecture on the topic of 'Critical Incidents' for the University of West Bohemia in Plzeň.

The Department actively collaborates with the International Office of the University of West Bohemia. During the academic year, the Department of Czech Language and Culture (KJPIK), in collaboration with the International Office, helped Ukrainian refugees, international students and academics by organising workshops and courses to support the learning of the Czech language and socio-cultural integration, which were led by Vladimíra Soukupová. Furthermore, KJPIK staff are involved in managing and assessing the admissions process for international students, primarily Lenka Stejskalová and Miluše Löffelmannová.

The Department also takes part in workshops and lectures for the professional community, either on a commissioned basis or as part of programmes offered by the Central Bohemian Region Education Institute (VISK). During 2024, a series of four methodological seminars (online and on-site) on the topics of Critical Thinking and Supervising Student Projects, led by Dagmar Siegllová in Mladá Boleslav and Prague, was held for secondary and primary school teachers.

The Department is a member of CASAJC (the Czech and Slovak Association of Language Centres). Lenka Stejskalová, who was elected to the association's committee in 2018 and re-elected in 2021 and 2023, represents the Department; she focuses on inter-institutional cooperation at both national and international levels. Dagmar Siegllová is also a member of the association's audit committee; she focuses on teaching methods, modernisation and the popularisation of language education through her publications with Grada Publishing.

The Department of Production, Logistics and Quality Management organises annual guest lectures by industry experts and field trips, and also nurtures talent by involving students in the department's research activities. The department holds accreditation from the European Logistics Association for its bachelor's specialisation in Logistics and Quality Management and its bachelor's degree programme in Industrial Management. As a result, it awards the European 'Candidate European Logistician' (cELog) certificate to students with excellent academic performance. For students on other specialisations and programmes, course packages are available enabling them to obtain the 'Logistics Management I' and 'Logistics Management II' certificates under the auspices of the Czech Logistics Association.

The Department offers three modules focusing on logistics, procurement and quality, where teaching is delivered through lectures by managers from various departments at Škoda Auto a.s. These modules are: Selected Cases from Logistics Practice (for logistics managers), Selected Issues in Procurement (procurement managers) and Selected Chapters in Quality Management (quality managers).

The Department has established and is continuing to expand a production and logistics laboratory, which includes interactive teaching set-ups for acquiring skills in lean manufacturing tools (*5S*, *SMED*, *Standard Operating Procedures*, *JIT*, *Stable Production*), a development setup for tubular racking systems to acquire skills in their design and assembly, and a teaching module for product auditing using mixed reality. The laboratory is primarily used in the courses 'Lean Manufacturing Methods', 'Lean Manufacturing Methods II' and 'Logistics Practical', but also in other courses run by the department. In addition to the equipment in the production and logistics laboratory, the department also utilises other interactive forms of teaching in its courses: the simulation game 'Marketplace Live – Supply Chain & Channel Management' (in the course 'Supply Chain Management Simulation'), management games (e.g. the NLK game, the Beer Game), the IKS e-gambling system (including barcode scanners), and Logistify (a mobile logistics game using augmented reality). Specialised software also forms an integral part of teaching: Plant Simulation (software for computer simulation of business processes), CPLEX, AMPL (optimisation software), Easy Cargo (software for loading and unloading lorries), Leanix (software for process mapping), and GanttProject (software for creating schedules). Among modern teaching methods, the department utilises the flipped classroom, silent brainstorming, peer learning and project-based learning in selected modules.

In collaboration with Regensburg University of Applied Sciences (Germany), the elective module 'Innovative Trends in International Supply Chain Management' is delivered to teams of students from both universities. As part of this module, students attend lectures by guest experts, visit industrial companies in the Czech Republic and Germany, and analyse and present the results of case studies. The Department also oversees the interdisciplinary course 'Strategic Sustainability Management', which

is taught by staff from four departments at ŠAVŠ and which consolidates the knowledge and skills students have acquired throughout their studies. At the same time, it contributes to the teaching of the interdisciplinary course 'Sustainable Innovation Mindset', taught to international students.

As part of the modules taught by the department's staff, guest lectures by industry experts on selected topics and field trips are organised. These courses include Organisation and Management of Production, Business Logistics, Supply Chain Management, Project Management, Operations Research I and Operations Research II. In 2024, the following lectures were delivered: Digitalisation of Supplier-Customer Relationships (manufactus), Vehicle Quality Management (Škoda Auto a.s.), Heijunka – Production Levelling (Alza.cz a.s.), The Project Initiation Phase (Alza.cz a.s.), People, Systems, Tools – The Management System at a Leading Provider of Logistics Services (DHL Supply Chain), A 90-minute distribution project (Logio s.r.o.), Confession: Operational research is my livelihood (SolverTech s.r.o.) and Project management at Škoda Auto: traditional and agile (Škoda Auto a.s.).

In addition to lectures by practitioners, lectures by international experts are organised for students. These were delivered as part of the courses Supplier Quality Management, Supply Chain Management, Strategic Procurement, Production Management and Supplier Quality Management. The lecturers were academic staff from partner institutions: Seinajoki University of Applied Sciences (Finland), Poznań University of Economics and Business (Poland) and Kwantlen Polytechnic University (Canada). Field trips were organised to Škoda Auto a.s., CONTINENTAL AG, Motherson SAS Automotive Service Czechia s.r.o., Proseat Mladá Boleslav s.r.o. and DHL Supply Chain.

Three ŠAVŠ students took part in two contract research projects carried out by the department for Škoda Auto a.s. Two students from the department represented ŠAVŠ at the International Student Scientific Conference mŠVOK 2024, where Bc. Ema Hruběšová won first place in the competition for the best presentation. The Department of Production Management, Logistics and Quality was the main organiser of the 7th edition of this conference. Student Bc. Martin Meško won first prize in the "František Egermayer Award", organised by the Czech Society for Quality, for his dissertation.

In 2024, the department organised an international summer school on the topic of Sustainable Transportation for 21 students from Europe and Asia, which included specialist lectures, workshops, field trips and training sessions at the ŠAVŠ laboratories and the Škoda Auto Lean Centre.

Throughout the year, members of the department were actively involved in delivering talks at open days and lectures for secondary school pupils.

The Department of Economics and Law is actively involved in delivering lectures for both the professional and general public beyond the scope of standard teaching and contributes to the promotion of the university. Its members are active in many prominent professional organisations at national level.

PhDr. Jiří Malý regularly attended meetings of the National Convention on the EU, organised by the Office of the Government of the Czech Republic.

Mgr. Pavel Neset, Ph.D., serves as an assessor on committees of the National Accreditation Office. Since 2022, he has been a member of the Government's National Economic Council. He is regularly invited to appear on public service television, where he comments on macroeconomic issues. In collaboration with the VŠB – Technical University of Ostrava, he contributed to the TAČR Beta 2 (TITSMPO116) project: *Proposal for a strategic framework for higher education in the automotive sector*.

In 2024, Prof. Stanislav Šaroč served as chair, committee member and external examiner for doctoral thesis defences, appointment procedures and habilitation proceedings, particularly at the University of Economics in Prague and Masaryk University in Brno. He also served as a member of the editorial board of the journal **Economic Perspectives**, which is indexed in the WoS and Scopus databases. Furthermore, he took part in several expert thematic debates organised as part of the National Convention on the EU, organised by the Office of the Government. He also led a team that published two studies on the automotive industry, namely: **Automotive Study** (in English) and **The Global, European and Czech Automotive Industry and Car Market – Status, Trends and Selected Issues** (in Czech). The study was published by ŠAVŠ. At the same time, he served as the expert supervisor, moderator and speaker at seminars organised by the ŠAVŠ Research Centre, which was established in 2023. He also served on several committees as an evaluator for the National Evaluation Office (NAÚ).

JUDr. Petr Frischmann, LL.M., Ph.D. delivered a course on *Business Negotiation* as part of lifelong learning. He is also involved in the 'Lawyers in Schools' project.

The Department of Marketing and Management, led by the Head of Department, Doc. Ing. Pavel Štrach, Ph.D. et Ph.D., in collaboration with the VŠB – Technical University of Ostrava, carried out the TAČR Beta 2 (TITSMPO116) project: *Proposal for a Strategic Framework for Higher Education in the Automotive Sector*. Under the leadership of the Deputy Head of Department, Ing. Eva Jaderná, Ph.D., the project 'Student Grant Competition: *Sustainable Transport, Housing and Nutrition through the Eyes of Czech Consumers*' was carried out. Dr Jaderná also led a contract research project within the department, commissioned by AutoSAP – the Automotive Industry Association – entitled '*FAST – A Framework for Skills Transformation in the Automotive Sector*'. Department member Mgr. Emil Velinov, Ph.D., completed the project "*Diversity, Equity, and Inclusion Practices in the German and Czech Automotive Industry*", supported under the bilateral Czech-Bavarian cooperation programme (BTHA, in collaboration with the University of Regensburg). Members of the department also participated in research tasks carried out across the university, such as the INTREPID-HEI project implemented as part of the EIT HEI Initiative on Urban Mobility, one of the programme axes of cooperation within the Erasmus+ programme, and the TAČR NCK (TN02000033) '*NCK for Industrial 3D Printing*'.

The department organised the delivery of specialised modules leading to the award of 'Purchasing Expert' certificates for students on the follow-on Master's degree programme in Economics and Management, with specialisations in International Marketing or International Supply Chain Management, and 'Purchasing Specialist' for students on the Bachelor's degree programme in Business Economics and Management, specialising in Business Management and Logistics and Quality Management, with the support of the Purchasing department of the university's founding company, Škoda Auto. Building on the successful collaboration with the Procurement department of the university's founding company, Škoda Auto, the idea was developed to further enhance the courses and educational activities relating to procurement, which led to the creation of a specific specialisation within the Bachelor's degree programme in Economics and Management, entitled 'Purchasing', which was accredited in 2023 by the National Accreditation Office for Higher Education.

Lecturers from the department offered students the opportunity to engage actively through numerous innovative teaching methods and participation in projects. In the field of applying new teaching methods, collaboration continued between students from Škoda Auto University and students from the Czech Technical University (ČVUT) as part of the Formula Student project, led by Ing. Martina Beránek, Ph.D. In the 'International Management' module, international virtual teams were utilised via the BLIC and xCulture collaboration platforms. In the 'B2B Marketing' module, students practised procurement negotiations with the participation of professional buyers.

The Department of Human Resource Management has recently been actively involved in the internationalisation of teaching, the development of educational activities (including lifelong learning) and the implementation of contract research projects. As part of the internationalisation of teaching, Dr Švejdarová worked at the Universidad de Córdoba in Spain, where she taught courses on intercultural communication, diversity, inclusion, equality, and a sense of belonging. At the same time, she initiated the establishment of a partnership between ŠAVŠ and UCO.

As part of the Intercultural Business Communication module, Catrin Ruppe from FH Münster visited ŠAVŠ students. Together with Dr Švejdarová, they led an intensive course focusing on the ethics of implementing artificial intelligence in an intercultural context.

In October, Dr Marcelo Machado from Mellville School of Business (Canada) also visited the university, where he gave lectures on artificial intelligence, sustainability and data-driven human resources management (Data-driven HR) as part of Dr Švejdarová's course. An intensive international collaboration was launched with Dr Machado.

In February 2024, Dr Cory Isaacs from SeAMK (Finland) taught the module 'Social Communication'. In October of the same year, he lectured on cultural stereotypes and teamwork as part of the 'Social and Managerial Potential Development' course.

Associate Professor Karel Pavlica taught the 'International Business and Communication' module in return at our partner university, SeAMK in Finland, where he focused on topics in the field of intercultural management.

Dr Švejdarová also participated in the following projects and educational activities:

A lecture for professionals on the topic of age diversity and intergenerational dialogue in the workplace, as part of the Age Management event.

Supervision of student projects commissioned by practitioners as part of the interdisciplinary modules, Strategic Sustainability Management (topic: Social Entrepreneurship in NGOs), Sustainable Innovation Mindset (topic: Holistic Wellbeing).

Both courses were delivered as BIPs (Blended Intensive Programmes) and were attended by students from 14 countries around the world.

Beyond her teaching duties, Dr Ingrid Matoušková has long provided psychological counselling to students and academic staff at ŠAVŠ, particularly in the areas of coping with personal problems and career planning.

The Department of Quantitative Methods once again ran intensive preparatory courses in mathematics and physics for new students; the latter course is intended primarily for prospective students of the Industrial Management programme. Members of the department organised an induction week for new ŠAVŠ students.

During 2024, a major overhaul of the teaching methods for the courses 'Statistics' and 'Statistics for Economists' was carried out, involving a transition to using MS Excel. Mgr. Radka Picková, Ph.D., and Mgr. Petr Kasal contributed to the development of a new course focused on data analysis. Mgr. Pavel Brom, Ph.D., and Mgr. Petr Kasal delivered several lectures to secondary school pupils on topics in the fields of ICT, applied mathematics and physics. Mgr. Pavel Brom, Ph.D., focused on expanding the equipment at the Hejdovka laboratory centre for the purposes of teaching Physics. Mgr. Petr Kasal managed and further developed the activities of the school's sports club, USK. Members of the department were part of the research teams for several TAČR projects, contract research and IGA projects, providing statistical data processing within these teams.

Mgr. Pavel Brom, Ph.D., was the principal investigator for projects funded under ŠKO-ENERGO's grant programmes, entitled 'The Physics of Travel' and 'Physical Principles, Safety, Environmental Friendliness and Economic Efficiency of the Operation of Various Means of Transport' at summer suburban camps for children.

In 2024, members of the department were involved in organising integration activities for Ukrainian children and adults who had found refuge in Mladá Boleslav and the surrounding area. Mgr. Petr Kasal was involved in preparing primary school pupils for secondary school entrance examinations.

As part of the teaching process, **the Department of Finance and Accounting** applies the latest trends in current accounting and tax legislation across all its modules. Practitioners are involved in teaching to help students acquire practical skills. In March 2024, as part of the 'Managerial Finance' module, a lecture was given by Ladislav Musil, Petr Karásek and Ján Dolejš (crisis managers from the Czech Association of Interim Management, CAIM) entitled: 'Interim management as a way to resolve a company's financial problems'. In December 2024, as part of the 'Managerial Finance' module, a lecture was given by Jan Chládek (CFO of Coca-Cola HBC Czech Republic and Slovakia, s.r.o.) entitled 'Financial Management at Coca-Cola HBC'. The course coordinator for the 'Fundamentals of Business Economics' module Assoc. Prof. Čížinská organised a block teaching session in February 2024 in collaboration with visiting Prof. Dr. sc. Ivana Mamić Sačer from the Faculty of Economics & Business, University of Zagreb (Croatia), who focused her part of the block teaching on the issues of drawing up a start-up budget and business plan, financial analysis and the economic aspects of business activities.

In the field of science and research, the department is carrying out a three-year internal grant project (2022–2024) focused on quantifying the economic externalities of the development of electromobility in the Czech Republic – 'The impacts of the successful development of electromobility on the Czech Republic's tax mix in the context of EU policies', led by a research team from the Department of Finance and Accounting (Ing. Bergnerová, Doc. Bokšová, Dr Horák, Dr Moravec) in collaboration with the

Department of Quantitative Methods at ŠAVŠ (Mgr. Kasal). In 2024, an online workshop was organised at which the preliminary research findings were presented, followed by a discussion with experts in the field.

Following the successful completion of the three-year TAČR Éta project 'New e-Government Challenges in a Pan-European Context to Enhance the Competitiveness of the Czech Republic', the implementation phase is now underway, during which the project coordinator is putting the project's results and outputs into practice.

In 2023, the Department of Finance and Accounting successfully joined the COST ACTION European projects, specifically CA21107 DIGI-net, which focuses on public attitudes towards digitalisation, thereby building on the previous TAČR Éta project. The COST ACTION 21107 project is still ongoing.

Prof. Strouhal also serves as the Czech representative on the management committee for the projects CA22110 LIAISE (a project dedicated to industrial symbiosis) and CA22124 ECO4ALL (a project dedicated to the circular economy). For the CA22110 LIAISE project, he is the chair of the working group, the scientific communication officer, and a member of the project's core group.

In 2024, the Department of Finance and Accounting secured an international research project funded by CIMA (Chartered Institute of Management Accountants), which addresses the issue of ESG reporting from the perspective of Czech and Estonian stakeholders. The project is being carried out in collaboration with the TalTech School of Business and Governance. Representing the Department in the project are Prof. Strouhal (project leader) and Dr Horák. The project is being carried out between April 2024 and March 2025.

Assoc. Prof. Čížinská has long been involved in the production of the ŠAVŠ annual study on the automotive industry. In the study published in 2024, she authored the chapter 'Development of Economic Value Added in the Automotive Industry in the V4 Countries and Germany'.

During the summer semester of the 2023/2024 academic year, Associate Professor Čížinská lectured as part of International Staff Week at the Technische Hochschule Wildau / Technical University of Applied Sciences Wildau (Germany). In 2024, an intensive blended course entitled 'Strategic Innovation Mindset (SIM)' was delivered. Ing. Josef Horák, Ph.D., represented the Faculty of Business and Economics in delivering the course and organising accompanying activities (an excursion to the Svijany Brewery, a visit to the museum and other facilities of ŠA, a.s.).

During 2024, **the Department of Informatics** finalised the preparation of an application for the renewal of accreditation for the follow-on degree programme in *Business Economics and Management Informatics* (PEMI) in the full-time mode of study, and the preparation of an application for the accreditation of the same degree programme for the blended mode of study. Several academics were involved in the preparation – in the case of the blended-learning mode, in particular the authors of the study materials for all the modules taught on this programme. The application was submitted in February 2025.

In collaboration with the VŠB – Technical University of Ostrava, the department participated in the TAČR Beta 2 (TITSMPO116) project: *Proposal for a strategic framework for higher education in the automotive sector*.

In 2024, cooperation with SEAMK Helsinki also continued and was further strengthened (reciprocal lectures by teaching staff – Ing. Martin Juhas).

In 2024, Dr Beneš produced a more detailed second version of the tender documentation for the IS CC (*Cloud Computing Information System*) on behalf of the Ministry of the Interior of the Czech Republic.

In the second half of 2024, Prof. Jiří Voříšek and Dr Vladimír Beneš prepared *an extensive trend study on cloud computing within the ČEPS environment* for ČEPS. The study was submitted in January 2025.

As part of the ŠAVŠ Na Hejdovce Technical Centre, the '*Modernisation of Teaching – Equipment and Operation of the Data Centre and ICT Laboratory*' project (Dr Vladimír Beneš) also continued throughout 2024. The ultimate aim of the project is to establish an information technology laboratory for research (the high computing power of the Data Centre's hardware enables the implementation of complex numerical mathematics algorithms), as well as for theoretical and practical teaching in the subjects *Technical Infrastructure and Network Technologies, Data Analysis and Databases, Algorithms and Programming, Business Security and Data Protection, Data Engineering, and Algorithms and Algorithmisation*, which are compulsory modules in the *Business Economics and Management Informatics* (PEMI) degree programme at both Bachelor's and Master's levels. Students on the PEMI

programme (as well as academic staff at the Department of Informatics) thus gain a platform – both theoretical and practical – for participating in IT projects (as principal investigators or co-investigators).

Members of the department have been involved in the following research projects:

BAIT (Dr Lukáš Herout), INTREPID-HEI (Dr Lukáš Herout), RENForce (Dr Vladimír Beneš, Dr Lukáš Herout), SGS – Team preparation for FORMULE STUDENT ŠAVŠ (Ing. Martin Juhas).

The department collaborates with secondary schools in the teaching of computer science subjects through guest lectures and by proposing topics in the field of computer science for year-end or final projects.

Members of the department (Dr Vladimír Beneš) also work closely with the Czech branch of IBM (guest lectures by industry experts) and with the IBM technology users' association – COMMON ČR.

Experts from Škoda Auto a.s., as well as international experts, are involved in teaching computer science subjects through guest lectures:

Ing. David Žid (Škoda Auto): "Agile Project Management". In the modules: *Planning and Management of Information Systems Projects, Project Management, Technical Infrastructure and Network Technologies*.

Ing. Pavel Šimek (Škoda Auto): "Integrating IT Governance and Security into the IT Structure at ŠA". In the modules *Business Informatics, Business Informatics Management I, Technical Infrastructure and Network Technologies*.

There was also a guest lecturer from abroad – Harrison Okuogume (SEAMK Seinäjoki, Finland) – for the course '*Information Systems*'.

The Department of Mechanical and Electrical Engineering has included lectures by industry experts as part of its accredited courses: Assoc. Prof. Ing. Jiří Machuta, Ph.D. (Škoda Auto a.s. Foundry and Forge) in the course *Materials Science* – lecture topic: 'Die-casting of aluminium alloys' – and in the course *Engineering Production* – lecture topic: ' ' – lecture topic: 'Engine block production technology'. A total of five colleagues from the technical development department of the EP division were involved in teaching the modules '*Automotive Engineering*' at Bachelor's level and '*Mechanical Components of the Car*' at Master's level. The topics covered included: *internal combustion engines, their peripheral components, transmission mechanisms, braking systems and chassis assemblies*. As part of the involvement of further industry experts, the Master's-level course '*Automotive Electrical and Electronic Systems*' was delivered in collaboration with the EEB department. The Master's-level course '*Modern Automotive Production*' was implemented; the lectures are led by industry experts directly at the production plant, and the associated practical sessions take the form of excursions to live production facilities.

Three excursions were organised to Škoda Auto's production facilities, and one excursion to the Škoda Auto, a.s. engine development centre.

The Department is continuing for a second year with the TAČR TREND project on the topic of 'modular drilling rigs', which was selected for funding. The annual report for the project, which is being conducted in collaboration with two companies, was fully accepted by the TAČR authorities. Furthermore, as part of the consortium for the National Centre of Competence for Industrial 3D Printing project, the department has become involved in two sub-projects. DP 01 Innovative Printing Filaments focuses on the development of composite filaments with special properties, such as electrical, magnetic and thermal conductivity. Sub-project 02, 'Effective Material Sustainability in Additive Manufacturing', focuses on issues relating to the circular economy. The aim is to develop recycling processes that will enable the reuse of materials used in 3D printing. Annual research reports have been prepared, with DP 02 prepared in collaboration between the Department of Mechanical Engineering (KSE) and the Department of Electrical Engineering (KŘVLK). As part of the Department's National Centre of Excellence (NCK), a new sub-project, DP 66, has been prepared and approved for implementation in 2025 and 2026. The topic is the 3D printing of hard-to-source spare parts and bespoke automotive accessories. In addition to the Department of Mechanical and Electrical Engineering, the Department of Production Management, Logistics and Quality and the Department of Quantitative Methods will also be involved in this project.

As part of the contract research project 'Universal Racks', commissioned by Škoda Auto, a.s., two patents were granted. The departments carried out a total of four contract research projects: *Sandwich*

Structures, Beams, Thermal Management of Powertrains, and 3D Printing in India. As part of internal grant competitions, the department prepared one project for the IGA competition and one for the SGS competition. Both projects were funded and have been duly launched.

3 Students

3.1 Students in accredited study programmes

Number of students on accredited study programmes as of 31 December 2024					
Study programme	Bachelor's degree		Follow-on Master's degree		TOTAL
	FT	PT/D	FT	PT/D	
Economics and Management	592	108	133	69	902
Business Informatics	141	16	4		161
Industrial Management	101		13		114
Business Administration	10		37		47
TOTAL	844	124	187	69	1,224

3.2 Students who failed to complete accredited study programmes

Number of unsuccessful students in accredited study programmes in 2024					
Study programme	Bachelor's degree		Follow-on Master's degree		TOTAL
	FT	PT/D	FT	PT/D	
Economics and Management	73	35	8	8	124
Business Informatics	24	9	3		36
Industrial Management	11		1		12
Business Administration	2		5		7
TOTAL	110	44	17	8	179

Failure rate in the first year of study ^{*)}						
Bachelor's degree			Follow-on Master's degree			TOTAL
FT	PT/D	Total	FT	PT/D	Total	
23.7%	32.1%	25.2%	8.6%	16.2%	10.7%	

^{*)} The ratio of the number of degree programmes commenced in 2023 to the total number of unsuccessful degree programmes for this cohort in 2023 and 2024.

The causes of academic failure are generally a mismatch between students' abilities, their willingness to study intensively and the demands of their study commitments, or difficulties arising from the need to manage demanding work and study commitments for students who are in full-time employment and studying on a part-time basis.

Škoda Auto University's Study and Examination Regulations, together with the credit system in use, allow students who are unable to progress through their studies at the pace set by the standard study plan to spread the completion of their study obligations over a longer period.

During the pre-semester period, an induction programme was organised for students newly enrolled in the first year of study; in addition to social activities, aimed to raise students' awareness of the study system at ŠAVŠ.

Furthermore, preparatory courses in mathematics and physics were organised during the pre-semester period to prevent future academic failure. Given the growing number of students enrolled in degree

programmes taught in English, courses in Czech, intercultural skills, and selected IT skills were organised for these students during the pre-semester period.

In 2024, academic counselling was provided to students. Proactive communication took place with students who were showing weaker academic performance during their studies. Care was taken to ensure that students on the blended learning programme had sufficient time, particularly with regard to the scheduling of examination dates.

It goes without saying that all academic staff at the university have sufficient consultation hours available. A 'buddy system' was also introduced, which assigns each prospective student a mentor from among students in higher years, who helps them find their feet in the university environment both before enrolment and during the first semester.

In 2024, the gross drop-out rate, expressed as the ratio of *the number of unsuccessful study programmes to the total number of study programmes* as of the 31st of December, stood at 12.7 per cent. Compared with 2023, this represented a slight decrease from the previous figure of 13.6 per cent.

With the Industrial Management and Business Economics and Management Informatics degree programmes now fully operational, certain differences in drop-out rates between the individual degree programmes are already becoming apparent. The lowest drop-out rate in 2024 was recorded in the Industrial Management degree programme,

The drop-out rate for first-year students – calculated as the ratio of the number of degree programmes commenced in year t to the sum of the number of students who did not complete their studies in that cohort in years t and $t+1$ – fell slightly compared with the previous year. The drop-out rate for full-time bachelor's degree programmes fell year-on-year. The dropout rate for students on part-time bachelor's degree programmes remains relatively high. The overall drop-out rate in the first year of study fell from 24% to 20.9% compared with 2023.

Measures to limit the prolongation of studies

The ŠAVŠ credit-based study system allows students to set their own pace of study. The university's internal regulations do not specify a maximum duration of study for individual degree programmes. The relevance of acquired knowledge is ensured by a provision in *the university's Study and Examination Regulations*, which limits the maximum validity period of academic results achieved to 7 years for bachelor's degree programmes and to 5 years for master's degree programmes. Once this period has elapsed, the academic result ceases to be valid and the student must retake the relevant module in its entirety. This measure, together with the fact that students pay the full tuition fee for every semester in which they are enrolled, has proved to be sufficient motivation to prevent students from unduly prolonging the duration of their studies.

3.3 Scholarships awarded to students

In 2024, scholarships were paid to the university's students in accordance with the university's Scholarship Regulations.

The following table provides an overview of the number and average amount of scholarships awarded in 2024:

Scholarships to students by purpose		
Škoda Auto University		
Purpose of the scholarship	Number of students	Average scholarship amount in CZK
Merit-based scholarships	131	11,713
Social scholarships	2	33,110
To support study abroad	3	32,667
Exceptional scholarships covering tuition fees for students enrolled in the Incentive Programme for Talented Applicants	115	43,693

Other exceptional scholarships	71	4,221
Accommodation scholarship	463	3,726
TOTAL	684	12,790

3.3.1 Specific scholarship programmes

The 'Motivational Programme for Talented Applicants' can be regarded as the university's own specific scholarship programme. It involves awarding a scholarship covering tuition fees to the top 30–40 applicants entering the first year of bachelor's degree programmes and to the top 5–10 applicants entering master's degree programmes. Applicants are selected according to pre-defined criteria based on outstanding academic performance during their secondary school studies, results in the SCIO national comparative examinations, or outstanding academic performance during their bachelor's degree studies. A condition for the award of this scholarship throughout the standard duration of study is the attainment of at least 60 credits in each of two consecutive semesters. Furthermore, ŠAVŠ awarded scholarships to support study trips to countries outside the EU, as well as special scholarships for various contributions to the development of the school.

3.4 Consulting Services

The Student Affairs Office, comprising four staff members, is responsible for providing academic counselling. In justified cases, the Vice-Rector for Academic Affairs also participates in providing academic counselling.

Academic counselling and advice relating to foreign students' stay in the Czech Republic, as well as counselling for ŠAVŠ students going abroad, is provided by the International Office and the Academic Affairs Department, and, where appropriate, by the Vice-Rector for International Relations.

Crisis counselling is provided by an academic staff member from the Department of Human Resource Management with the relevant expertise.

In 2024, the 'buddy system' continued to operate, assigning each prospective student a mentor from among students in higher years, who helps them find their feet in the university environment even after enrolment. Mentors are allocated to applicants on a regional basis. Surveys show that the 'buddy system' significantly helps first-year students to settle in.

In 2024, the counselling services also included support provided by a specialist to Ukrainian and Russian students who were coping with the consequences of Russia's aggression against Ukraine.

Furthermore, the university employs a member of staff responsible for organising students' work placements, who also acts as an adviser in this field and, together with selected academic staff, provides career guidance. Škoda Auto University also benefits from close cooperation with the company's relevant human resources departments regarding the employment of its graduates. In 2024, a one-day job and work placement fair – *Career Day* – was once again organised, attended by 24 partner companies as well as four organisations within the newly incorporated charity corner.

3.5 Identification and support for students with specific needs

The system for identifying and supporting students with specific educational needs is comprehensively described in the *'Rector's Directive on Study Support Provided to Prospective Students and Students with Special Educational Needs'*. On this basis, the college provides every student and prospective student with special needs with support aimed at creating the conditions for them to realise their full potential. Information for this group of students is available on the college's website.

At the start of the 2024/2025 winter semester, the Support Centre for Students with Specific Needs at ŠAVŠ began its operations. The Centre was established with the aim of levelling the playing field for students with specific needs and ensuring support for students who require specific approaches to education; its activities are based on the methodological plan of the Ministry of Education, Youth and Sport (MŠMT).

The Support Centre provides its services not only in Mladá Boleslav but also at its branch in Prague, thereby ensuring that support is available to all students.

The Support Centre's specialist team consists of two special needs coordinators from KJPIK and a contracted special needs teacher. The team provides specialist support and consultations to students, proposes modifications to teaching and study materials, and arranges other specific forms of support. The services also include access to a quiet room, which serves as a peaceful environment for studying and sitting exams. The Centre also offers support for academic staff, including guidance on working with students with special educational needs.

A further step towards promoting inclusion was ŠAVŠ's acceptance as the first private higher education institution into the Association of Service Providers for Students with Special Needs (AP3SP). This association brings together higher education institutions to improve support for students and share best practices. Our university's membership was approved at the AP3SP general meeting on 19 November 2024. Thanks to this membership, it will be possible to collaborate more effectively on developing strategies that will strengthen inclusion and the accessibility of education for students with specific needs.

A dedicated parking space has been provided in the underground car park of the main university building for students with specific needs due to reduced mobility. Wheelchair access is provided to all teaching areas and most other facilities at Škoda Auto University, including those located on the Škoda Auto a.s. premises and at the university's branch in Prague.

International students may also be considered to have specific needs. For this group of students, Czech language tuition is organised free of charge throughout their studies, to an extent appropriate to their needs. This group of students is also provided with comprehensive advice and assistance regarding visa matters and the recognition of their qualifications. The International Office and the Department of Language Training and Intercultural Communication also provide intercultural guidance to this group of students.

Part of this support is *the 'buddy system'*, in which international students are specifically involved.

3.6 Working with exceptionally gifted students and prospective students

Škoda Auto University recognises the importance of supporting gifted students, who contribute significantly to the university's positive image.

Throughout 2024, the awarding and payment of merit-based scholarships based on academic performance continued.

The number of applicants accepted into *the Motivational Programme for talented applicants* for both bachelor's and master's degree programmes remained unchanged. A total of 30–40 of the top applicants for bachelor's programmes and 5–10 applicants for master's programmes, selected on the basis of outstanding academic performance during their secondary or higher education or their results in the SCIO National Comparative Examinations, were offered places at Škoda Auto University with a scholarship covering the full tuition fees.

For students with a strong practical focus, the dual education programme, which is described in detail in Chapter 4.4, continued in full.

The involvement of gifted students in the research work of specialist departments continued, particularly within the framework of *the Student Grant Competition* or other research projects.

New optional modules were once again introduced. Some were developed as a result of participation in international projects, whilst others were created through collaboration between lecturers from two or more departments. Other modules make use of the new laboratory centre, which opens up opportunities for the further development of talented students in the fields of engineering, manufacturing, logistics and IT. The range of professional certificates on offer has been significantly expanded. Collaboration with our partner, Unicorn University, was implemented, involving the mutual participation of students in selected modules.

Gifted students are involved in international projects. Throughout the year, they help prepare and organise activities as part of the *Erasmus+* programme and collaborate on arranging discussion forums with interesting guests. Exceptionally gifted students are selected for work placements of up to one year with international partners in the corporate sector. Where necessary, selected students are supported by special scholarships for study periods at partner universities outside the EU.

For students with exceptional language skills, an individualised foreign language study plan tailored to their proficiency level continued to be offered, along with the opportunity to sit examinations leading to internationally recognised language certificates.

In 2024, selected ŠAVŠ students took part in the 'Formule student' project, which has been running for some time in collaboration with the Czech Technical University in Prague. Within the competition team, ŠAVŠ students provide expertise in economics. With the aim of boosting student motivation, work on the project was again incorporated into the course 'Team Project in Collaboration with Industry', in which students work under the guidance of an experienced academic staff member. The joint team achieved outstanding results in 2024.

In 2024, the school management collaborated with talented students as part of the internal quality assurance system's feedback mechanisms. They succeeded in increasing the overall level of student involvement in these mechanisms. It is clear that this involvement should be further enhanced.

Selected students were extensively involved in educational activities to support war refugees from Ukraine.

3.7 Identification and support for students from socio-economically disadvantaged backgrounds

Students from socio-economically disadvantaged backgrounds may apply for a social grant under the conditions and at the rate stipulated by law. Furthermore, students may apply to have their tuition fees for a single semester paid in instalments. The dual education programme has become a key element in supporting socio-economically disadvantaged students, providing participating students with an income that enables them to fully or largely cover their study costs.

3.8 Support for parents amongst students

Female students who are mothers may, in accordance with the law, take a break from their studies for as long as is strictly necessary; this period does not count towards the total maximum duration of a study break. They may also, where applicable, apply for a social grant or for payment offs their tuition fees in instalments.

3.9 University accommodation and catering services

Škoda Auto University does not have its own accommodation facilities. Student accommodation is arranged through framework agreements with several accommodation providers in Mladá Boleslav, and until August 2024, the former Věmec Hotel, which is owned by the town of Mladá Boleslav, was used for this purpose. Catering for staff and students in Mladá Boleslav is provided under the same conditions as for employees of Škoda Auto a.s. From July, there will be a change of operator – Aramark will be replaced by GTH catering a.s.

Students at the Prague branch stay in halls of residence belonging to the University of Economics (VŠE) or other universities, the capacity of which appears to be sufficient. This accommodation is not covered by any contractual arrangement with the school. For meals in Prague, students use the VŠE canteens, and they are provided with the same financial allowance as students in Mladá Boleslav.

The table below contains details regarding accommodation and meals in Mladá Boleslav.

Accommodation and meals in Mladá Boleslav	
Total bed capacity in university halls of residence	0
Number of beds in rented facilities	47 (from September 2024)
Number of accommodation applications submitted as of 31 December 2024	92
Number of successful applications for accommodation as of 31 December 2024	31
Number of bed-days in 2024	11,516
Number of main meals served to students since July 2024	4,724
Number of main meals served to university staff since July 2024	2,816

Number of main meals served to other diners since July 2024	17,517
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3.10 University Sports Club

At ŠAVŠ, the Mladá Boleslav University Sports Club has traditionally organised sporting activities for students.

The University Sports Club continued to operate very successfully in 2024. A total of 36 students took part in the national academic championships in various sports. At the Czech Academic Championships in the obstacle course (Gladiator Race), our university had the largest contingent of any Czech higher education institution. The men's futsal team fought their way through the qualifiers to reach the final tournament of the Czech Academic League (ČAH), where they finished in 5th place.

The greatest success was achieved by Tomáš Wegmann, who took first place at the Czech University Championships in bouldering.

Furthermore, the university sports club organises regular leisure-time sports activities for students: volleyball, basketball, floorball, futsal, climbing and yoga. School sports tournaments in futsal, volleyball and chess have now become a tradition. Over 200 ŠAVŠ students have taken part in these sporting activities. Preparations have begun for hosting the Czech Rapid Chess Championship, which will take place in 2025.

One-off outdoor sporting events, both one-day and multi-day, are also popular (canoeing, hiking, high-altitude hiking, via ferrata).

Members of the sports club also play a significant role in organising the induction week for new first-year students.

The club has received financial support from the university, but has also drawn on substantial support from ČAUS.

A system of individual study plans has been introduced for elite student athletes.

The club's activities were organised primarily by its chairman, Mgr. Petr Kasal.

3.11 Graduates of accredited study programmes

In 2024, a total of 235 graduates completed a study programme at ŠAVŠ.

Graduates of accredited study programmes (numbers)					
	Bachelor's degree		Follow-on Master's degree		TOTAL
	FT	PT/D	FT	PT/D	
Economics and Management	76	31	53	36	196
Industrial Management	16	0	0	0	16
Business Informatics	14	3	1	0	18
Business Administration	3		2		5
TOTAL	109	34	56	36	235

3.12 Cooperation and maintaining contact with graduates

Graduates of both forms and levels of study have the opportunity to become members of the *Škoda Auto University Alumni Club*. The club has been operating in its current form since 2010. Through the club, the university maintains contact with its graduates who have entered the workforce, collects statistically interesting data from them, and invites them to its professional and social events. Technically, contact with graduates is facilitated by creating a dedicated email account that is part of the university's information system. The aim is not only to maintain contact with Škoda Auto University graduates in the future, but also to actively involve them in the university's activities.

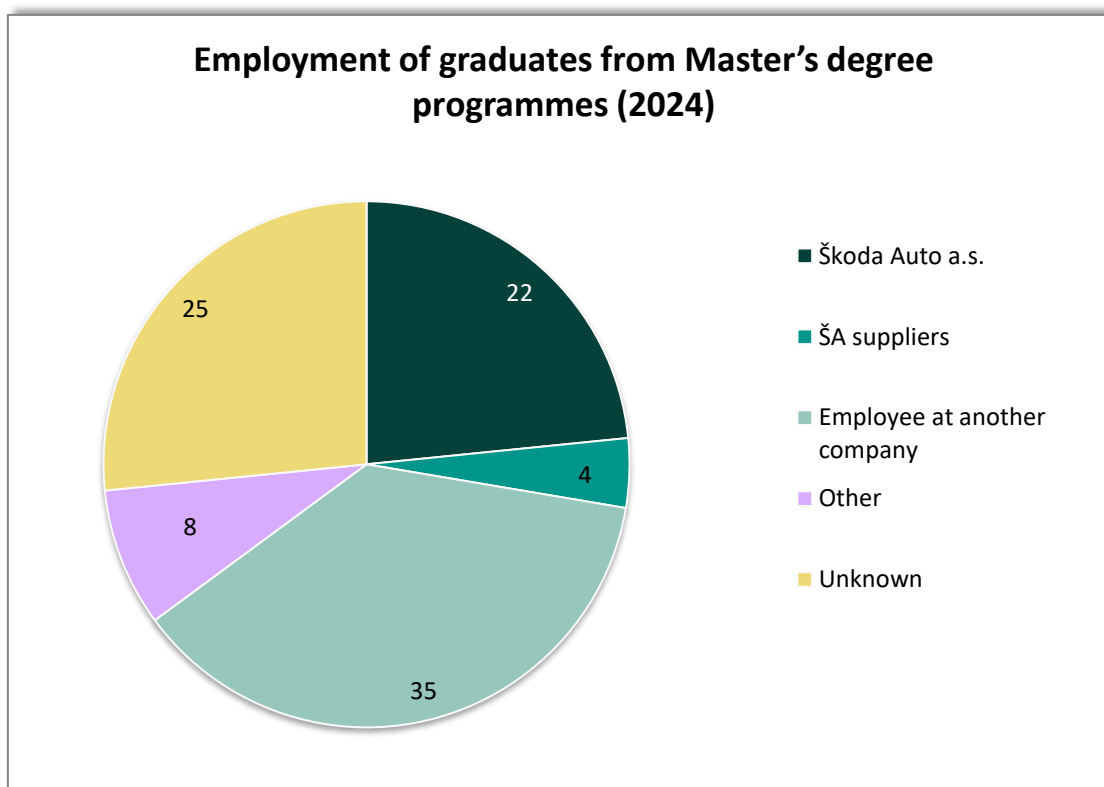
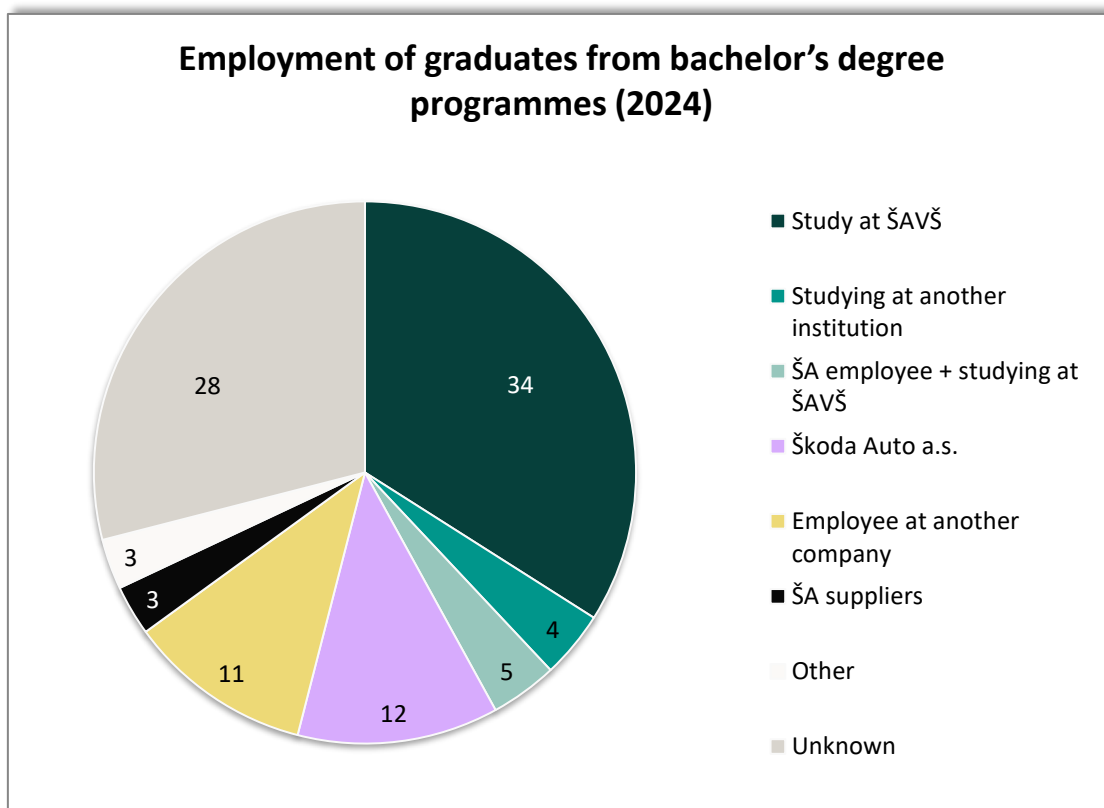
The Alumni Club has its own page on the Škoda Auto University website, where basic information is available. Interviews with successful graduates and details of the club's activities are published there.

Members of the *Škoda Auto University Alumni Club* are regularly invited to the following events: specialist discussion forums and conferences organised by the university, as well as cultural and sporting events. In turn, they have the opportunity to provide feedback on matters such as their prospects in the labour market or their views on the events they have attended.

3.13 Monitoring graduate employment and measures to increase it

The university conducts an annual survey of the employment of graduates from both bachelor's and master's degree programmes.

The results of this survey are presented in the following charts.



Measures to increase graduate employment form part of the system of cooperation with the corporate sector – *the Partnership Concept* – which is described in more detail in section 4.4 below.

3.14 Cooperation with future employers

Given that Škoda Auto a.s. is the founder of the university in its new legal form, the university cooperates very closely with this multinational company in particular to support the employment of its graduates.

The university's management formulated a new approach to cooperation with the business sector in the preparation of graduates as early as the end of 2013, which gradually developed into a comprehensive system known as *the 'Partnership Concept'*. In 2024, the university continued its systematic cooperation with partner companies within this framework.

This cooperation took the following forms in particular:

- work placements for ŠAVŠ students in companies,
- the dual study programme,
- joint research and consultancy projects,
- the involvement of experts from the business sector in teaching and the supervision of final-year projects,
- the involvement of experts from partner companies in study programme committees and the university's academic board,
- cooperation in the development of new study programmes and the innovation of existing ones,
- the university's training and consultancy services for businesses,
- financial and material support provided by partners.

In 2024, the *'Study and Work'* dual education programme was again implemented as part of the collaboration with employers.

In 2024, five companies took part in the programme (Škoda Auto, Kautex, Forvia, Simoldes, Thimm Obaly). As part of the programme, Škoda Auto offered a job to one student and offered work placements outside the programme (without the programme's benefits) to a further eight students. Thimm Obaly took on one student, Kautex four students, and Forvia three students. In 2024, 17 students received job offers as part of this programme.

These students were enrolled in the first and second years of full-time professional bachelor's and master's degree programmes and specialisations offered by the school. They also signed an employment contract with the company, which offers them long-term employment and further training opportunities. At Škoda Auto, students are very well financially supported thanks to an increased hourly rate of pay during their work placement. Programme participants also have the prospect of a job offer upon successfully completing their studies, after which they become full-time employees. Some students receive a job offer whilst still studying and switch to a blended learning programme.

Throughout 2024, meetings were organised between ŠAVŠ students and representatives of partner companies, focusing on opportunities for students to take up positions as interns or employees.

The highlight of this collaboration was the organisation of Career Day – a fair showcasing internship and job opportunities, at which a total of 24 partner companies presented themselves to the students. The event was brought to life by the opportunity for students to take part in mock interviews with the exhibiting companies.

The school regularly tracks its graduates' employment statistics and publishes the results on its website. The most extensive survey in the school's history has been conducted in this area.

The school's management pays constant attention to the unemployment rate among graduates. The employment of graduates at Škoda Auto a.s. is monitored with particular rigour.

In 2024, the long-term strategic partnership with two partners, ADAstra and AIKIT Digital, continued. The school collaborates with ADAstra on teaching students in the fields of data management, data science and artificial intelligence. AIKIT Digital provides the school with specialist knowledge and experience in the fields of PLC programming, artificial intelligence, machine learning and robotics. Cooperation with the IBM COMMON ČR technology users' association is also continuing intensively. The association assists the Department of Computer Science with the supply of hardware and software to the department's data centre. Furthermore, in 2024, negotiations began on strategic partnerships with other major multinational companies.

During 2024, cooperation was established and developed with the following partners:

Ernst & Young s.r.o.	Klokočka Autosalon spol. s.r.o.	Strojmetal
Montana s.r.o., Mladá Boleslav	KIEKERT-CS, s.r.o.	Aluminium Forging, a.s.
Siemens, s.r.o., Mohelnice Electric Motors branch	Ipsos s.r.o.	ADASTRA, s.r.o.
Magna Exteriors & Interiors (Bohemia) s.r.o.	Manufactus GmbH	AIKIT Digital s.r.o.
ROHDE & SCHWARZ, Vimperk branch, s.r.o.	HYPERA Ltd	Ipsos, s.r.o.
Continental Automotive Czech Republic s.r.o.	Alevia Ltd	TRW-Carr s.r.o.
Kautex Textron Bohemia spol. s.r.o.	Česká spořitelna a.s.	Czech-German Chamber of Commerce and Industry
Kovo MB Trade Unions	Teradata Czech Republic, spol. s r.o.	PricewaterhouseCoopers Czech Republic, s.r.o.
AUTO JAROV, s.r.o.	3BT software s.r.o.	Porsche Inter Auto CZ, spol. s.r.o.
Porsche Inter Auto CZ spol. s.r.o.	Behavio Labs s.r.o.	Teradata Czech Republic, spol. s.r.o.
Hönigsberg&Düvel Datentechnik Czech s.r.o.	Czech Logistics Association z.s.	NMS Market Research s.r.o. Aufeer Design, s.r.o.
KPMG Czech Republic, s.r.o.	DYNAMIC FUTURE s.r.o.	Czech-Slovak ECR Initiative, registered association
MAHLE Behr Mnichovo Hradiště s.r.o.	02 Family, s.r.o.	Kovona a.s.
SCIO s.r.o.	NMS Market Research s.r.o.	Coca-Cola HBC Czech Republic and Slovakia, s.r.o.
DigiTech (formerly E4t electronics for transportation) s.r.o.	IBM Czech Republic spol. s r.o.	Magna International (Germany) GmbH
M. Preymesser Logistics s.r.o.	Komerční banka a.s.	Business Leaders Forum, z.s.
	Marimex CZ, s.r.o.	The Statutory City of Mladá Boleslav
	LOGIO s.r.o.	Czech-Israeli Joint Chamber of Commerce
	mBlue Czech, s.r.o.	
	BEEWATEC s.r.o.	
	HOLLEN CZ s.r.o.	
	Railway Administration	
	SUAS GROUP a.s.	
	Apogeo Group	

4 Interest in studying

4.1 Interest in studying at university

Interest in studying at university						
	Bachelor's degree			Follow-on Master's degree		
Study programme	Number of applications	Number of students admitted	Number of students enrolled	Number of applications	Number of students admitted	Number of students enrolled
Economics and Management	414 (+57)	414 (+57)	239 (+36)	136 (-22)	136 (-22)	86 (-33)
Business Informatics	120 (+22)	120 (+22)	72 (+13)	10 (+2)	108 (+2)	5 (+4)
Industrial Management	58 (+11)	58 (+11)	35 (+1)	15 (+9)	15 (+9)	12 (+10)
Business Administration	11 (-6)	11 (-6)	3 (0)	94 (+50)	73 (+29)	38 (+33)
TOTAL	603 (+88)	515 (+88)	349 (+50)	255 (+41)	234 (+20)	141 (+14)

The table shows the relevant figures and differences compared with 2023.

Compared with 2023, the total number of applicants for all bachelor's degree programmes taught in Czech increased in 2024. The total number of students enrolled on bachelor's programmes rose quite significantly, particularly on the Economics and Management programme.

The total number of applicants for follow-on Master's degree programmes taught in Czech fell slightly, as did the total number of enrolled students.

The number of applicants for the English-taught Bachelor's programme in Business Administration fell slightly, whilst the number of enrolled students remained at the same level. Once again, there was a very significant increase in the number of applicants for the follow-on Master's programme in Business Administration, and the number of students enrolled on this programme rose dramatically.

The total number of students enrolled on all programmes at both levels was 490 (426 in 2023).

In 2024, applicants for programmes taught in Czech were admitted without entrance examinations. Newly enrolled students on bachelor's degree programmes are assessed using general academic aptitude tests provided by Scio. The test results are an important indicator of the quality of applicants. All applicants enrolled on bachelor's degree programmes also sit English language tests, which are primarily designed to assess their initial level of proficiency. International students on programmes taught in Czech also take a diagnostic test in the Czech language.

Throughout 2024, applicants for degree programmes taught in English were admitted on the basis of entrance examinations.

4.2 Cooperation with secondary schools

In 2024, we continued our close collaboration with secondary schools across the Czech Republic. Our activities included both visits to schools by our representatives and programmes held directly at ŠAVŠ. A number of schools took part in these activities on multiple occasions, which confirms the stability and long-term nature of our mutual relationships.

We organised a series of specialist lectures for secondary school pupils, during which our academics shared the latest insights and practical examples from various fields. At other schools, we presented ŠAVŠ's range of study programmes and supported pupils in their decisions regarding further education.

We also built on the proven practice of previous years and organised an educational workshop for educational and careers advisers, this time focusing on crisis intervention and looking after pupils'

mental health. The workshop was once again held in collaboration with VISK and offered participants practical tools and specialist know-how for their day-to-day work.

Support for extracurricular activities remains an integral part of our collaboration with secondary schools – this year, too, we sponsored final-year students, primarily through in-kind donations for their school-leaving balls. These activities contribute to a positive perception of ŠAVŠ and help to develop relationships with both students and teachers.

We are developing deeper forms of collaboration with selected schools – for example, our academics regularly offer topics and supervision for final school-leaving projects at Dr J. Pekař Grammar School.

Cooperation with local secondary schools is also continually strengthened, with these schools invited to specific events throughout the year. For example, we have a long-standing tradition of inviting final-year students from schools in Mladá Boleslav during the period of their entrance examinations and preparing a specialist programme for them. Furthermore, since 2023, we have included a session at the Na Hejdivce Technical Education Centre in the programme of visits by secondary school pupils to ŠAVŠ, which has quickly become a popular part of their visit.

At the end of the year, we finalised preparations for a new concept, **‘A Taster of University Life’**, which we plan to pilot in 2025. The aim is to enable selected secondary school pupils to experience a typical day in the life of a university student – from attending lectures and seminars to taking part in accompanying activities. This concept reflects our efforts to familiarise students with the university environment, even before they decide on their future educational path.

The activities carried out in 2024 contributed significantly to the development of relations between ŠAVŠ and secondary schools. We will continue to strive to deepen and expand these relations with the aim of supporting both students and teachers on their educational and professional journeys.

Škoda Auto University collaborates closely with secondary schools to provide information to prospective students. In addition to many other information channels, secondary schools across the Czech Republic regularly receive details of specialist programmes and lectures, which we can organise either at the secondary schools themselves or as part of a visit to our campus.

In 2024, the programme of visits to secondary schools and visits by secondary schools to ŠAVŠ was expanded. Since 2022, the concept behind visits to secondary schools and visits by secondary schools to our institution has been strongly focused on the quality of the content delivered. Since 2022, the primary focus of visits to secondary schools has not been on presenting study options but on providing valuable content. This is ensured by lectures given by academics, the use of technology, and unconventional teaching methods (such as logistics games, etc.), thanks to which secondary schools are demonstrably more willing to host our roadshows. A similar concept is applied to visits by secondary school pupils to our university, where the main aim is to provide a fully-fledged university experience, including, for example, attending a real lecture as part of the teaching programme.

Cooperation with the J. Pekař Grammar School has been renewed, with each department proposing at least five topics for final A-level dissertations. Cooperation with other local secondary schools is also being continuously strengthened, and these schools are invited to specific events throughout the year. From 2023, we are also introducing a programme at the Na Hejdivce Technical Education Centre as part of secondary school visits to our university.

Our cooperation with secondary schools is now firmly based on the concept of long-term relationships, where we strive to build trust and, through our reliability, contribute to closer ties with representatives of secondary schools. As a result, we return to many schools regularly. Similarly, we are developing closer cooperation with selected schools, such as the Secondary Technical School and Business Academy in Bruntál.

Graduates are increasingly involved in the concept of visits to secondary schools. Whenever we visit a secondary school, a graduate is always actively approached; if they agree, they are trained and take part in the roadshow. This is particularly effective in terms of engaging former classmates and fostering closer relationships with representatives of secondary schools.

In 2024, a total of five in-person Open Days were held in Mladá Boleslav, and the same number were held at the Prague branch. The Open Days that attract the highest attendance are always those held after the Gaudeamus education fair. These are the February and November events, when we welcomed

around a hundred prospective students to our campus. This year, we also found success with a concept whereby the introductory presentation on general study options is led directly by our current students; as part of the presentation, they familiarise prospective students with the benefits, opportunities for sports and leisure activities, give an insight into student life, and introduce the events organised for students during the academic year. The Open Day programme includes a visit to the library and the student café, as well as presentations on individual programmes and specialisations. For those interested in studying economics-focused specialisations, lectures are organised in the school's classrooms, with the aim of presenting the specialisation in detail and providing an opportunity for prospective students to ask questions. For prospective students of technical programmes and specialisations, lectures take place at the Na Hejdovce Technical Education Centre, where a comprehensive tour of the individual teaching laboratories is included. Online Open Days were once again held on Instagram this year, taking place in both Czech and English.

In 2024, we once again took part in the Gaudeamus fairs in Prague and Brno, which are among the most significant education fairs in the Czech Republic. Both events attracted large numbers of visitors, with over 45,000 people attending in total.

In Brno, we took part in the competition for the best stand for the first time, and on our debut we achieved an excellent 7th place. We see this as confirmation of the quality of our presentation and the professional approach of the whole team.

In our communications with prospective students, we are increasingly noticing that they are already familiar with ŠAVŠ and are coming to us with specific enquiries. Interest is focused primarily on study programmes, links to professional practice and graduate employment prospects. This shift demonstrates that the ŠAVŠ brand has successfully established itself in the education market and is perceived as a high-quality and trustworthy choice.

Secondary school pupils and the schools themselves are therefore regularly informed about suitable educational and cultural events organised at ŠAVŠ.

In summary, the following activities are carried out in this area:

- reaching out to secondary schools in the immediate and wider vicinity and running special programmes for local secondary schools,
- visits to secondary schools by ŠAVŠ students, during which pupils in their final year and third year receive information about studying at ŠAVŠ and university life in general,
- participation in internal university fairs organised directly by secondary schools,
- specialist lectures delivered by our academics at secondary schools,
- extensive visits by secondary schools to ŠAVŠ (always lasting at least 4 hours), comprising lectures by academics, a tour of the university premises, discussions with our students and practical exercises,
- proposals for specialist/final projects by secondary school students (J. Pekař Grammar School in Mladá Boleslav),
- regularly sending out invitations to open days and other interesting events to secondary school headteachers,
- organising informal meetings between secondary school representatives, with the added value of a specialist workshop,
- presenting the school at the Gaudeamus university fair,
- regular support for secondary school applicants provided by our student ambassadors as part of the buddy scheme.

5 Employees

During 2024, the total full-time equivalent (FTE) number of academic staff increased by 0.75 FTE compared with 2022. The FTE number of research staff was 0.95. When staff working under a contract for work (DPP) or as self-employed individuals (OSVČ) were included, the increase was even more significant.

The number of other staff fell by 1.1 FTE. There was also a partial turnover of staff.

The following tables provide a clear overview of the qualification and age structure of academic staff.

5.1 Converted numbers of academic and research staff

Academic, research and other employees *)									
	Academic employees						Other employees	Research employees	TOTAL
	TOTAL	Professors	Associate professors	Senior lecturers	Research Assistants	Lecturers			
Equivalent number	54.58	6.81	12.62	25.67	5.14	4.33	33.07	0.958	88.61
Of which women	20.17	0.32	4.33	10.54	0.64	4.33	27.3	0	47.47
Physical count	65	11	14	29	5	6	38	2	105

*) Excluding academic and other staff employed under a contract for work (DPP) or working as self-employed contractors (OSVČ); this overview covers only employees in full-time employment.

Academic, research and other employees **)								
	Academic staff						Research employees	TOTAL
	TOTAL	Professors	Associate professors	Senior lecturers	Research Assistants	Lecturers		
Converted number	69.85	6.05	12.90	28.85	6.05	16.00	0	69.85

**) Including academic staff employed under a DPP contract or working as self-employed individuals.

5.2 Age structure of academic and research employees

Age structure of academic and research employees – numbers of individuals *)													
	Academic employees										Research employees		TOTAL
	Professors		Associate professors		Senior lecturers		Assistant lecturers		Lecturers				
	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	
up to 29 years	0	0	0	0	0	0	0	0	0	0	0	0	0
30–39 years	0	0	2	0	4	3	1	1	2	2	1	0	10
40–49 years	2	0	3	1	13	5	1	0	0	0	0	0	19
50–59 years	2	0	4	2	8	4	3	0	4	4	1	0	22
60–69 years	3	0	3	1	3	1	0	0	0	0	0	0	10
over 70	3	1	2	2	1	0	0	0	0	0	0	0	6
TOTAL	10	1	14	6	29	13	5	1	6	6	2	0	67

^{*)} Excluding academic staff employed under a contract for work (DPP) or working as self-employed individuals (OSVČ).

5.3 Numbers of academic employees by level of full-time positions and highest qualification attained

Numbers of academic employees by level of full-time positions and highest qualification attained – numbers of individuals ^{*)}									
Workload	Academic staff								TOTAL
	Professors	of whom women	Associate Professors	of whom women	DrSc., CSc., Dr., Ph.D.,	of whom women	others	of whom women	
up to 0.3	3	1	2	1	5	3	0	0	10
0.31 – 0.5	4	0	0	0	2	1	2	2	8
0.51 – 0.7	0	0	1	1	1	1	1	1	3
0.71 – 1.0	4	0	11	4	21	8	8	4	44
TOTAL	11	1	14	6	29	13	11	7	65

^{*)} Excluding academic staff employed under a contract for work (DPP) or collaborating as self-employed persons (OSVČ).

In 2024, ŠAVŠ had a total of 3 academic staff members who were foreign nationals with whom it had an employment contract.

Numbers of academic, research and other employees who are foreign nationals – average full-time equivalents										
Škoda Auto University o.p.s.	Academic employees						Research employees			Others
	Professors	Associate professors	Senior lecturers	Assistants	Lecturers	Academic, research and development employees involved in teaching activities	Postdoctoral researchers	PhD students	Other academic, research and development employees	
TOTAL UNIVERSITY	0	0	1	0	0	0	0	0	0	1
<i>of which:</i>										
Germany	0	0	0	0	0	0	0	0	0	0
Poland	0	0	0	0	0	0	0	0	0	0
Austria	0	0	0	0	0	0	0	0	0	0
Slovakia	0	0	1	0	0	0	0	0	0	0
other EU countries	0	0	0	0	0	0	0	0	0	0
other countries outside the EU	0	0	1	0	1	0	0	0	0	1
women out of the total number (regardless of nationality)	0	0	2	0	0	0	0	0	0	0

5.4 Number of senior staff

Senior management – number of individuals									
Škoda Auto University	Rector	Vice-Rector	Academic Senate	Academic Board	Bursar	Board of Directors	Director	Head of Department	TOTAL
Škoda Auto University	1	3	6	28	0	3	0	9	50
of which women	0	1	2	5	0	1	0	3	12

5.5 Number of associate professors and full professors appointed in 2024

No new professors or associate professors were appointed in 2024.

Newly appointed associate professors and professors – numbers		
Škoda Auto University	Number	Average age of newly appointed
Professors appointed in 2024	0	
of whom are women	0	
Associate professors appointed in 2024	0	
of whom are women	0	
TOTAL	0	

5.6 Career structure, incentive schemes for employee remuneration

Academic staff are encouraged to pursue professional development. Personal development plans, which are drawn up and reviewed regularly, serve as the primary tool for supporting and managing the professional development of academic staff. Academic staff are further supported in their efforts towards professional growth by measures such as direct support for editorial and publishing activities, or the provision of study leave, which is enshrined in the collective agreement. Academic staff who achieve excellent results in their creative work may have their teaching duties significantly reduced, thereby creating scope for the further development of their creative work.

During 2024, development measures for individual academic staff were once again implemented, based on their personal development plans which reflected the institution's objectives as set out in its strategic documents and also responded to the findings contained in the internal evaluation report and the outcomes of accreditation procedures conducted by the NAÚ and the ACBSP.

As in previous years, the utilisation of individual academic staff members' capacities and the results they achieved were monitored in 2024 using a system for evaluating their academic performance in the areas of teaching, research and creative activities, and in fulfilling the university's third role. During 2024, a change to the evaluation of academic staff was approved and implemented; this change will take effect from the next evaluation in the following calendar year. It involves dividing the evaluation categories for academic staff into those with a predominant focus on teaching and those with a predominant focus on research. Selected academic staff will be assessed under these new categories, which will allow for a more accurate and transparent evaluation of their academic work to date, taking into account their respective specialisms. Staff appraisals are conducted periodically, covering the previous academic year. The results of the evaluation provide department heads and the university management with important information on the overall academic performance of individual staff members and serve as a basis for planning teaching and research activities for future periods. The academic performance of individual staff members is also directly reflected in their remuneration in the form of a personal bonus. The rules of the evaluation system are set out in the relevant directive issued by the university Rector. The research and publication activities of academic staff are also significantly supported by a motivational system known as 'open calls'.

5.7 Development of academic employee's teaching skills

In 2024, the university continued to integrate the teaching skills and IT competences acquired in previous years.

The system for developing the teaching competences of academic staff was already fully operational. As part of this system, a total of 25 training events were held, led by both internal and external academic staff. The system is defined by a directive issued by the Rector.

The teaching skills of academic staff were also developed through the sharing of best practices and the joint preparation of new courses in collaboration with various departments and partner universities.

Academic staff actively participated in professional events and conferences focused on sharing know-how and experience at both local and international levels.

The university continued its tradition of co-organising EDU WEEK, which included educational workshops and webinars for teachers from all types of schools and educational institutions in the Czech Republic. Key topics included working with Generations Alpha and Z, the safety of individuals and schools, and mental health issues among children and adolescents. The event took place in person at several locations across the Czech Republic, and a number of workshops were also made available online.

Modern teaching methods used in subjects included in the curricula of bachelor's degree programmes:

Course title	Modern Teaching Methods
Managerial Psychology and Sociology Social Communication Psychology of Work, Organisation and Management	Solving case studies, problems and practical examples in small groups and teams Role-playing Completing and discussing the results of questionnaires aimed at deepening self-awareness Providing each other with structured reflections and feedback Developing proposals for psychological profiles of selected job roles Critical analysis of conditions at a selected workplace Projects aimed at addressing community and public issues
B2B Marketing	Training in purchasing negotiations with industry experts
Marketing	A full-semester team project focused on developing a realistic business plan, mentoring-based teaching, and practical training in marketing skills during lectures
Marketing Communication	Team project involving the planning, implementation and evaluation of a real-world event, providing practical experience
Management	Solving model case studies
Financial Accounting for Entrepreneurs in the Czech Republic	Linking teaching to real-world practice through seminar papers (analysis of financial statements/annual reports of real companies downloaded from the public register's collection of documents) – working in groups of five students (students with greater expertise assist those with less experience in preparing and defending their seminar papers) Defence and presentation of the analysis results by the group – practising the ability to find and interpret information contained in annual reports – linking theoretical knowledge with real-world outcomes
Fundamentals of Tax and Financial Law	Allowing students to work in groups on calculations, with faster students helping slower ones Working with online legal software on a laptop, tablet or mobile phone. Analysis of model taxpayer scenarios and the application by students of the taxation rules they have learned Involvement of practitioners in teaching
Direct Taxes	Demonstration of model examples, followed by students replicating them whilst applying the knowledge gained to complete tax returns online Presentations by students on current topics in direct taxation, with one student defending and

	another student challenging the tax principle applied (using cited specialist sources) Working with online legal software on a laptop, tablet or mobile phone Participation of practising professionals in teaching
Indirect Taxes	Demonstration of model examples, followed by students replicating them to apply the knowledge they have acquired when completing tax returns online Presentations on current topics in indirect taxation by students in pairs, with one student defending and the other disagreeing with the tax provision applied (using cited specialist sources) Working with online legal software on a laptop, tablet or mobile phone Participation by practitioners has been arranged
Supply Chain Management Simulation	Use of the Marketplace Live simulation software, 'Supply Chain and Channel Management' level
Logistics Practical	Design (using BeeVisio software) and assembly of tubular racking systems
Operations Research I	Optimisation of operational research problems using MPL+Cplex software
Statistical Methods in Quality Management I	Solving quality management problems using the Statgraphics statistical tool
Business Logistics	Playing interactive logistics games (Beer Game, Assembly Game) Logistify – a mobile logistics game with augmented reality Easy Cargo – software for loading and unloading lorries Field trips to leading ŠA manufacturing and logistics facilities Guest lectures by industry experts
Green Logistics	Solutions to projects commissioned by ŠA's Logistics Department Guest lectures by industry experts
Modelling of Production and Logistics Systems	Optimisation of production and logistics processes using MPL+Cplex software and Siemens' PlantSimulation software for dynamic process simulation Process mapping using Leanix software
Organisation and Management of Production	Training in the Production and Logistics Laboratory Guest lectures by industry experts
Selected Aspects from Purchasing Cases in Applied Logistics Contemporary Trends in Quality Management	Field trips to ŠA's state-of-the-art production and logistics facilities Guest lectures by industry experts
Machine Elements	Modelling the proposed mechanism in CAD
General Automobile Technology	Use of functional technical components in a car (engine parts, gearbox, bodywork, airbags)
Lean Production Methods I, II	Skills training in the Production and Logistics Laboratory Creating videos demonstrating the application of lean manufacturing methods
Team-based project work in collaboration with industry	Project-based learning through solving practical problems set by real companies
Foreign Languages and Intercultural Competence	Blended learning RWCT (Reading and Writing for Critical Thinking)

	CLIL (Content and Language Integrated Learning) Cross-border cooperation projects Tandem teaching Case studies Individual reflection Round table, Videoconferencing Video presentations, Poster conference
Computer Science I	Online student assessment Independent practical term projects requiring the use of online resources
Mathematics 1 Mathematics 2	Solving problems using GeoGebra software Independent term projects using GeoGebra software Video tutorials Solving problems from real-world economic scenarios
Introduction to Statistics	Teaching using Microsoft Excel Video tutorials Independent term project using Microsoft Excel and real-world data
Statistics for Economists	Teaching using Statgraphics software Team-based term projects Solving real-world economic problems Independent data retrieval, evaluation and processing
Process Driven Management Essentials	Solving real-world case studies in small teams Using the Modelio modelling software tool to create process models
Data Analysis and Databases	Team-based solutions to case studies and real-world problems
Algorithms and Programming	Practical exercises in the programming environment of the programming language being taught Comprehensive handling of a specific task in the form of a term project
Business Security and Data Protection	Planning and designing solutions to specific real-world problems in the form of seminar papers
Planning and Managing of Information Systems Projects	Solving specific practical problems through seminar papers Guest lectures by industry experts
Technical Infrastructure and Network Technologies	Individual projects on related topics in the form of term papers Guest lectures by industry experts
Project Management	Creating a project schedule using GanttProject software Guest lectures by industry experts
Sustainable Vehicle Design and Supply Chain Management	Fully online delivery with interactive elements and videos
Innovative Trends in International Supply Chain Management	Course delivered in collaboration with OTH Regensburg Problem-solving in international teams Field trips to showcase cutting-edge solutions in the Czech Republic and Germany Guest lectures by industry experts
Computer Simulation of Logistics Processes	Optimisation of production and logistics processes using Siemens' PlantSimulation software for dynamic process simulation Guest lectures by industry experts
Quality management	Mixed reality applications for product auditing

	Field trips to see cutting-edge solutions in the field of quality management Guest lectures by industry experts
Macroeconomics 1	Online testing
Microeconomics 1	Online testing

Modern teaching methods used in modules included in the curricula of follow-on Master's degree programmes:

Course title	Modern Teaching Methods
Social and Managerial Potential Development	Solving case studies, problems and practical examples in small groups and teams Role-play Completing and discussing the results of questionnaires aimed at deepening self-awareness Providing each other with structured reflections and feedback Discussions with managers focused on analysing the practical aspects of a managerial career and work Drawing up and implementing personal development plans
International Financial Reporting Standards The impact of Financial Modelling on Corporate Accounting	Linking teaching to real-world practice through seminar assignments (analysis of financial statements of real companies downloaded from the public register's collection of documents) Case studies presenting <i>best practice from</i> real companies Using the functions and tools of MS Excel for management and decision-making in various areas of corporate financial management Training in the ability to interpret the impact of alternative inputs on corporate financial results using ICT technologies
Creative and Innovative Management	Training in guided creativity techniques, coaching for creativity
Financial Management II	Case study: practical valuation of publicly traded shares Working with MS Excel and modelling the value of an asset based on the development of value drivers Defence of conclusions, feedback, group discussion
Finance II	Preparation of case studies on current topics Analysis and evaluation of research methodology Discussion and feedback, generalisation of findings and individual feedback
International Management	Practising collaboration within an international virtual team – BLIC (a finalist among AIB's most innovative teaching methods of 2020), xCulture
Modelling of Production and Logistics Systems	Solving real-world logistics projects using Siemens' PlantSimulation software for dynamic process simulation
Operations Research II	Optimisation of operational research problems using MPL+Cplex software
Statistical Methods in Quality Management II	Solving quality management problems using the Statgraphics statistical tool

Supply Chain Management	Interactive logistics games, field trips to state-of-the-art production and logistics facilities at ŠA and its suppliers, e-kanban ICT, flipped classroom, silent brainstorming, peer learning
Strategic Marketing Management	Simulation-based teaching supported by the <i>StratSim</i> software platform
Foreign Languages and Intercultural Competence	Blended learning RWCT (Reading and Writing for Critical Thinking) Cooperative learning CLIL (Content and Language Integrated Learning) Project-based learning Competence-based learning Task-based learning Flipped classroom Humanistic methods Autonomous language learning methods Integration of AI into language teaching Project-based learning Inter-university tandem teaching Agile management of student projects using the SCRUM method Case studies, individual reflection Simulation games, Role-play Elevator pitch, sales pitch Round-table discussion, Debate Devil's advocate, Poster conference Free writing, Video presentation Self-assessment, Verbal assessment of outputs Poster conference Self-assessment, peer feedback Verbal assessment of outputs
Econometrics	Teaching using EViews software Independent term projects using EViews software Independent data search, evaluation and processing Solving real-world economic problems
Diversity management	Solving case studies, problems and practical model examples in small groups and teams Carrying out a research project in teams A mini-conference focused on the presentation and discussion of team project results A visit to the HR department of an international company Participation of industry experts in teaching
Strategic Sustainability Management	Facilitated discussion Creative exercises Coaching 21st EWA (Empowering Wholeness Adaptive) didactic-philosophical model
Public Relations	Panel discussion Simulation game – press conference Group project – PR campaign Cooperative learning methods Self-assessment Verbal assessment of outputs
Human Resources Management in an International Environment	Solving case studies, problems and practical examples in small groups and teams

	Participation in webinars organised by professional bodies and associations Field trip to the HR department of an international company Involvement of industry experts in teaching 21st EWA (Empowering Wholeness Adaptive) Edu.
Culture, Organization and Management	Case study analysis Solving model problem situations Self-assessment scales and questionnaires Role-play Teamwork and facilitated group discussions Structured interviews with foreigners – a project aimed at deepening understanding of culture shock
Language Management	Analysis of critical situations Case study analysis Project-based learning Competence-based learning Task-based learning Flipped classroom Integration of AI tools into HR Team-based approach to projects focusing on the analysis of issues related to language management Round table Panel discussion Cooperative learning Simulation game Poster session Guided lesson Self-assessment, peer feedback Verbal assessment of outcomes
Sociology of Organization and Leadership	Team-based projects focusing on the analysis of issues related to organisation, bureaucracy and leadership Case study analysis Solving model problem situations Self-assessment scales aimed at deepening self-awareness Facilitated group discussions Preparation and presentation of a review of a specialist book on the topic
Corporate Governance	Solving case studies Solving model problem situations Involvement of practitioners in teaching Moderated group discussions
International Taxation	Demonstration of model examples, followed by students replicating them to apply the knowledge they have acquired. Tailoring the course content to the students' region to make the teaching more engaging. Working online with legal sources from the Czech Republic, the EU and the OECD. Working with Czech online legal software on a laptop, tablet or mobile phone. Involvement of practitioners in teaching.
International Financial Reporting Standards I and II	Online student assessments Linking teaching to real-world practice (preparing hedging documentation for derivative contracts, analysing annual reports prepared in accordance with IFRS) Use of MS Excel tools for management and decision-making

Tax Aspects of International Transactions	Role-playing as an adviser, taxpayer and tax authority Solving real-world case studies Presentation of case law with students debating the arguments Presentations on current tax issues and real-world tax planning structures Working online with legal sources from the Czech Republic, the EU and the OECD. Group work on specific cases
CAD	Teaching takes place using the modern CREO modelling software. Each student has their own PC at their disposal.
Virtual Reality	Teaching takes place through interaction between the computer classroom and a laboratory equipped with hardware and software for virtual reality. Students create their own projects.
Basics of 3D Printing	Teaching takes place in a computer classroom linked to a 3D printing laboratory. Students create their own projects. They prepare a selected model for printing and then print it.
Electrical Engineering	Practical sessions take place in a modern, well-equipped laboratory; students work in pairs and collaborate on practical tasks with tangible results. A wide range of laboratory equipment and tools is available.
Sensors and Machine Testing	This experiment-focused master's-level module is based on the practical implementation of laboratory sensors, which are suitably integrated into measurement chains. Modern measurement technology is utilised.
Macroeconomics 2	Analysis of selected macroeconomic indicators in the Czech Republic and comparison with selected countries. Forecast of future developments. Presentations and discussions in teams. Use of video recordings for home preparation and study.
Microeconomics 2	Use of video recordings for home preparation and study.

6 Internationalisation

6.1 Strategy for the Development of International Relations

In its Internationalisation Strategy, ŠAVŠ draws on the Czech Republic's Education Policy Strategy to 2030+ (Ministry of Education, Youth and Sports), the Strategy for the Internationalisation of Higher Education for the period from 2021 (Ministry of Education, Youth and Sports), the ŠAVŠ Strategy 2025+ and key EU documents on higher education, in particular the Erasmus+ programme for 2021–2027. It is also based on the recommendations of the International Evaluation Panel as part of the comprehensive evaluation of the organisation in accordance with the 2017+ Methodology.

Rapid technological development, new forms of work and changes in market structure have a significant impact on the structure and quality requirements of education. Škoda Auto University is highly flexible in this regard, focusing on the advanced skills and key competences required of its graduates, encompassing not only technical and digital skills but, above all, transversal skills such as soft skills, critical thinking, problem-solving, creativity, and the ability to engage in lifelong learning. This clearly includes language and intercultural skills, personal responsibility and ethical standards. All of this is reflected in every area of ŠAVŠ's activities at regional, national and, in particular, international levels.

The main objective of ŠAVŠ's internationalisation strategy is the continuous and dynamic development of a wide range of international activities.

International mobility plays a key role in enhancing graduates' qualifications, helps improve their employability on the labour market on an international scale, contributes to the transfer of knowledge and skills across continents, and thereby to the further development and modernisation of higher education in both Europe and globally. At the same time, international mobility and cooperation lay the foundations for the development not only of educational but also of research projects necessary for the further development of the manufacturing industry. The university's international strategy for cooperation with higher education institutions has long been focused on partner universities that have a well-developed network of contacts with major companies, ideally specialising in the automotive or other engineering industries.

In 2024, emphasis was once again placed on implementing and resuming cooperation in a real-world setting, with the aim of returning to the level of cooperation seen in the period prior to the Covid pandemic. Despite budgetary constraints, both student and staff mobility programmes were successfully developed this year, whilst project activities also continued to expand. New forms of cooperation, such as online or hybrid teaching, continue to be successfully developed, particularly within the Erasmus+ programme (Blended Intensive Programmes).

In 2024, with the support of the Škoda Auto Endowment Fund, further educational activities were organised for children and adults with the aim of supporting the integration of Ukrainian refugees. Once again, this included the organisation of summer day camps for Ukrainian children, with the aim of strengthening their language skills and helping them integrate into Czech society. The basic criteria for selecting foreign partners have remained unchanged over the long term, and the selection is based on the monitoring and evaluation of the following three criteria:

- 1) Partner universities must be committed to excellence in education.
- 2) Partners must operate in similar specialist fields in terms of their academic disciplines.
- 3) Partners should declare their strategic interest in mutually beneficial cooperation in the exchange of students and academic and other staff, in organising short-term intensive programmes (e.g. summer schools), and in joint research and development projects, as well as having the potential to offer double-degree or joint-degree programmes.

Our corporate international partners are leaders in the automotive industry and related sectors (suppliers, distribution networks). Such partnerships are formed with a view to the potential for collaboration not only in the areas of practical work placements and the employment of graduates, but also with a view to cooperation on joint research and development projects. This collaboration has been particularly successful within the Volkswagen Group and the Škoda Auto Group.

In terms of geographical coverage, ŠAVŠ strives for an even distribution of its partner network both within the European Union and outside it.

In 2024, cooperation with higher education institutions in both the EU and non-EU countries continued, and collaboration with agents involved in recruiting students for programmes taught in English was significantly strengthened. This led to a significant increase in the participation of international students in English-taught programmes, particularly from India. From the perspective of the university's founder's

strategy, India and Vietnam are key destinations for development. In collaboration with Škoda Auto a.s. and Škoda Auto Volkswagen India Pvt. Ltd., the student work placement project at the Indian plant in Pune was further developed in 2024, building on the previous successful implementation of student internships. In 2024, a Memorandum of Cooperation was also signed with the Škoda Auto a.s. Representative Office in Vietnam, which forms the basis for future student placements.

Within the EU, cooperation with universities in neighbouring countries is being strengthened. In addition to student and academic mobility programmes, we are focusing on other forms of cooperation, such as long-term educational and creative projects, summer schools and short-term activities. At the same time, relationships with existing partners continue to be strengthened. Cross-border cooperation is a vital part of innovation, modernisation and the linking of higher education institutions with businesses and other organisations.

In 2024, cooperation was established and a memorandum was signed with the Czech-Israeli Joint Chamber of Commerce. In September 2024, a large Israeli delegation (27 participants) visited ŠAVŠ. The aim of this meeting was to share best practice across institutions; the delegation was also introduced to ŠAVŠ's current cooperation with companies and how student activities are linked to practical experience within companies.

In October 2024, ŠAVŠ welcomed a delegation of directors of higher vocational colleges from Slovenia. This visit took place as part of a collaboration with the director of the Association for Vocational Tertiary Education.

In August 2024, the Sustainable Transportation summer school took place, attended by 21 students from a number of universities, including Technische Hochschule Ingolstadt, Management Center Innsbruck, Nürtingen-Geislingen University, Hadassah Academic College Jerusalem (now Jerusalem Interdisciplinary College) and Comenius University Bratislava.

At the same time, autumn 2024 was a very busy period, during which a number of Erasmus+ Programme projects (KA131, KA171, KA2 and other international calls) were prepared in collaboration with international partners, with the aim of submitting them the following year. The International Office organised an Erasmus+ Info Day and a number of other smaller events to refresh awareness of the programme, boost motivation and present new opportunities for study placements and work placements abroad. An orientation week was organised for incoming students at the start of the summer and winter semesters respectively. Furthermore, the International Office organised a two-week induction programme to help full-time international students settle into life at a Czech university. During this induction programme, intercultural training sessions and sessions on the Czech higher education system were held. A Czech language course and a remedial IT course were also organised for international students.

International students were provided with the necessary support and assistance both from staff at the International Office and from students participating in *the Buddy Scheme*. Thanks to feedback from students, these processes can be continuously improved and supplemented with further activities and approaches.

In 2024, there continues to be sustained interest in international mobility amongst staff, which is also linked to active collaboration with foreign universities. At the same time, the university continues to support blended or hybrid forms of teaching, which offer a good alternative for collaborative teaching. We continue to regard the active cooperation and involvement of academics and staff as a very important and essential part of the life and development of the university. Therefore, these activities are and will continue to be supported to the greatest possible extent.

In 2024, Škoda Auto University capitalised on its previous experience with the BIP and organised three highly successful programmes with a high level of participation from international students, including students from Israel, as detailed below.

Škoda Auto University's cooperation with international partners is not limited to student mobility. A significant part of this cooperation involves the mobility of academics and staff, the participation of experts in teaching, involvement in research teams and projects, and the implementation of results into processes and teaching at Škoda Auto University.

In addition to the Erasmus+ programme, international cooperation projects are funded by the BTHA programme, or through Škoda Auto University's scholarship programmes and other sources, particularly internal ones.

International activities in 2024 included, for example:

- Orientation week for international students, February and September 2024 (on-site).
- Settling-in week, September 2024 (on-site).

- Erasmus Info Day, February 2024 (on-site).
- Erasmus Info Day, October 2024 (on-site).
- Project meetings of the research teams working on the above-mentioned projects.
- Blended Intensive Programme: Diversity Management – February 2024 (online, on-site).
- Blended Intensive Programme: InnolIncubator – Sustainable Start-up through a Growth Mindset – May 2024 (online, on-site).
- Blended Intensive Programme: Sustainable Self: Biohacking for Life-Work Synergy – September 2024 (online, on-site).
- Individual meetings with partners, interviews with students and academics (incoming/outgoing) online as required.

6.2 Participation in international educational programmes, including mobility schemes

In 2024, ŠAVŠ was actively involved in the following projects:

Project title	Amount of funding
2021-1-FI01_KA220-HED-000031998 (SusTrans)	€74,094 for ŠAVŠ
2022-1-CZ01-KA131-HED-000055393	€100,449
2023-1-CZ01-KA131-HED-000136607	€271,693
2024-1-CZ01-KA131-HED-000231758	€149,622
2024-1-CZ01-KA171-HED-000226119	€8,700
INTREPID-HEI	€14,191 for ŠAVŠ
2024-1-CZ01-KA220-HED-000255351 (BAIT-HEI)	€56,600 for ŠAVŠ
ERASMUS-EDU-2024-CB-VET (REnFORCE)	€34,019 for ŠAVŠ
ERASMUS-EDU-2024-EMJM-DESIGN (ACMI)	€30,000 for ŠAVŠ
Total	€739,368

In 2024, the following academic staff from Škoda Auto University took part in international educational mobility programmes:

Lecturers	Zuzana Havlisová
Location	HTW Dresden, Germany
Date	8 January 2024 – 12 January 2024
Topic	Intercultural Competences and the German Language

Lecturers	Emil Velinov
Location	Wrocław University of Economics and Business, Poland
Date	21 January 2024 – 25 January 2025
Topic	International Marketing

Lecturers	Pavel Štrach
Location	University of Applied Sciences Upper Austria, Austria
Date	6 March 2024 – 9 March 2024
Topic	Brand Management

Lecturers	Pavel Štrach
Location	University of Applied Sciences Upper Austria, Austria
Date	13 March 2024 – 16 March 2024
Topic	Global Sales and Marketing

Lecturers	Karel Pavlica
Location	Seinäjäski University of Applied Sciences, Finland
Date	29 April 2024 – 3 May 2024
Topic	Cross-cultural Management and Communication

Lecturers	Elena Říhová
Location	University of Economics, Varna, Bulgaria
Date	17 May 2024 – 24 May 2024
Topic	Statistics for Business and Marketing

Lecturers	Martin Folta
Location	University of Maribor, Slovenia
Date	2 October 2024 – 11 October 2024
Topic	Quality Management

Lecturers	Miluše Löffelmannová
Location	Transilvania University of Braşov, Romania
Date	25 November 2024 – 29 November 2024
Topic	Business English

Lecturers	Pavel Wicher
Location	OTH Regensburg, Germany
Date	9 December 2024 – 13 December 2024
Topic	Supply Chain Management in the automotive industry

In 2024, the following staff exchanges took place as part of the Erasmus+ programme, with the aim of strengthening cooperation, expanding expertise, capabilities and skills, and potentially preparing for future joint projects:

First name and surname	From	To	Location
Ondřej Krejcar	21 November 2024	22 November 2024	Technical University of Košice, Slovakia
David Holman	21 November 2024	22 November 2024	Technical University of Košice, Slovakia
Pavel Štrach	21 November 2024	22 November 2024	Institut de Haute Formation aux Politiques Communautaires asbl, Belgium
Lenka Stejskalová	21 November 2024	22 November 2024	Institut de Haute Formation aux Politiques Communautaires asbl, Belgium
Denisa Římalová	21 November 2024	22 November 2024	Institut de Haute Formation aux Politiques Communautaires asbl, Belgium
Pavel Štrach	3 December 2024	4 December 2024	TCA – Central European Joint Infodays, Slovakia

In 2024, new partnerships were established with the following foreign universities and organisations:

- Indian Institute of Technology Indore (IITI), India (signing of an MOU)
- DY Patil International University (DYPIU), India (signing of an MOU)
- IBR Institute of International Relations GmbH, Germany
- Albstadt Sigmaringen University
- National Economics University, Vietnam
- The University Academic Alliance in Taiwan
- Representative Office of Škoda Auto a.s., Vietnam

ŠAVŠ partners – universities and organisations:

Higher education institutions:

Belgium

VIVES University of Applied Sciences Thomas More University of Applied Sciences

Bosnia and Herzegovina

University College "CEPS – Centre for Business Studies" Kiseljak

Bulgaria

Technical University, Sofia

University of Economics – Varna

Brazil

Mackenzie Presbyterian University

Estonia

TTK University of Applied Sciences

Estonian Business School Foundation

Finland

Seinäjäki University of Applied Sciences

France

BBA INSEEC – European Business School Bordeaux/Lyon/Paris

Croatia

University of Zagreb

EFFECTUS University of Applied Sciences

India

Parul University

Chandigarh University

DY Patil International University

Indian Institute of Technology, Indore

Iceland

Reykjavik University

Israel

Reichman University, Herzliya

HAC Hadassah Academic College, Jerusalem (now Jerusalem Interdisciplinary College)

Ariel University

Italy

Marche Polytechnic University, Ancona

University of Sassari

University of Siena

Japan

Kyoto Computer Gakuin and The Kyoto College of Graduate Studies for Informatics

Kazakhstan

Suleyman Demirel University

Lithuania

Aleksandras Stulginskis University

Vilnius University

Vytautas Magnus University

Hungary

University of Pannonia

Germany

HHL Leipzig Graduate School of Management

HfWU Nürtingen-Geislingen University

Ostfalia University of Applied Sciences

Regensburg University of Applied Sciences

Rosenheim University of Applied Sciences

Technical University of Ingolstadt

University of Applied Sciences Amberg-Weiden

University of Applied Sciences, Aschaffenburg

University of Applied Sciences, Dresden

University of Applied Sciences, Koblenz

University of Applied Sciences, Münster

University of Applied Sciences Zwickau

Hof University of Applied Sciences

Baden-Württemberg Cooperative State University

Norway

Norwegian University of Science and Technology

Western Norway University of Applied Sciences

Poland

University of Białystok

University of Economics in Katowice

University of Szczecin

Wrocław University of Economics

Poznań University of Economics and Business

Częstochowa University of Technology

Portugal

Polytechnic Institute of Porto

Portugalense University Infante D. Henrique

Polytechnic Institute of Cávado and AVE

University of Minho

Austria

Management Centre Innsbruck

University of Applied Sciences Upper Austria

University of Applied Sciences of WKW

Montan University Leoben

Romania

Babeş-Bolyai University

Transilvania University of Braşov

Polytechnic University of Timisoara

Slovakia

Technical University of Košice
Comenius University in Bratislava
University of Economics in Bratislava
University of Žilina
Autonomous University of Barcelona

Slovenia

University of Maribor
University of Novo Mesto

Spain

Mondragon University, Arrasate

Sweden

Blekinge Institute of Technology

Turkey

Isik University

Taiwan

Shih Hsin University

Uzbekistan

Samarkand branch of Tashkent State University of Economics
Namangan Institute of Engineering and Construction

Vietnam

University of Economics, Ho Chi Minh City
Banking University of Ho Chi Minh City
Ton Duc Thang University, Ho Chi Minh City
National Economics University, Hanoi

Companies offering work placements in 2024:

India

Škoda Auto Volkswagen India Pvt. Ltd.

Germany

Volkswagen AG
Sodecia Automotive Saarlouis GmbH
Emma Sleep
EDAG Engineering GmbH
BMW AG
AUDI AG

The Netherlands

Tesla Motors, Inc.

Slovakia

Faurecia Automotive Slovakia, s.r.o.

Spain

Seat, s.a.

Finland

Salibandy Club Classic ry

Foreign lecturers and industry experts who were based at Škoda Auto University in 2024:

Lecturers	Claudia Rzepka
Institution	DHBW Villingen-Schwenningen, Germany
Date	29 January 2024 – 30 January 2024
Topic	Internationalisation of Higher Education Institutions

Lecturers	Ewa Strzelecka
Institution	University of Wrocław, Poland
Date	14 February 2024 – 16 February 2024
Topic	Diversity Management

Lecturers	Cory Isaacs
Institution	Seinäjoki University of Applied Sciences, Finland
Date	12 February 2024 – 17 February 2024
Topic	IT courses

Lecturers	Paweł Dobrzański
Institution	Wrocław University of Economics and Business
Date	19 February 2024 – 23 February 2024
Topic	International Management

Lecturers	Sebastian Bobowski
Institution	Wrocław University of Economics and Business
Date	19 February 2024 – 23 February 2024
Topic	International Management

Lecturers	Ester Eomois
Institution	Estonian Business School, Estonia
Date	26 March 2024 – 27 March 2024
Topic	Internationalisation of Higher Education Institutions

Lecturers	Michal Stričík
Institution	University of Economics, Bratislava, Slovakia
Date	8 April 2024 – 12 April 2024
Topic	Green Marketing and Entrepreneurship

Lecturers	Alina Raluca Turculeț
Institution	Transilvania University of Brașov, Romania
Date	8 April 2024 – 12 April 2024
Topic	Internationalisation of Higher Education Institutions

Lecturers	Paula Välimäki
Institution	Seinäjoki University of Applied Sciences, Finland
Date	22 April 2024 – 25 April 2024
Topic	German language

Lecturer	Thomas Liebertruth
Institution	OTH Regensburg, Germany
Date	27 August 2024 – 28 August 2024
Topic	Sustainability Strategy and Analysis of Sustainability Reports

Lecturer	Tiit Elenurm
Institution	Estonian Business School, Estonia
Date	13 October 2024 – 17 October 2024
Topic	International Management

Lecturer	Jorma Impolla
Institution	Seinäjoki University of Applied Sciences, Finland
Date	14 October 2024 – 18 October 2024
Topic	Sustainable Management, Sustainable Logistics and Quality Management

Lecturer	Cory Isaacs
Institution	Seinäjoki University of Applied Sciences, Finland
Date	21 October 2024 – 26 October 2024
Topic	IT courses

Lecturer	Jozefína Hvastová
Institution	University of Economics in Bratislava, Slovakia
Date	21 October 2024 – 25 October 2024
Topic	Accounting and Financial Reporting

Lecturer	Magdaléna Freňáková
Institution	University of Economics in Bratislava, Slovakia
Date	21 October 2024 – 25 October 2024
Topic	Corporate Finance Management and Cost Accounting

In 2024, ŠAVŠ was involved in international educational programmes, the structure and overall scope of which are set out in the table below:

The university's participation in international educational programmes													
Škoda Auto University	EU programmes for education and vocational training								Other programmes				TOTAL
	Erasmus+	Comenius	Grundtvig	Leonardo	Jean Monnet	Erasmus Mundus	Tempus	Other	Ceepus	Aktion	Ministry of Education,	Other	
Number of projects	8					1							9
Number of students sent abroad	33												33
Number of students admitted	13												13
Number of academic staff sent abroad	6												6
Number of academic staff and experts received	11												11
Number of other staff sent abroad	0												0
Number of other staff received	0												0

6.3 The university's involvement in international consortia and projects

Support was repeatedly provided for the joint university course 'Innovative Trends in the Management of International Supply Chains'. It was developed in collaboration between Škoda Auto University (ŠAVŠ) and the Ostbayerische Technische Hochschule (OTH), Regensburg, with partial financial support from the Czech-Bavarian University Agency. This activity took place in February 2024 as a face-to-face event. Another success for ŠAVŠ is its involvement in the SusTrans (Sustainable Transportation) project under the Erasmus+ programme (KA220-HED), in which we are participating as a consortium partner. The coordinating institution is Seinäjoki University of Applied Sciences, Finland; other partners include Ostbayerische Technische Hochschule Regensburg and Thomas More Mechelen-Antwerp. Work on the project, which began at the turn of November and December 2021 with the first in-person meeting in Finland, continued successfully in 2024 with joint activities, teaching and work on deliverables in connection with the finalisation of the project towards the end of the year. The lead department at ŠAVŠ is the Department of Logistics and Quality Management.

In 2022, ŠAVŠ became a partner in the EIT Urban Mobility project, which focuses on the digitalisation and integration of entrepreneurial and start-up activities into study modules and programmes. The project, coordinated by OTH Regensburg, Germany, is a two-year initiative that ran from 1 July 2022 to 30 June 2024. In 2024, as part of this project, a number of educational activities were successfully conducted, focusing on innovation, entrepreneurship, and the establishment of new companies (start-ups) in both national and international contexts. At the beginning of 2024, ŠAVŠ submitted several Erasmus+ project applications under the KA2 call.

In December 2024, the Brilliant Artificial Intelligence Toolkit – Higher Educational Institutions (BAIT-HEI) project, funded under the KA220-HED call, was launched. The project focuses on developing innovative training tools to equip and empower academic staff at higher education institutions to use artificial intelligence effectively and meaningfully in key areas. ŠAVŠ is acting as the coordinator for this project, in collaboration with partners from Belgium, Italy, Spain, Finland, Germany, Croatia, Ireland and Slovakia. The project will run from December 2024 to November 2027.

Another international project secured is 'Automotive Computing for Mobility Innovation' under the Erasmus Mundus Design Measures call. The project focuses on the development of a joint Master's degree programme. This project is being carried out in collaboration with Unicorn University, the University of Žilina, Seinäjoki University of Applied Sciences and Transilvania University of Braşov, running from November 2024 until January 2026.

As part of the 'Capacity Building in the Field of Vocational Education and Training' (CB-VET) call for proposals, the RenForce project, entitled 'Strengthening Workforce Potential in the Renewable Energy Sector', was submitted. The project focuses on the renewable energy sector. It also aims to modernise existing training programmes and enhance staff knowledge. ŠAVŠ is participating in this project as a partner in a consortium led by Riseba University of Applied Sciences. At the end of 2024, it was announced that the project had been successfully awarded, with implementation set to begin in 2025.

6.4 Mobility of students and academic staff by country

The following table sets out basic quantitative data on the mobility of students, academic employees and other employees:

Mobility of students, academics, experts and other employees by country ^{*)}				
Škoda Auto University	Number of students		Number of academics, experts and other employees	
Country	sent	Admitted	sent	Admitted
Kingdom of Belgium	0	1	0	0
Republic of Bulgaria	0	0	1	0
Republic of Estonia	0	0	0	1
Republic of Finland	1	0	1	3
French Republic	2	0	0	0
Iceland	2	0	0	0
Italian Republic	5	2	0	0
Hungary	0	1	0	0
Kingdom of Norway	1	0	0	0
Republic of Poland	0	1	1	3
Portuguese Republic	7	1	0	0
Republic of Austria	6	0	0	0
Romania	0	0	1	1
Slovak Republic	0	0	0	3
Republic of Slovenia	0	2	1	0
Federal Republic of Germany	5	3	1	0
Kingdom of Spain	2	2	0	0
Kingdom of Sweden	1	0	0	0
United States of America	1	0	0	0
TOTAL	33	13	6	11

^{*)} Only student mobility periods of at least 14 days and staff mobility periods of at least 5 days are counted.

6.5 Support for student participation in international mobility programmes

Standard Erasmus+ programme tools are used to support students on mobility programmes abroad. The university has its own scholarship programme to support students travelling to countries outside the scope of the Erasmus+ programme. Furthermore, practical placements outside the EU are financially supported by the host organisation.

There is also close communication and coordination with the International Offices of the host institutions.

The International Office provides administrative support to outgoing students. Language and intercultural preparation is organised by the International Office in collaboration with the Department of Language Training and Intercultural Competences.

6.6 Integrating foreign members of the academic community into their lives

Foreign members of the academic community with permanent employment at ŠAVŠ were already fully adapted to life in the Czech Republic before joining ŠAVŠ. The International Office and specialist academic staff at the university are authorised to provide intercultural counselling to assist with overcoming any intercultural differences. Foreign lecturers arriving for shorter periods as part of mobility programmes receive support from the International Office, the relevant department and, where necessary, intercultural counselling from an authorised specialist academic staff member. In addition to the support provided by the visiting academics, and the academics at ŠAVŠ themselves also assist;

they maintain contact with their counterparts and liaise with the International Office on all necessary matters.

The integration of international members of the academic community also requires the active involvement of all university staff. For this reason, the International Office at Škoda Auto University, in collaboration with other departments, organises and runs workshops, seminars and consultations focusing on intercultural issues, diversity and other matters relating to the stay of foreign nationals in the Czech Republic.

6.7 Virtual and blended mobility

In 2024, the following virtual or blended mobility programmes were carried out:

Blended learning:

As part of the Sustrans project, two virtual mobility programmes were carried out between March and June 2024. Four ŠAVŠ students undertook a distance e-learning course accredited by SeAMK in Finland; two SeAMK students and two Thomas More students undertook a distance e-learning course accredited by ŠAVŠ; and in September–December 2024, ten ŠAVŠ students undertook a distance e-learning course accredited by SeAMK in Finland.

In addition, a blended mobility programme took place as part of the Summer School on Sustainable Transportation in August 2024, involving students from Slovakia, Germany, Ukraine, Israel, Romania and Croatia.

Online launch, on-site teaching and conclusion.

Ing. Tomáš Malčic, Ph.D.

Blended Intensive Programme (February 2024)

Block-based teaching in Diversity Management (DM). Online launch, on-site teaching and conclusion.

Mgr. Emil Velinov, Ph.D.

Blended Intensive Programme (05/2024)

Block-based teaching of the interdisciplinary module Strategic Sustainability Management (SSM), subtitled: *InnoIncubator – Sustainable Start-up through a Growth Mindset*.

Online commencement, on-site teaching, online conclusion.

Mgr. Eva Švejdarová, MBA, Ph.D., Ing. Eva Jaderná, Ph.D., Ing. David Holman, Ph.D., Ing. Josef Horák, Ph.D.

Blended Intensive Programme (09/2024)

Block-based teaching of the Strategic Innovation Mindset (SIM) 2024 course, subtitled *"Sustainable Self: Biohacking for Life-Work Synergy"*.

Online commencement, on-site teaching, online conclusion.

Mgr. Eva Švejdarová, MBA, Ph.D., Ing. David Holman, Ph.D., Ing. Josef Horák, Ph.D.

Virtual teaching (online):

Virtual teaching as part of the Sustainable Transportation project, the newly established course 'Sustainable Vehicle Design and Supply Chain Management' (Czech Republic, Belgium, Germany, Finland) throughout the academic year.

Ing. Tomáš Malčic, Ph.D.

Virtual and blended learning:

As part of the INTREPID project (Czech Republic, Germany, Belgium, France, Romania, Norway, Ukraine):

COIL methodology in teaching with a focus on entrepreneurial skills (virtual mobility)

Mgr. Emil Velinov, Ph.D.

Application of the 21st EWA didactic-philosophical model in the SIM course (virtual mobility)

Mgr. Eva Švejdarová, Ph.D., MBA, M.A., Ing. David Holman, Ph.D.

Risk Management in International Trade. (blended mobility)
Ing. Iveta Němečková, Ph.D.

Basic elements of brands (virtual mobility)
Ing. Hana Volfová, Ph.D.

STP Activities in Marketing (virtual mobility)
Ing. Hana Volfová, Ph.D.

InnoIncubator – Sustainable Start-up through a Growth Mindset (blended mobility)
Mgr. Eva Švejdarová, Ph.D., MBA, M.A., Ing. David Holman, Ph.D., Ing. Eva Jaderná, Ph.D., Ing. Josef Horák, Ph.D.

Experience with implementing this type of mobility has been positive, including feedback from students.

7 Research, development, artistic and other creative activities

7.1 Implementation of the strategic plan in the field of research, development and other creative activities

Škoda Auto University conducts research and development primarily in the specialisations within the accredited study programmes in Economics and Management, Business Economics and Management Informatics, and Industrial Management, for both bachelor's and master's degree programmes. The quality of the results of these activities is assessed in two ways – firstly, through the methods described in Škoda Auto University's internal quality assessment system, as mentioned earlier in this report; and secondly, in accordance with the current Methodology for the Evaluation of Research Organisations 2017+. On the basis of detailed external evaluations conducted by the Accreditation Commission and the Department of Science and Research of the Ministry of Education, Youth and Sports (MŠMT), and subsequently by the Research, Development and Innovation Council (RVVI), the university was included on the list of research organisations under Act No. 130/2002 Coll. and related regulations, as amended, as early as the beginning of 2012. This inclusion was confirmed even after the university's transformation into a different legal form. Since 2017, it has also been included on the list of research organisations, now maintained by the Ministry of Education, Youth and Sports. In 2020, Škoda Auto University voluntarily entered into a comprehensive evaluation process in the field of research and development. To this end, it established an international evaluation panel, approved by the Ministry of Education, Youth and Sports. The recommendations arising from the evaluation process serve to further develop the university's research activities, including research management. Based on the results of the evaluation, the university was awarded funding under the DKRVO scheme, which provides a guaranteed amount over a five-year period to finance, in particular, internal research grants and the high-quality publications resulting from them. The activities of the ŠAVŠ Research Centre, which focuses on issues of sustainable development in the automotive industry in today's world, are also partly funded by the DKVRO scheme. The Centre was established on 1 January 2023. The university thus continues to fulfil that part of its Strategic Plan which concerns the development of quality and excellence, including its ambition to become a university-type institution offering a doctoral programme. Škoda Auto University also regularly monitors the level of expenditure on research and creative activities, including the portion of expenditure related to the transfer of information about the results of research and development activities to students (research-led teaching). Specific data are set out below.

7.2 The integration of creative and educational activities

The creative work of academic staff and their outcomes are organically integrated into the innovation of teaching content for specialist subjects. This integration is primarily due to the high degree of overlap between the research staff and teaching staff. The main focus is on supervising degree theses. Compulsory, compulsory-optional and optional modules are taught by academic staff who engage in publishing and other creative activities in subject areas corresponding to the material taught. The specialist focus of lecturers (thesis supervisors) corresponds to the topics of the theses prepared by the students they supervise. Within the departments responsible for the core teaching areas of study programmes, fields of study and specialisations, basic, contract-based and applied research projects are conducted, as well as projects arising from student grant competitions and projects funded by the Internal Grant Agency (IGA) through support from the DKRVO.

7.3 Student involvement in creative activities

The university has its own rules for the Student Grant Competition, which are almost identical to the rules of the competitions of the same name at higher education institutions. For 2024, the university has secured funding for specific research from the Ministry of Education, Youth and Sports (MŠMT) based on criteria set by the ministry. Students on the follow-on Master's programme have the opportunity to participate in projects under the Student Grant Competition, primarily through the preparation of their final theses; some also contribute to the publications produced by the principal investigators of these projects. Some also take part in IGA projects and in other basic, applied and contract research projects carried out within the departments.

7.4 Dedicated research, development and innovation funding received in 2024

No.	Project name	Provider	Funds allocated
1.	Proposal for a strategic framework for higher education in the automotive sector	TA ČR Beta2	CZK 265,680
2.	VRTOUCH Modular drilling rig for use in confined spaces with an environmentally friendly drive system	TA ČR Trend	CZK 1,065,330
3.	NCK for industrial 3D printing	TA ČR TN	CZK 1,800,650
4.	Support for specific research at universities	Ministry of Education, Youth and Sports	CZK 339,260
5.	Grant for the stabilisation component of institutional support for the long-term strategic development of research organisations	Ministry of Education, Youth and Sports	CZK 1,614,247

7.5 Support for doctoral students and postdoctoral researchers

Škoda Auto university does not yet offer its own doctoral programme.

7.6 Creative activity projects conducted out in 2024

In 2024, the university carried out the following research and creative projects:

No.	Principal Investigator	Project title	Funding body	Duration	Project costs [thousand CZK]	
					2024	Total
1.	Prof. Ing. Jiří Strouhal, Ph.D.	Readiness of Companies for New ESG Reporting Requirements: The Case of the Czech Republic and Estonia	CIMA	2023 to 2024	-	-
2.	Prof. Ing. Jiří Strouhal, Ph.D.	Cooperation, development and cross-border transfer of Industrial Symbiosis among industry and stakeholders (LIAISE) (Sustainable Company)	COST Action	2023 to 2027	-	-
3.	Assoc. Prof. Jiřina Bokšová, Ph.D.	Work inequalities in later life redefined by digitalisation (DIGI-net)	COST Acrion	2022 to 2026	-	-
4.	Prof. Ing. Jiří Strouhal, Ph.D.	EU Circular Economy Network for All: Consumer Protection through Reducing, Reusing and Repairing (ECO4ALL)	COST Action	2023 to 2027	-	-
5.	Doc. Ing. Pavel Štrach, Ph.D. and Ph.D.	Proposal for a Strategic Framework for Higher Education in the Automotive Sector	TAČR BETA 2	2022 to 2024	266	2,765
6.	Prof. Ing. Vojtěch Dynybyl, Ph.D.	VRTOUCH Modular drilling rig for use in confined spaces with an environmentally friendly drive system	TA ČR Trend	2023 to 2025	1,065	10,701

No.	Principal Investigator	Project title	Funding body	Duration	Project costs [thousand CZK]	
					2024	Total
7.	Prof. Ing. Radim Lenort, Ph.D.	National Centre of Competence for Industrial 3D Printing	TA CR National Centres of Competence	2023 to 2028	1,801	210,633
8.	Ing. Josef Bradáč, Ph.D.	Application of innovative trends in the automotive sector	Ministry of Education, Youth and Sports DKRVO	2024 to 2026	245	810
9.	Lukáš Moravec, Ph.D.	The impact of the successful development of electromobility on the Czech Republic's tax mix in the context of EU policies	Ministry of Education, Youth and Sports DKRVO	2022 to 2024	300	900

Contract research projects in 2024:

No.	Principal Investigator	Project title	Funding Body	Period	Project costs in 2024
1.	Ing. David Staš, Ph.D.	Design, construction and installation of handling systems utilising Karakuri principles for the pulley assembly workstation	Škoda Auto a.s.	2024	100,000 CZK
2.	Ing. David Staš, Ph.D.	Design, construction and installation of handling systems utilising Karakuri principles for the SBBR sequential workstation	Škoda Auto a.s.	2024	170,000 CZK
3.	Prof. Ing. Radim Lenort, Ph.D.	A model for assigning production orders to assembly workers	KES – Cable and Electrical Systems, Ltd.	2024	70,000 CZK
4.	Doc. Ing. Pavel Wicher, Ph.D.	Development of a procurement evaluation system	V-PODLAHY s.r.o., Vsetín	2024	90,000 CZK
5.	Prof. Ing. Vojtěch Dynybyl, Ph.D.	Thermo-management and cooling of the vehicle unit	Škoda Auto a.s.	2024	490,000 CZK
6.	Prof. Ing. Vojtěch Dynybyl, Ph.D.	Sandwich structures 3D printing	Škoda Auto a.s.	2024	240,000 CZK
7.	Prof. Ing. Vojtěch Dynybyl, Ph.D.	Strength assessment of 3D-printed beams	Škoda Auto a.s.	2024	45,000 CZK
8.	Prof. Ing. Vojtěch Dynybyl, Ph.D.	Overview of the potential of 3D printing	Škoda Auto a.s.	2024	240,000 CZK
9.	Doc. Ing. Pavel Štrach, Ph.D.	Facelift inside out	Škoda Auto a.s.	2024–2025	94,000 CZK

10.	Ing. Eva Jaderná, Ph.D.	FAST – A framework for skills transformation in the automotive sector	AutoSAP	2023–2024	289,709 CZK
11.	Ing. Vladimír Beneš, Ph.D.	Trend Study: Cloud Computing within ČEPS, a.s.	ČEPS, a.s.	2023–2024	452,100 CZK
Total					CZK 2,280,809

Projects in the 2024 Student Grant Competition:

No.	Principal Investigator	Project title	Department	Period	Costs 2024 [thousand CZK]	Costs 2025 (planned) [thousand CZK]	Total costs [thousand CZK]
1.	Assoc. Prof. Ing. Jiří David, Ph.D.	Preparation of the team for FORMULA STUDENT Škoda Auto at the	KSE	2024 to 2026	229	225	454
2.	Ing. Iveta Němečková, Ph.D.	3D printing and marketing	KMM	2024	107	---	107

7.7 Conferences organised by Škoda Auto University in 2024

On 13–14th of June 2024, Škoda Auto University, under the patronage of the Rector Assoc. Prof. Pavel Mertlík organised the third edition of the International Conference on Automotive Industry 2024. ICAI 2024 aimed to create a forum for academic discussion on economic, legal and technical issues relating to the current state and development of the automotive industry. Speakers at the plenary session included Tommaso Pardi from Université Paris-Saclay / GERPISA, Petr Knap from Ernst & Young, s.r.o., Josef Schwarz from the European Commission's Czech Representation, and Petr Dolejší from ACEA, the European Automobile Manufacturers' Association. On the second day of the conference, notable speakers included, for example, Lorenza Monaco from University College London's Public Purpose Institute for Innovation / University of Johannesburg. The conference proceedings can be found at this link: <https://www.savs.cz/proceedings-of-the-icai-2024-301lp>.

Škoda Auto University also organised the international student logistics conference mŠVOK 2024 on 16–17 April 2024, attended by students from Polish and Slovak universities. Selected papers were published in the journals *Acta Logistica* and *Acta Logistica Moravica*.

The ŠAVŠ Research Centre organised several events in 2024:

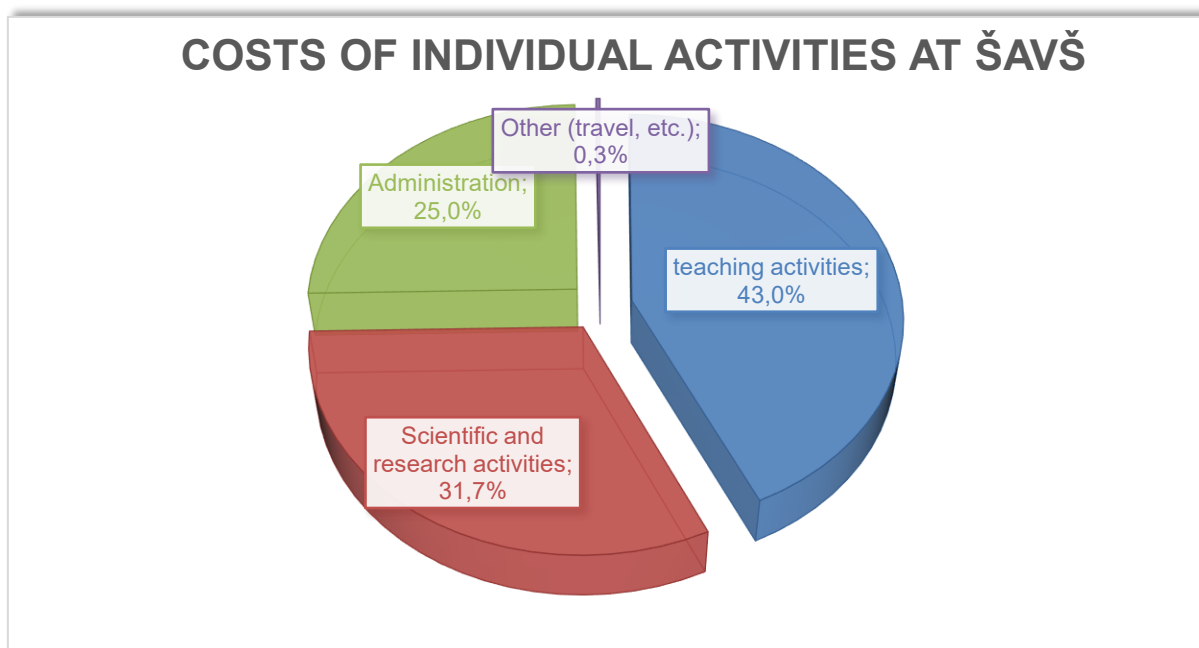
- 18 April 2024 Seminar: 'The Development of Car Manufacturers' Position in the European Market: The Battle for the European Market';
- 20 September 2024 Discussion workshop: 'Everything an automotive industry analyst wanted to know but was afraid to ask';
- 24 October 2024 Discussion seminar: Car distribution models and EU competition law;
- 28 November 2024 Seminar: The production and use of electric vehicle batteries – where we've come from, where we are now, and where we're heading.

Proportion of expenditure on R&D activities:

The university repeatedly reports the proportion of expenditure on R&D activities and the transfer of their results to students to several institutions – ranging from the Czech Statistical Office (ČSÚ) to the Research, Development and Innovation Council (RVVI) – in accordance with its internal methodology. In 2011, as part of its ongoing tax optimisation efforts, Škoda Auto, in collaboration with the audit firm Deloitte, commissioned Škoda Auto University to prepare a statement for the purposes of tax optimisation of costs. The university also drew on the methodology of this calculation in 2022 when

determining the proportion of expenditure on R&D for the purpose of demonstrating the structure of expenditure as part of its application for inclusion on the list of research organisations.

The methodology remains in place for subsequent periods, and its current result for 2024 is shown in the following chart:



7.8 The contribution of the applied sector to the development and delivery of study programmes

In 2024, the university continued its systematic collaboration with the applied sector, both within and outside the automotive industry, on the development and delivery of study programmes.

The industry sector contributes to the development and innovation of study programmes, particularly through systematic work within the study programme councils, which act as expert advisory bodies to the study programme guarantor and whose activities are detailed in the school's internal regulations. A broad range of stakeholders is represented on the study programme councils.

Cooperation with the industry sector in the delivery of study programmes takes the following forms in particular: work placements for ŠAVŠ students in companies; the dual education programme, which is described in detail in Chapter 4.4; the involvement of experts from the business sector in teaching, in the form of one-off lectures within individual modules, or even the delivery of specialised optional modules reflecting current developments in practice; the supervision and examination of final theses; a pilot project for the dual education system; and the organisation of excursions to selected facilities of partner companies.

Within the framework of both external and internal research and consultancy projects in which the university's academic staff are involved, there is significant collaboration with several divisions of Škoda Auto a.s. and other partner companies.

Experts from the industry involved in teaching, supervising final-year projects and supervising internship within accredited study programmes (numbers):

Škoda Auto University	Teaching	Supervision of final theses	Supervision of internship
TOTAL	140	10	148

Study programmes which include a compulsory internship lasting at least one month (numbers):

Škoda Auto University	Number of programmes	Number of students on these programmes
TOTAL	12	985

7.9 Collaboration with the industry sector on the creation and transfer of innovations

With regard to the commercial utilisation of the high qualifications of its own staff, the university plans to establish support units such as technology transfer and knowledge transfer centres in the future. Every year, the university undertakes a number of contract research projects for its founder and other companies, particularly in the fields of logistics, mechanical engineering and electrical engineering, which are of an innovative nature. It is also currently working on the TAČR Trend applied research project to develop a modular drilling rig for use in confined spaces, featuring an environmentally friendly drive system. Given its size and focus, the university aims to develop internal organisational structures and incentive schemes for the sale of consultancy services, in line with the specialisations of its core academic staff and the fields of study taught. The university also has an internal policy governing the distribution of revenue derived from intellectual property between the institution and its staff.

7.10 Support for the horizontal mobility of students and academic staff

ŠAVŠ systematically supports horizontal student mobility through a well-developed system of compulsory five-month work placements for Bachelor's students. These work placements take place during the fifth semester and are carried out primarily at Škoda Auto, its suppliers and within a wide network of partner companies. In the follow-on Master's degree programmes in Industrial Management and Business Economics and Management Information Systems, a compulsory work placement totalling 6 weeks is included. In the follow-on Master's degree programme in Economics and Management, a professional work placement lasting between 6 weeks and 3 months is offered as an optional module.

In addition to established one- or two-semester study placements at partner universities, students can undertake work placements within the Erasmus+ programme at an extensive network of foreign partner institutions (see Chapter 7). The university's academic staff also make extensive use of the Erasmus+ programme for mobility opportunities.

Horizontal mobility of academic staff is supported in particular through close cooperation with the university's founder, Škoda Auto a.s., and other partner companies.

7.11 The university's role at regional and supra-regional levels

Škoda Auto University is the only higher education institution in the town of Mladá Boleslav and its wider surroundings. It is a key factor contributing to the development of Mladá Boleslav as a centre of learning at both regional and supra-regional levels. The university's management works closely with the local authorities of the statutory city of Mladá Boleslav on the drafting of strategic regional documents. Another significant aspect of its regional impact is its cooperation with secondary schools, which is described in a separate chapter.

Although ŠAVŠ is not among the largest higher education institutions in the Czech Republic, it is an institution of supra-regional character. This is clearly demonstrated by the very fact that more than 75 per cent of its students come from areas outside the Mladá Boleslav district. The proportion of international students remained more or less stable in 2023 (22.3 per cent of students held citizenship other than that of the Czech Republic).

Its international character is further underpinned by close ties with the globally active company Škoda Auto a.s. and the university's high level of activity within the Erasmus+ programme. This is reflected in a wide network of partner educational and business organisations, particularly within the EU and in the key markets of Škoda Auto a.s. This network provides the university's students and academic staff with numerous international contacts; at Master's level, for example, this means that, over the long term, one in two graduates enters the labour market with at least six months' study or work placement experience abroad.

8 Quality assurance and evaluation of activities

Following the entry into force of Act No. 137/2016 Coll. (the so-called 'major' amendment to Act No. 111/1998 Coll. on Higher Education Institutions), ŠAVŠ amended all its internal regulations and drew up new internal regulations implementing the new provisions of the Higher Education Act. All new and amended internal regulations were registered with the Ministry of Education, Youth and Sports in August 2017. Crucial to quality assurance and the evaluation of the documents implemented was the creation, registration and application of the internal regulation entitled 'Rules of the Quality Assurance System for Educational, Creative and Related Activities and the Internal Evaluation of the Quality of Educational, Creative and Related Activities' (hereinafter the 'Quality Assurance Rules').

The Quality Assurance Rules establish the quality assurance system, evaluation procedures and responsibilities. They also define the structure of the Report on the Internal Evaluation of Educational and Creative Activities and Related Activities.

Another significant milestone in the development of the quality assurance system was the establishment of the Internal Evaluation Council in May 2017. The composition of the Council is set out in Chapter 1.1.

The strategic objective of ŠAVŠ, approved by the Board of Directors of Škoda Auto a.s. and the academic bodies of ŠAVŠ as part of the Long-Term Plan for the period 2016–2020 and the Strategic Plan for the period from 2021 onwards, was to obtain institutional accreditation for the field of education in Economics.

The application for institutional accreditation was submitted to the National Accreditation Office in the third quarter of 2022. In March 2023, the NAÚ evaluation committee visited ŠAVŠ. Based on the committee's findings, ŠAVŠ requested in May 2023 that the administrative proceedings be suspended, which were subsequently suspended until 20 October 2023. In June 2023, the Academic Board approved amendments to the Accreditation Regulations and the Rules of Procedure of the Internal Evaluation Council (external members of the Internal Evaluation Council, programme guarantors excluded from voting on the programmes they guarantee, strengthening of the evaluator system). In July 2023, the Ministry of Education, Youth and Sports registered the amended internal regulations. Subsequently, the Rector appointed three external members to the Internal Evaluation Council.

In 2023, amendments were prepared to the science and research management system, aimed at setting higher standards for academic staff; these came into force on 1 January 2024, or from the 2024/2025 academic year.

In October 2023, supplementary information on the implemented and planned changes to the institutional environment of ŠAVŠ was sent to the NAÚ.

The NAÚ subsequently considered the application for institutional accreditation at its meeting in January 2024 and granted ŠAVŠ institutional accreditation for the field of education in Economics, at Bachelor's degree level.

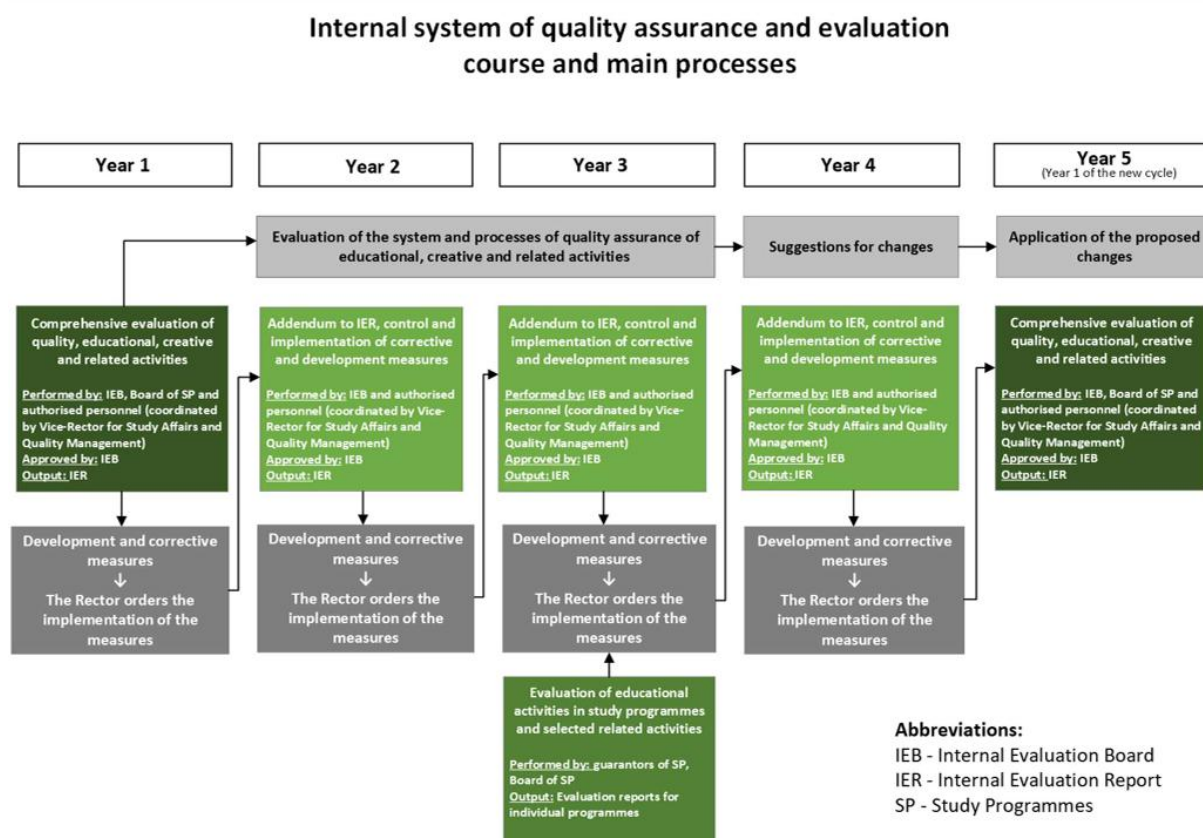
Throughout 2024, the Internal Evaluation Council functioned fully as an internal accreditation body, approving submitted accreditation applications and minor amendments to the study plans of study programmes, including the inclusion of new optional modules.

As part of the internal accreditation process, bachelor's double-degree programmes in the field of Economics, run in collaboration with partner universities abroad, were accredited, along with certain minor amendments to the curricula of bachelor's degree programmes. In accordance with current legislation, the National Accreditation Office for Higher Education was informed of these changes.

In 2024, as part of the Internal Evaluation and Quality Assurance System, an evaluation of educational activities within study programmes and related support activities for 2023 was conducted. Its findings were approved by the Internal Evaluation Council in 2024.

The Study Programme Councils are a key long-term component of the quality assurance system at ŠAVŠ. The outcomes of their meetings, held in September 2024, form part of the aforementioned evaluation.

In 2024, the internal quality assurance and evaluation system operated fully in accordance with the diagram shown in the following figure:



In 2024, an audit report was submitted to the National Accreditation Office (NAÚ) concerning the staffing and publication activities of the programme guarantors for the core theoretical modules and the specialisation modules of the Bachelor's degree programme in Business Economics and Management Informatics. The NAÚ Council took note of this report. Furthermore, at the end of the year, an application was submitted for the renewal of accreditation for the follow-on Master's degree programme in Industrial Management, which had previously been discussed and approved by the Internal Evaluation Council and the Academic Board.

Student evaluation remains a key element of internal quality assurance. In 2024, an updated module of the AIS information system was once again utilised for this purpose; this module enables evaluations to be carried out in a differentiated manner across several levels, ranging from lecturers and course coordinators, through to heads of departments, right up to programme coordinators and the university management. ŠAVŠ became the first university in its history to use the relevant information system and to adopt this multi-level evaluation approach. In 2024, the proportion of students participating in this evaluation was 26 per cent.

In 2020, Škoda Auto University voluntarily undertook a comprehensive evaluation process in the field of R&D. To this end, it set up an international evaluation panel, approved by the Ministry of Education, Youth and Sports. The college was awarded a grade of D; however, the recommendations arising from the evaluation process will serve to further develop the college's research activities, including research management. On the 1st of January 2023, the ŠAVŠ Research Centre commenced operations, having previously focused on various aspects of sustainable development in the automotive industry. The centre's activities are currently being expanded, particularly into the areas of technology transfer and intensified efforts to secure external grants. Based on the results of the evaluation, the university was awarded DKRVO funding of 1,614,000 CZK, which provides a guaranteed amount over a five-year period to finance, in particular, the activities of the research centre, internal research grants and high-quality publications. The university is making increased efforts to participate in international consortia with a view to securing foreign research grants.

In 2014, Škoda Auto University obtained ACBSP international accreditation. The accreditation was granted with five so-called 'notes' – recommendations for improvement. In 2016, the first Quality Assurance Report was submitted, on the basis of which three notes were resolved. Between 2016 and 2018, measures leading to the resolution of the remaining two 'notes' were finalised and fully implemented, which was confirmed following the submission of the second Quality Assurance Report. In 2022, the third Quality Assurance Report was submitted in accordance with the required accreditation criteria. Furthermore, in 2024, the school worked systematically not only to maintain the established system for standardising study programmes, specialisations and modules,

learning outcomes, the provision of feedback to students, etc., but also to ensure continuous improvement in all areas of the updated ACBSP accreditation standards. Throughout the year, documentation for the planned re-accreditation (Self-Study Report) was prepared and submitted in July 2024. A visit by the accreditation commissioners took place in September 2024. The re-accreditation process was successfully completed. At the November meeting of the Board of Commissioners, the study programmes and specialisations in the field of Economics and Management were granted ACBSP international accreditation for a further 10 years. In 2026, Škoda Auto University will submit a Status Report, followed by a Quality Assurance Report in 2028.

One member of the university's academic staff was actively involved in ACBSP evaluation processes at other higher education institutions during 2024, which enabled the transfer of best practice to the operations of ŠAVŠ. Furthermore, one member of ŠAVŠ's academic staff attended the ACBSP annual conference in Miami, USA, in June 2024.

9 National and international excellence of the university

9.1 International and significant national research and creative activities

In 2024, the university was actively involved in the Erasmus+ project 'Critical Incidents in Intercultural Communication and Promoting Diversity', which, over its planned three-year duration, focuses primarily on critical incidents in multicultural settings. As part of the project, critical incidents were compiled and analysed. The project is being carried out by an international consortium of universities. The project's findings were presented at the Research Open Day 2024. Under the Erasmus+ programme, the university was involved in another three-year international project, 'Sustainable Transportation', led by Seinäjoki University of Applied Sciences.

The school also took part in a project funded by The Chartered Institute of Management Accountants (CIMA) and in three COST Action projects (see Chapter 8). At the national level, the university took part in three major TAČR projects: the National Competence Centre for Industrial 3D Printing, the Proposal for a Strategic Framework for Higher Education in the Automotive Sector, and VRTOUCH/Modular Vehicle for Applications in Space-Constrained Environments with an Environmentally Friendly Powertrain. Further information on these projects is provided in Chapter 8.

9.2 Škoda Auto University's membership of international and national associations, organisations and societies, and of professional associations, organisations and societies

Organisation	Status
Accreditation Council for Business Schools and Programs	Member
Association of Research Organisations (AVO)	Member
COMMON ČR (association of IBM technology users)	Member
Czech Economic Society	Member
Czech Marketing Society	Member
Czech and Slovak Association of Language Centre Teachers at Universities	Member
European Confederation of Language Centres in Higher Education (CercleS)	Member
Czech and Slovak Association of Language Centre Teachers at Universities (CASAJC)	Member
Czech Logistics Association	Member
GNSS Centre of Excellence	Member
International Fiscal Association (IFA)	Member
Lean & Green Czech	Member
CAMBAS	Member
Association of University Staff	Member
Association of Librarians and Information Professionals	Member
SDRUK – Association of Libraries	Member
Moravian-Silesian Automotive Cluster, z.s. (Autoklastr)	Member
AutoSAP – Automotive Industry Association	Member
National Committee of the International Chamber of Commerce in the Czech Republic	Member

In 2024, the university's academic staff were members of the following professional and specialist organisations:

Mgr. Lenka Stejskalová, MBA

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English of the Czech Republic (ATECR)
Member of the CAMBAS Accreditation Committee

Mgr. Dagmar Sieglová, M.S.Ed., Ph.D.

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English of the Czech Republic (ATECR)
Linguistic Association of the Czech Republic

Mgr. Pavlína Příbramská

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English in the Czech Republic (ATECR)
Association of Providers of Services to Students with Special Needs at Universities (AP3SP)

Mgr. Vladimíra Soukupová

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English in the Czech Republic (ATECR)

Mgr. Zuzana Havlisová

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English in the Czech Republic (ATECR)

Mgr. Miluše Löffelmannová

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English in the Czech Republic (ATECR)

Mgr. Oleksandra Chaban

European Confederation of Language Centres in Higher Education (CercleS)
Czech and Slovak Association of Language Centre (CASAJC)
Association of Teachers of English in the Czech Republic (ATECR)

Prof. RNDr. Václava Pánková, CSc.

Czech Econometric Society
Czech Operations Research Society

Doc. Ing. Eva Jarošová, CSc.

Czech Standardisation Agency – Technical Standardisation Committee TNK 4 – Chair
Czech Statistical Society
Czech Society for Quality

Pavel Brom, MSc, PhD

Union of Czech Mathematicians and Physicists (JČMF)
Czech Physical Society, member of the Executive Committee and treasurer
Society for Physics Education
Czech Astronomical Society

Ing. Elena Říhová, Ph.D.

Czech Statistical Society

Ing. Kornélie Svačinová, Ph.D.

Czech Demographic Society

Prof. Ing. Radim Lenort, Ph.D.

GNSS Centre of Excellence (guarantor of institutional membership of ŠAVŠ)
Czech Logistics Association (guarantor of ŠAVŠ's institutional membership)
Member of the Chamber of Logistics Auditors
Member of Emergency Logistics Ambassadors z.s.

Member of the editorial board of the journal Acta Logistica (WoS, Scopus)
Member of the editorial board of the journal Archives of Transport (Scopus)
Member of the editorial board of the journal Transport & Logistics
Member of the editorial board of the journal Manager's Forum
National Accreditation Office for Higher Education, assessor, Transport
Assessor and member of the committee for the Škoda Auto a.s. Logistics Innovation Award

Doc. Ing. Jan Fábry, Ph.D.

Member of the Czech Operations Research Society

Doc. Ing. Pavel Wicher, Ph.D.

Member of Emergency Logistics Ambassadors z. s.

Doc. Mgr. Ing. František Zapletal, Ph.D.

Member of the International Society on MCDM
Member of the Czech Operations Research Society
Member of the European Working Group on Stochastic Optimisation

Ing. David Staš, Ph.D.

Member of the Chamber of Logistics Auditors

Ing. et Ing. Martin Foltá, Ph.D., EUR ING

International Automotive Task Force (IATF 16949 third-party international certification auditor licensed in the automotive industry)
Quality Management Centre within the German Association of the Automotive Industry (Verband der Automobilindustrie e.V.) (international process auditor licensed in accordance with the VDA 6.3 methodology, trainer in the VDA 6.3 process auditor methodology, examiner for process auditors in accordance with the VDA 6.3 methodology)
European Federation of National Engineering Associations (FEANI) – member of the European Engineers' Club (EUR ING Club)
Member of the Czech Society for Quality
Member of the editorial board of the MM Science Journal (Scopus)
Member of the editorial board of The Social and Technical Research

Ing. David Holman, Ph.D.

Member of the Chamber of Logistics Auditors

JUDr. Ing. Aleš Borkovec, Ph.D.

Czech Bar Association
Editorial Board of the journal Všechno
Common Law Society
Society for Ecclesiastical Law

Prof. Ing. Stanislav Šaroch, Ph.D.

Member of the Scientific Committee of the Czech Banking Association
Member of the Editorial Board of the journal Národohospodářský obzor (Scopus)
Editor of the journals *Současná Evropa* and *Česká republika*
Member of the Czech Economic Society
Assessor for the National Accreditation Office for Higher Education, in the field of Economics

Mgr. Pavel Neset, Ph.D.

National Accreditation Office for Higher Education, assessor, Economics
National Economic Council of the Government

Doc. Ing. Vladislav Flek, CSc.

Evaluator of selected research, development and innovation outcomes, Council for Research, Development and Innovation, Office of the Government of the Czech Republic

Doc. JUDr. Václav Šmejkal, Ph.D.

Czech Association for European Studies
Czech Society for International Law
Czech Association for Competition Law
International League of Competition Law
Arbitration Court attached to the Czech Chamber of Commerce and the Czech Agrarian Chamber.
Editorial Committee of Prague Law Working Papers.
Editorial Board of Juridičeskij věstník KUBSU (Kuban State University, Russia)

JUDr. Petr Frischmann, Ph.D.

Czech Bar Association
Arbitration Court attached to the Czech Chamber of Commerce and the Czech Agrarian Chamber
Copyright Protection Association
Member of the Editorial Board of *The Journal of Culture*

Prof. Ing. Jiří Strouhal, Ph.D.

Association of Professional Accountants of the Czech Republic, z.s. – Chair of the Supervisory Committee
Prague Association of Accountants, z.s., Chair of the Association's Audit Committee (until June 2024)
Member of the Scientific Council – Silesian University, Faculty of Commerce and Business, Karviná
Member of the Scientific Council – University of South Bohemia in České Budějovice, Faculty of Economics
Member of the Scientific Council – Pan-European University
Member of the Doctoral Programme Board – Silesian University, Faculty of Commerce and Business, Karviná
Member of the Editorial Board – International Advances in Economic Research (published by Springer – indexed in Scopus and Web of Science Emerging Sources)
Member of the Editorial Board – Journal of Competitiveness (published by FaME, TBU Zlín – Web of Science database)
Member of the Editorial Board – International Journal of Entrepreneurial Knowledge, (published by PEUNI – indexed in ERIH+)
RVVI evaluation methodology 2017+ (SKV)
Evaluation of projects by GAČR, TAČR and the Slovak Research Agency
Evaluation of study programmes at SAAVŠ (Slovakia), the Ministry of Education in Lithuania, the Ministry of Education in Estonia, and FIIBA (MBA programmes)
Czech Association of Accountants – author of the accounting profession certification system, examiner for the modules 'Managerial Finance' and 'Financial Management II'
Chamber of Auditors of the Czech Republic – lecturer on the Financial Accounting I course
Ministry of Justice of the Czech Republic – examiner for the specialised examination in the field of accountancy

Doc. Ing. Jiřina Bokšová, Ph.D.

Chamber of Auditors of the Czech Republic, examiner and lecturer for the Chamber of Auditors of the Czech Republic
Member of the Advisory Board to the Minister of Justice of the Czech Republic on Economic Affairs (since 2017)

Doc. Ing. Tomáš Krabec, Ph.D.

Member of the Advisory Board to the Minister of Justice of the Czech Republic for Economics and Forensic Sciences (since 2020)

Prof. Ing. Josef Jílek, CSc.

Member of the Standing Committee on Accounting, Reporting and Auditing (SCARA) at the European Banking Authority (EBA) in London
Member of the Corporate Reporting Standing Committee (CRSC) at the European Securities and Markets Authority (ESMA) in Paris
Member of the LTG Project Group at the European Insurance and Occupational Pensions Authority (EIOPA) in Frankfurt am Main

Ing. Lukáš Moravec, Ph.D.

Member of the Steering Committee of the Czech branch of the International Fiscal Association,
Member of the Czech Economic Society

Ing. Josef Horák, Ph.D.

Institute for Certification of the Union of Accountants, a.s. – examiner for the Performance Management module

Doc. PhDr. Karel Pavlica, Ph.D.

IACCM (International Association of Cross-Cultural Competence and Management), WU Vienna
Member of the editorial board of the journal 'Scientia et Societas'
Member of the Czech Association of Occupational and Organisational Psychologists

NAÚ evaluator – programmes in the fields of psychology and sociology

Ing. Petra Jarkovská, Ph.D.

Member of the African Society

Prof. Ing. Pavel Krpálek, CSc., MBA

Member of the Scientific Council of the Institute of Education and Counselling at the Czech University of Life Sciences, Prague

Member of the Study Programmes Council for the Master's programme in *Economics and Management at ŠAVŠ*

NAÚ assessor for the *fields* of education: *Economics, Teacher Training, Non-Teaching Pedagogy*
Assessor for the Slovak Accreditation Agency for Higher Education (field: *Economics and Management*)

Member of the Association for Professional Tertiary Education, z.s.

Member of the Scientific Editorial Board of the electronic publishing house *Extrasystem*, o. s.

Deputy Editor-in-Chief of the scientific editorial board of the specialist journal *Media4U Magazine* (ERIHplus)

Vice-Chair of the Editorial Board of the *Journal of Diplomatic and Social Sciences*

Member of the Editorial Board of the *European Scientific Journal* (ESJ), Social Sciences Section

Member of the International Association for Continuing Engineering Education (IACEE), Georgia Institute of Technology Professional Education, Atlanta, USA

Member of the International Society of Engineering Education (IGIP), Klagenfurt, Austria

Member of the working group at the National Pedagogical Institute of the Czech Republic, Prague, 'People and a World of Opportunities', Edusit – methodological group for the promotion of entrepreneurial, initiative and creative skills

Member of the working group, methodologist and expert advisor for the *Optimisation of Social Work in Prague 15*, non-profit organisation Centre for Social and Nursing Care Prague 15

Ing. Eva Isabelle Křeček

Member of the Institute of International Management and Marketing at UCP

Chair of the Board of Trustees of the Bennett Divine Endowment Fund

PhDr. Ingrid Matoušková, Ph.D.

Member of the editorial board of the academic journal 'Socio-Economic and Humanities Studies',

(Studies of Socio-Economics and Humanities) in both print and electronic formats; ERIH PLUS database

Member of the Consortium for Security Research Projects

Member of the Association of Forensic Psychologists of Bohemia, Moravia and Silesia

Member of the Czech Association of Occupational and Organisational Psychologists

Member of the Central Bohemian Association of Women Managers and Entrepreneurs

NAÚ reviewer – programmes in the fields of psychology and sociology

Mgr. Eva Švejdarová, Ph.D.

AOA – Association of Experts in Andragogy,

Common Ground Scholar

D&I Shapers – OPIM

SIETAR Europa – Society for Intercultural Education, Training and Research

Association of Human Resources Professionals of the Czech Republic

The American Educational Research Association (AERA)

Paulo Freire Institute, UCLA

SHRM.org – Society for Human Resource Management

Doc. Ing. Pavel Štrach, Ph.D. and Ph.D.

Member of the Editorial Board of Marketing Science & Inspiration

Member of the Member Relations Committee of the Accreditation Council for Business Schools and Programs

Member of the CAMBAS Audit Committee

Expert assessor for the European Marketing Confederation

Ing. Eva Jaderná, Ph.D.

Member of the Czech Marketing Society

Ing. Vladimír Beneš, Ph.D.

COMMON Czech Republic (IBM Technology Users' Group)

Union of Czech Mathematicians and Physicists (JČMF) – collaboration in the form of guest lectures

Prof. RNDr. Jaroslav Pokorný, CSc.

Association for Computing Machinery (an international learned society active in the field of computing)

Institute of Electrical and Electronics Engineers (an international non-profit professional organisation dedicated to the advancement of electrical engineering technology)

International Federation for Information Processing (national representative)

Guarantor for the assessment of high-quality research outputs in accordance with Methodology 17+ in the field of Computer and Information Science

Prof. Ing. Václav Řepa, CSc.

Member of the Subject Area Board for the Doctoral Programme in Applied Informatics at the Faculty of Informatics and Statistics, University of Economics, Prague

Central-European Association for Business Process Management (Chair of the Board of Guarantors)

Slovak Association for Process Management (member of the Presidium)

Joint Steering Committee for eGovernment and Information Society Services in Public Administration of the Government Council for the Information Society (member)

Prof. Ing. Jiří Voříšek, CSc.

Member of the editorial board of the journal *Information Technology Applications*

Member of the editorial board of the International Journal of Systems Engineering

Member of the Subject Area Board for the Systems Engineering and Informatics programme, specialising in Informatics in Economics, at the Faculty of Economics, VŠB – Technical University of Ostrava

Member of the Programme Board for the doctoral programme in Systems Engineering and Informatics, specialising in Information Management, at the Faculty of Economics and Management, Czech University of Life Sciences Prague

Member of the Czech Society for Systems Integration

Doc. Ing. Jiří David, Ph.D.

Czech Society for Maintenance (member)

Czech-Moravian Society for Automation (member of the Executive Committee)

Prof. Ing. Vojtěch Dynybyl, Ph.D.

Member of the editorial board of MM Spektrum Science

External reviewer for the TAČR agency

Ing. Josef Bradáč, Ph.D.

Czech Society for Mechanics

Czech Society for New Materials and Technologies

Czech Society for Quality

Ing. Pavel Švec, Ph.D.

Bohemian-Moravian Society for Automation

Ing. Jiří Sobotka, Ph.D.

CSVZP – Czech Society for Sheet Metal Processing Research

9.3 International and national awards for the university

In 2024, ŠAVŠ was not awarded any international or national awards.

9.4 International evaluation of the university

In 2014, Škoda Auto University received international accreditation for its degree programmes and specialisations in the field of Economics and Management from the Accreditation Council for Business Schools and Programmes (ACBSP). Škoda Auto University works systematically not only to maintain its established system of standardisation for study programmes, specialisations and modules, learning outcomes, the provision of feedback to students, etc., but also to ensure continuous improvement in all areas covered by the updated ACBSP accreditation standards.

In 2016, 2018 and 2022, Škoda Auto University regularly reported on progress in its quality improvement processes in the Quality Assurance Reports it submitted. In 2023, preparations began for ACBSP re-accreditation, which took place in 2024 on the basis of the submitted accreditation report (the 'Self-Study Report') and a three-day visit by the accreditation commissioners in September 2024. The re-accreditation process was successfully completed and, at the November meeting of the Board of Commissioners, the study programmes and specialisations in the field of Economics and Management were granted ACBSP international accreditation for a further 10 years. In 2026, Škoda Auto University will submit a Status Report, followed by a Quality Assurance Report in 2028.

10 The third role of the university

10.1 Transferring knowledge into practice

The transfer of knowledge into practice takes place primarily through applied research projects, which are described in Chapter 8, and also through a wide range of continuing professional development (CPD) courses delivered for clients from the business sector.

10.2 Impact on the region

Škoda Auto University is the only higher education institution in the town of Mladá Boleslav and its wider surroundings. It is a key factor contributing to the development of Mladá Boleslav as a centre of learning at both regional and supra-regional levels. In 2024, ŠAVŠ played an important role at a regional level in assisting and integrating war refugees from Ukraine. The university's management cooperates with the local authorities of the statutory city of Mladá Boleslav and the Central Bohemian Region. Cooperation also takes place with the Mladá Boleslav District Chamber of Commerce. ŠAVŠ works closely with the Škoda Auto Endowment Fund and is also involved in cooperation with the statutory city of Mladá Boleslav through this fund. The Director of ŠAVŠ is a member of the board of trustees of this endowment fund. A representative of ŠAVŠ serves on the advisory board of the Central Bohemian Region Employment Office.

Another significant aspect of its regional activities is its collaboration with secondary schools and its involvement in continuing vocational education and training (CŽV), which are described in separate chapters. These include, amongst other things, EduWeek – an educational event for primary and secondary school teachers – and training events for secondary school educational counsellors. A member of staff from the Department of Economics and Law is involved in the 'Lawyers in Schools' project.

In 2024, Škoda Auto University once again organised a charity event to support a children's home, as well as elderly people and the Dogsy animal shelter. It also took part in voluntary initiatives focused on tree planting.

10.3 Supraregional Impact and Significance

Staff at ŠAVŠ actively participate in public discourse at the national level, including through media appearances and engagement in the public sphere. This activity also includes providing advisory services to the government and other public authorities and administrative bodies (including the Government's National Economic Council and the Ministry of Justice's Advisory Board on Economic Affairs). A number of ŠAVŠ academic staff are assessors for the National Accreditation Office for Higher Education, and some serve on advisory bodies of the Council for Research, Development and Innovation.

ŠAVŠ is an institution with a supra-regional character. This is clearly demonstrated by the very fact that more than 75 per cent of its students who are Czech citizens come from areas outside the Mladá Boleslav district. In 2024, the proportion of international students increased – – with almost 22.3 per cent of students with a nationality other than Czech.

Its international character is further underpinned by its close ties with the globally active company Škoda Auto a.s. and the college's high level of involvement in the Erasmus+ programme. This is reflected in a wide network of partner educational and business organisations, particularly within the EU and in Škoda Auto a.s.'s key markets (including China, Russia, India and Israel). This network provides the university's students and academic staff with numerous international contacts; at Master's level, for example, this means that, over the long term, around 30 per cent of graduates enter the labour market with at least six months' experience of studying or undertaking a work placement abroad.

The supra-regional nature of ŠAVŠ is also reflected in the university's significant involvement in international and national projects and expert activities of a supra-regional nature, including the fulfilment of the university's third role.

11 Infrastructure

11.1 ŠAVŠ Library

ŠAVŠ Library	
Škoda Auto University	1
Additions to the library collection in 2024	531
Total library collection	26,771
Number of periodical titles subscribed to:	
• in print	24
• electronically	4

The Škoda Auto University Library holds nearly 26,800 documents in its collection.

In 2024, over 10,000 loans were recorded, the vast majority of which were monographs.

In 2024, the library had approximately 20 study spaces, some of which are equipped with state-of-the-art computer technology; the PCs serve both as internet workstations for students and enable them to search for information about the library's collection in the TRITIUS catalogue and to work with specialist databases. The entire library is covered by Wi-Fi. Students also have access to electronic information resources from the freely accessible computer classrooms, which house a total of 55 PCs.

In 2024, the library was a member of prestigious professional associations and organisations in the Czech Republic (SKIP – Association of Librarians and Information Professionals, SDRUK – Association of Libraries). In 2024, the library joined the CARDS (Czech Academic and Discovery Research Services) project.

Students at the Prague branch use the VŠE library in Jižní Město, where ŠAVŠ supplements the compulsory and recommended reading lists through donations.

11.2 Electronic information resources

Electronic information resources are represented by specialist databases:

- ASPI – Automated Legal Information System. In 2024, its content was expanded to include law textbooks, commentaries, periodicals and translated legislation for international students.
- BOOKPORT Business – a database from Grada Publishing, which provides access to over 1,600 Czech specialist e-books focusing on business, finance, economics, law, taxation and accounting.
- DNNT – Works Unavailable on the Market – a database of the National Library.
- EMERALD OPERATIONS, LOGISTICS & QUALITY – 18 journal titles from the above fields + 12 journal titles in the field of Knowledge Management.
- JSTOR FULL ACCESS COLLECTION – a digital archive of leading American journals (2,800 titles) in the fields of economics, politics, law and psychology.
- PROQUEST BUSINESS E-book Subscription – a collection of approximately 66,500 specialist electronic monographs focusing on economics – in particular management, business, finance, marketing, human resources, international trade, economic policy, capital markets and investment, corporate culture, banking and accounting. It is also possible to request access to selected titles in IT, logistics and engineering.
- PROQUEST CENTRAL – a multidisciplinary database of international literature. It offers access to specialist information in the fields of business, economics, medicine, the natural sciences, social sciences and humanities, technology and the arts. You can search full texts from over 29,000 academic journals, full texts of over 264,000 doctoral theses and 455,000 conference papers and reports, millions of up-to-date market, industry (BMI) and company reports, nearly 60,000 company profiles (Hoover's) and country profiles (EIU), 150,000 case studies, and more than 2,000 newspaper titles.

Furthermore, the library extracts freely available electronic information resources (Open Access) and also provides students with summaries of materials for citations and the preparation of final theses.

11.3 Information and Communication Services, Information Technology

11.3.1 Technical facilities at the Na Karmeli campus

At the modern Na Karmeli Education Centre campus, Škoda Auto University has a total of 15 classrooms at its disposal, each equipped with audio equipment, a fixed data projector, an electrically operated projection screen and a computer with an internet connection. Three specialised computer classrooms are equipped with a total of 56 personal computers for students and 3 computers for the lecturer. All computers are connected to the internet. The computer classrooms feature a permanently installed data projector, an electrically operated screen, audio equipment and a document camera. Specialised language classrooms are equipped with a permanently installed data projector, an electrically operated screen, and audio and video equipment enabling the playback and recording of audio and the playback of video from various audio and data storage media. The language classrooms are also equipped with a computer with an internet connection and an overhead projector, which allows images from printed and other materials to be projected.

There are two lecture theatres, each with a capacity of 143 seats, which can be joined together using movable walls or connected to the building's atrium to create sufficient space for proper teaching or for other educational or social events. Each lecture theatre is equipped with two touchscreen computers with internet access, three data projectors, an electrically operated screen, a document camera and audio equipment, including wireless microphones. During video production, it is possible to switch between full-screen display mode (signal from a single projector across the entire screen) and dual-screen display mode (signals from two projectors side by side – e.g. a presentation and a document camera). The lecture theatres are complemented by a control room from which all technical equipment can be operated, thereby ensuring support for all events.

The lecture theatre and two standard classrooms are equipped with technology for hybrid teaching. The fitting out of further classrooms is planned for a later date.

Jabra mobile devices are available for additional ad-hoc online meetings.

The centralised integration of audio, video and IT equipment in the lecture theatres and the building's atrium enables the sharing of audio and video; it is therefore possible, for example, to use data projectors, sound systems and plasma screens located in the atrium to transmit audio and video from the lecture theatres, thereby making what is happening in the lecture theatres accessible to a wider audience, or to display any information from the internet, or to present events taking place within the school building.

Students have access to a study room equipped with computers connected to the internet. Thanks to the integration of multifunctional devices, located in the corridors, into a shared computer network with the computers in the study room and classrooms, students can use these devices for printing and photocopying.

Wi-Fi internet access is fully available throughout the school premises, enabling students to access the internet from their own mobile devices (laptops, tablets, mobile phones) and to print on the school's multifunctional devices.

In 2023, the new 'Na Hejdovce' laboratory centre was built in Mladá Boleslav and officially opened in the presence of the Czech Minister of Education, the Chair of the Czech Rectors' Conference and representatives of the university's most important corporate partners. The centre comprises a total of eight classrooms and laboratories used for teaching and research in the fields of mechanical engineering, electrical engineering, IT, physics and other related disciplines. It is equipped with a total of 36 PCs, and two classrooms are equipped for hybrid teaching. By 2024, it was already being used to its full capacity.

11.3.2 Technical facilities at the Prague branch

The Prague branch has one specialised computer classroom with 25 personal computers for students and one computer for the lecturer. In the other nine standard classrooms, a computer is available for the lecturer.

All computers are connected to the internet, and a multifunctional device is available for copying and printing by both teaching staff and students.

Thanks to the VPN connection with the Na Karmeli campus, it is possible to use all IT services installed on the servers in Mladá Boleslav at the Prague branch.

11.3.3 Other information services

The school uses the AIS information system, which it implemented in 2007. The AIS system includes its own

e-learning module. Thanks to its standard functions (such as direct e-communication between teachers and students and amongst students themselves, targeted provision of study materials, discussions on individual subjects, etc.), AIS serves as a distance learning support tool in its own right.

In addition to the AIS e-learning module, the school also uses the *Moodle* system to create and share electronic study materials; Moodle is integrated with AIS at the level of user identity sharing.

A further increase in the use of the electronic testing facility, which forms part of the AIS system, was made possible by the creation of new test banks. Electronic tests were used for the ongoing assessment of students' knowledge throughout the semester, as credit tests and as a form of examination. In some subjects, electronic testing has fully replaced the written parts of examinations. Electronic testing allows for the random selection of questions, automatic marking of the test and the transfer of results to an examination report. This ensures the objectivity and speed of test marking, as well as the objectivity of question selection, as this selection is not influenced by the lecturer. Students know their results immediately upon completing the test, which provides important feedback for them.

The school also uses the AIS system to manage internal academic, managerial and administrative processes.

The AIS system includes, amongst other things:

- student management – including, amongst other things, the school email system and the processing of electronic applications,
- tools for managing academic processes – including the maintenance of academic records, electronic applications for study, and electronic exam registration,
- a management module – aggregated academic data for the school's senior management,
- maintenance of mandatory records – student register, ÚIS reports, records for the Czech Foreign Police,
- alumni club,
- scientific research module.

The AIS system is continuously updated and enhanced with new functionalities. In 2024, the following changes were made, amongst others:

- Student status records,
- Automatic generation of reminders for unpaid tuition fees,
- Support for the requirements of the Administrative Procedure Code in matters relating to the exercise of public authority,
- Advance payment of tuition fees for the first semester by students on English-taught programme

Since 2014, the *ROGER* system has been fully utilised for the automatic generation of timetables; it is fully integrated with the AIS school information system.

The system infrastructure also includes an integration between AIS and the *Pohoda* accounting system. All receivables and payables arising from study-related processes (tuition fees, scholarships, other study-related charges, etc.) are generated in the relevant AIS modules and automatically transferred to the Pohoda system, with mechanisms in place to ensure data consistency.

The delivery includes technical support provided via a helpdesk.

We regard the university's website as an external information system, through which the university provides information to prospective students and the general public in two languages.

In addition to the AIS, the Employee Portal (intranet) also serves as an internal information system; it is primarily a source of practical operational information and an aid in resolving staff-related matters (human resources, pay policy, business travel, benefits, academic administration, information from specialist departments, etc.). Since 2024, the Student Portal has also been in operation, serving the same function but with a focus on students' needs.

Škoda Auto University considers the email inbox, which every student, staff member and external lecturer has set up in Office 365, to be the official internal communication channel. Thanks to the ability

to create specific recipient groups, the necessary up-to-date information is always distributed in a targeted manner.

Current events at the university are also communicated to students and visitors via displays on large screens in the building's atrium.

In 2024, the university had a total of 261 computers, of which 130 were designated for study purposes.

The computers used by staff at Škoda Auto University are connected to the internet. All software and hardware security for the operation of these computers is managed by Škoda Auto University's in-house IT department.

Since 2018, the university has been making full use of Office 365 (currently Office 365 A3 for students and staff). Office 365 is systemically integrated with the AIS (user management and messaging) and serves as the primary technological platform for all staff and students at for storing, sharing and archiving data (OneDrive) and for email (Calendar). Furthermore, SharePoint and MS Teams are also widely used within Office 365 as supplementary tools for communication and sharing, both during and outside of lessons.

Vision software is installed in the computer labs, which significantly supports the work of teaching staff and offers further possibilities for modern teaching methods. It allows teaching staff to monitor students' work directly from their own computer, enabling them to intervene directly where necessary. *The Vision* software also offers remote control of computers and screen sharing, including the option to project the screen of any computer onto a screen via a data projector, thereby allowing everyone to view the solution to a specific teaching situation.

For the needs of the university management and other key staff, *Business Intelligence* reports are available on the Staff Portal, presenting up-to-date statistics on the distribution of students, applicants, etc.

Operational departments use the *OKbase* system for payroll processing, human resources and staff attendance management.

12 The university's activities in relation to the impact of the state of war in Ukraine

As of the 31st of December 2024, a total of 78 students holding Ukrainian citizenship were studying at ŠAVŠ, which is 19 more than on the same date in 2023 and 46 more than at the start of Russia's aggression against Ukraine.

All students from Ukraine, as well as those from Russia, continued to be offered, and where necessary provided with, support from the university psychologist. The university management also continued to take preventative measures to avert any conflicts or discrimination within the academic community that might result from the Russian aggression. No incidents of this kind were recorded.

Some Ukrainian students took part in integration projects for Ukrainian refugees organised by ŠAVŠ in 2024.

A large number of war refugees found refuge in Mladá Boleslav and the surrounding area. In 2024, ŠAVŠ continued to be very actively involved in the process of their integration. At the beginning of 2023, it launched an extensive medium-term educational project – the Educational Programme for Ukrainian Female Teachers. It was designed for Ukrainian teachers working in primary schools in Mladá Boleslav. It focused on developing Czech language skills, intercultural competences, teaching skills, IT knowledge, knowledge of Czech legislation and English language skills. The project ran until June 2024. Contact with the group of participants was maintained throughout 2024, particularly through their involvement in research projects carried out by the Department of Language Training and Intercultural Competences

Another project, which began in August 2023 and continued until June 2024, was the Integration Project for Ukrainian children and adults.

This included a day camp, Czech and English language courses for children and adults, and maths, IT and English language courses for children who had not gained a place at secondary school, as well as the involvement of ŠAVŠ students as teaching assistants in all-Ukrainian classes at a primary school in Mladá Boleslav.

Both projects involved academic and non-academic staff from the university, as well as Czech and Ukrainian students; the day camps also included several qualified Ukrainian teachers from among the war refugees.

In total, more than 200 Ukrainian children and adults took part in the two programmes combined.

Both programmes received financial support from the Škoda Auto Endowment Fund totalling over 600,000 CZK.

In the admissions process for the 2024/2025 academic year, 61 applications were submitted by candidates holding Ukrainian citizenship. This represents an increase of 22 candidates compared with the 2023/2024 academic year.

Even in 2024, ŠAVŠ, as a private university, was not allocated any funds from the state budget that could be used to support the university's Ukrainian students.

13 Promoting wellbeing in the academic environment: gender equality and a safe environment

ŠAVŠ recognises that there is no substitute for the asset represented by satisfied and successful staff, academics, students and, last but not least, graduates; therefore, fostering wellbeing is a priority.

13.1 The issue of sexual and gender-based harassment

In the first quarter, the university issued an internal document entitled 'Methodology for Dealing with Sexual Harassment and Other Types of Inappropriate Behaviour'. All staff, including students, were required to familiarise themselves with the document. The document was also translated into English for the benefit of international staff working at the university. The document defines sexual harassment and other forms of inappropriate behaviour, and sets out the procedure for handling individual cases. The university has two ombudspersons to whom reports of inappropriate behaviour can be made. Their contact details are listed on the university's website, along with their photographs and profiles, so that anyone wishing to make a report can choose according to their preferences. The ombudspersons are obliged to handle every case with a high degree of anonymity. All reports are kept by the ombudspersons, and only they have access to the forms. Information regarding the publication of the Guidelines was sent by email to all staff and students.

The procedure for handling individual reports is as follows: If the perpetrator of the inappropriate behaviour is a student, the contact person will refer the case to the Disciplinary Committee, which will rule on the offence in accordance with the ŠAVŠ Disciplinary Regulations. If the perpetrator is a staff member or academic, the contact person will assess the seriousness of the reported behaviour and refer the matter either to the Ethics Committee, which will then deal with it in accordance with the Statutes and Rules of Procedure of the Ethics Committee, or to the accused staff member's line manager. Where the perpetrator or victim is also a member of the Ethics Committee, the procedure set out in the Statutes and Rules of Procedure of the Ethics Committee shall apply. If the perpetrator or victim is a member of the Disciplinary Committee, the procedure set out in the Disciplinary Regulations shall apply.

Furthermore, in 2024, the 'Nenech to být' platform was launched and put into operation; this serves primarily for reporting whistleblowing incidents, but may also be used to report sexual harassment or other inappropriate behaviour.

The school has also established a partnership with a psychological counselling service, and its staff and students have access to psychological counselling whenever they request it. This information has been published on the staff portal. Anyone seeking psychological support may contact the counselling service directly and, in relation to the school, do so completely anonymously.

13.2 Gender Equality Plan in the Field of Human Resources Management

The first Gender Equality Plan (hereinafter GEP) expired at the end of 2024. The university is currently evaluating the old plan and defining the points to be included in the new one. In the new plan, the points will be divided, as in the first plan, into the following sections: Gender Equality in Leadership and Decision-Making, Work-Life Balance and Organisational Culture, Gender Equality in Recruitment and Career Development, Integration of the Gender Dimension into Research and Education Content, Measures against Gender-Based Violence, including Sexual Harassment, and Collection and Monitoring of Gender-Disaggregated Data. Several training sessions focusing on gender equality took place during 2024. All the training sessions formed part of the 'Bez Rozdílů' project, which the school secured in 2023 and which is funded by the 'Employment Plus' Operational Programme – 'Diverse and Flexible Work Culture'. Senior staff members were involved in the project's training sessions so that they could apply the knowledge gained in their roles; at the same time, some training sessions were also open to other staff members. In most cases, this led to stimulating discussions on gender equality at our school, which we consider to have been highly beneficial.

13.3 Progress in gender mainstreaming in research and teaching

Škoda Auto University is currently undergoing an evaluation of its assessment documents by external assessors, whose evaluation will determine whether the institution is awarded the HR Award, which focuses on strengthening gender equality in research and development. Given the size of the organisation, the university is applying for the award as a whole; in other words, all planned activities are designed to apply to all staff, including those working in science and research.

14 Strengthening institutional resilience to undue influence / enhancing research security

ŠAVŠ closely monitors documents relating to research integrity at both national and European levels and adheres to them in its day-to-day practice. These include the EU Council Recommendation on strengthening research security; at the national level, the Ministry of Education, Youth and Sports' methodological documents *Strengthening Resilience to Illegitimate Influence in Higher Education and Research Environments*, *Methodological Recommendations on Research Security Risk Management at Institutional Level* and *Methodological Recommendations on Due Diligence and Risk Management in Collaboration*. Furthermore, the Ministry of the Interior's 'Influence Manual for the Higher Education Sector', as well as the annual reports of NÚKIB and BIS.

This concerns, for example, cooperation with research entities from the Russian Federation and the People's Republic of China, or other countries posing security risks. Unlike in previous years, ŠAVŠ has completely ceased cooperation with both individuals and universities and other entities from these countries.

A procedure relating to cybersecurity was presented at a workshop for all ŠAVŠ staff. In this area, ŠAVŠ has already adopted the relevant internal guidelines: Information Security Management Policy No. 30.02 and IT Security Policy No. 6.06.

ŠAVŠ has not yet adopted an internal regulation covering all issues in this area; this is currently at the drafting stage.

In its draft proposal for the OP JAK project, under the 'Research Environment' call, ŠAVŠ has planned a series of activities under Activity 9: 'Establishing a system to enhance institutional resilience against illegitimate influence', provided, of course, that the proposal secures funding.

15 Sustainability

In 2024, the school actively focused on preparing a sustainability strategy. In May, an extensive workshop was held, attended by academic and operational staff as well as students. The aim was to discuss key areas and priorities for the university's sustainable development. Based on the outcomes, a Sustainability Action Plan was subsequently developed and presented to the Academic Senate in the autumn, where it was approved by the management. Progress towards its implementation will be reported annually in the university's annual report.

As early as 2024, the school had already taken initial steps towards sustainability. Following suggestions from the workshop, a 'cup-sharing' initiative was launched, enabling students and staff to use porcelain mugs – donated by the students and staff themselves – instead of disposable cups at the kiosk. In April, the school also took part in the nationwide 'Let's Clean Up the Czech Republic' campaign. Staff and students worked together to clean up a wooded area in the village of Sukorady.

As part of Career Day, a new charity corner was introduced, where students had the opportunity to register as bone marrow donors or to donate blood under the auspices of Klaudián Hospital, or to find out about volunteering opportunities in the Mladá Boleslav area. A Health Day for staff was organised in May. A further step towards greater consideration for others was the installation of so-called 'emergency kits' in the school's toilets. The kits contain basic hygiene items and are available to anyone who needs them.

16 Conclusion

In 2024, Škoda Auto University, o.p.s. operated in accordance with its Strategic Plan for the period from 2021 and its Implementation Plan for 2024. Both of these strategic documents are based partly on the strategic documents of the Ministry of Education, Youth and Sports (MŠMT) and partly on the ŠAVŠ Strategy up to 2025, approved by the university's founder – Škoda Auto, a public limited company – in 2016 and updated in mid-2022 under the title ŠAVŠ Strategy 2022–2026.

In 2024, Assoc. Prof. Ing. Pavel Mertlík, CSc., held the post of Rector of ŠAVŠ until 30 June 2024. With effect from 15 August 2024, Prof. Ing. Ondřej Krejcar, Ph.D., was appointed Rector. Ing. Sandra Lacinová was appointed to the post of Director with effect from 1 January 2024, and held this position throughout 2024.

In 2024, the school continued to run the accredited professional bachelor's degree programme in Economics and Management in both full-time and blended modes, offering the specialisations Business Economics and Trade Management, Business Economics and Financial Management, Business Economics and Operations, Logistics and Quality Management, and Business Economics and Human Resource Management as full-time programmes; and, in accordance with the new legislation, the accredited Bachelor's degree programme in Economics and Management with specialisations in Business Management, Financial Management, Logistics and Quality Management, and Human Resource Management and Procurement. Bachelor's degree programmes leading to a professional qualification in Business Economics and Management Information Systems were also delivered in both full-time and blended learning formats, whilst the Industrial Management programme was delivered in a full-time format.

In addition, teaching took place on the English-taught bachelor's degree programmes in Economics and Management and Business Administration.

A total of 349 new bachelor's students enrolled, which is 16.7 per cent more than in 2023.

An academically oriented follow-on Master's degree programme in Economics and Management was delivered in both full-time and blended modes in the accredited specialisations of Global Business and Corporate Financial Management, Global Business and Marketing, and Business Economics and Operations Management. Full-time study was offered in the accredited field of Global Business and Law, as well as in the study programme 'Economics and Management' – accredited in accordance with the new legislation – with specialisations in International Marketing, Finance in International Business, International Supply Chain and Procurement Management, Human Resource Management in an International Environment, and International Business and Law. Furthermore, teaching took place on the follow-on professional Master's degree programmes in Industrial Management and Business Economics and Management Information Systems.

Teaching was delivered in the English-taught follow-on Master's degree programmes in Economics and Management and Business Administration. A total of 141 new follow-on Master's students enrolled during the year, which is 11.6 per cent more than in 2023.

There was a very significant increase in the number of newly enrolled students on degree programmes taught in English. Entrance examinations became part of the admissions process for these programmes.

In 2024, teaching on the subsequent Master's programmes commenced once again not only in the winter semester but also (given the 3.5-year duration of the Bachelor's programme) in the summer semester of the relevant academic year.

In addition to teaching at the university's main campus, face-to-face teaching of the Bachelor's degree programmes in Economics and Management (specialising in Human Resource Management, Financial Management and, newly, Business Management) and Business Economics and Management Information Systems, as well as full-time follow-on Master's programmes in Economics and Management and Business Economics and Management Information Systems.

In 2024, 235 graduates successfully completed their studies at ŠAVŠ. Of these, 143 graduates were awarded a Bachelor's degree (Bc.) and 92 graduates were awarded an Engineer's degree (Ing.).

The total number of students as at 31 December 2024 was 1,224, 118 more than the previous year and the highest number of students in the school's history to date.

In the second half of 2024, an application was submitted to the National Accreditation Office (NAÚ) for the renewal of accreditation for the follow-on Master's degree programme in Industrial Management.

In terms of staffing for the study programmes, there was an increase of 0.75 FTE in 2024. The total workload for the two research staff positions was increased to 0.9 FTE. The number of other staff decreased by 1.1 FTE. There was also a partial turnover of staff.

Overall, staffing levels across all degree programmes were very stable and, given the size of the university, ensured an individualised approach and close contact with students. The proportion of teaching delivered by full-time academic staff continued to grow; they dominate the teaching staff, acting as lecturers and course coordinators for more than 90 per cent of the modules included in the study programmes.

By 2024, the system for developing the teaching competences of academic staff was fully operational. A total of 25 training events were organised as part of this system

Since 2012, the school has been included on the list of research organisations under Act No. 130/2002 Coll. and related regulations, as currently in force. In 2024, the Research Centre for the Study of the Automotive Industry continued its activities.

In 2024, the school continued to work intensively on opportunities to participate in both international and domestic consortia with a view to securing research grants from both international and domestic funding bodies. Based on the results of the evaluation, the school once again received funding from the DKRVO, which it uses primarily to finance internal research projects and high-quality publications.

An important achievement at the national level in 2024 was the university's involvement in three major TAČR projects: NCK for industrial 3D printing:

- Proposal for a strategic framework for higher education in the automotive sector,
- VRTOUCH/Modular kit for applications in space-constrained environments with an environmentally friendly drive system,
- In addition, the school was involved in several projects under COST Action.

In 2024, the university was also involved in several international projects:

- the Erasmus+ project 'Critical Incidents in Intercultural Communication and Promoting Diversity',
- the Erasmus+ project 'Sustainable Transportation',
- the EIT Urban Mobility INTREPID-HEI project.

As in previous years, ŠAVŠ also carried out a significant number of contract research projects.

New project applications were once again submitted to the GAČR; unfortunately, none received grant funding. Work continued on projects within the SGS framework.

In 2024, the laboratory centre in the building known as Hejdovka in Mladá Boleslav was utilised to its full capacity. Its equipment was expanded throughout the year.

The strategic objective of ŠAVŠ, approved by the Board of Directors of Škoda Auto a.s. and the academic bodies of ŠAVŠ as part of the Long-Term Plan for the period 2016–2020 and the Strategic Plan for the period from 2021 onwards, was to obtain institutional accreditation for the field of education in economics.

The application for institutional accreditation was submitted to the National Accreditation Office in the third quarter of 2022. In March 2023, the NAÚ evaluation committee visited ŠAVŠ. Based on the committee's findings, ŠAVŠ requested a suspension of the administrative proceedings in May 2023. Certain internal regulations were amended and supplemented, and registered with the Ministry of Education, Youth and Sports. Three new external members were appointed to the Research and Development Council. At the same time, amendments were prepared to the science and research management system, aimed at setting higher standards for academic staff, with effect from 1 January 2024, or from the 2024/2025 academic year. Subsequently, supplementary information on the aforementioned implemented and planned changes to ŠAVŠ's institutional environment was sent to the National Accreditation Office (NAÚ). The NAÚ discussed the application for institutional accreditation at its meeting in January 2024 and granted ŠAVŠ institutional accreditation for the field of education in Economics, at the bachelor's degree level. During 2024, the university implemented certain internal accreditation processes for which it was authorised by its institutional accreditation, and also carried out assessments of prior foreign qualifications for the purposes of the admissions process.

Work continued on the implementation of joint double-degree programmes with our partner, the University of Applied Sciences Steyr, at both Bachelor's and Master's levels, as well as a double-degree

programme with our partner, the University of Applied Sciences Seinäjoki. A double-degree programme was also implemented in collaboration with the Hochschule für Technik und Wirtschaft Dresden – University of Applied Sciences, Faculty of Business Administration, and a double-degree programme in collaboration with Katholieke Hogeschool VIVES Zuid (Belgium).

Further study and academic placements took place at partner institutions abroad, as well as work placements in foreign companies and visits by international students to ŠAVŠ. Cooperation with higher education institutions outside the EU continued through student exchange programmes. Further bilateral agreements were signed with new partner higher education institutions. The total number of student and staff mobility placements carried out was similar to that in 2023.

A total of 148 students on professional bachelor's and master's degree programmes completed a professional work placement in 2024. More than half of them worked at Škoda Auto a.s., whilst 15 students gained experience abroad. 140 industry professionals were involved in teaching, whilst 131 industry professionals were involved in the supervision of final bachelor's theses, bringing the total number of industry professionals involved to 134.

The expansion of the network of partner manufacturing and non-manufacturing companies providing student work placements continued. Discussions were held with major employers with the aim of expanding the university's circle of strategic partners. A record 24 companies took part in the Career Day job fair. The long-term sustainable system of cooperation between the university and a wide range of prestigious employers was strengthened.

Amid steady interest from applicants, the implementation of the unique dual education programme continued. In addition to Škoda Auto a.s., five further partners joined in the collaboration to deliver the programme. At the end of 2024, Škoda Auto a.s. withdrew from the programme.

The delivery of continuing education courses continued, with the total number remaining similar to that in 2023.

In 2024, the college was once again heavily involved in supporting the integration of Ukrainian war refugees, as well as other voluntary activities.

This annual report provides information on the activities of Škoda Auto University for the year 2024.

The Annual Report on the Activities of Škoda Auto University has been drawn up in accordance with the provisions of Section 42 of Act No. 111/1998 Coll. on Higher Education Institutions and on Amendments and Supplements to Certain Other Acts (the Higher Education Act).

Mgr. Petr Šulc and team
Mladá Boleslav, 31 May 2025