



# 2016 Annual Report

## Main Section



June 2017

ŠKODA AUTO Vysoká škola



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## Contents

1	Introduction .....	5
1.1	Basic information about the higher education institution .....	5
1.2	Representation of the private higher education institution in the representation of Czech higher education institutions .....	10
1.3	Vision of ŠKODA AUTO University and its strategic objectives .....	10
1.4	Changes in internal regulations in 2016 .....	11
2	Study programmes, organisation of studies and educational activities .....	12
2.1	Accredited study programmes .....	12
2.2	Study programmes in a foreign language .....	12
2.3	Joint/Double/Multiple Degree study programmes .....	13
2.4	Credit system .....	15
2.5	Other educational activities outside the accredited study programmes .....	16
2.5.1	Discussion forums and other professional events organised by ŠKODA AUTO University in 2016: .....	16
2.5.2	Internships .....	17
2.5.3	Other educational activities .....	19
3	Students .....	21
3.1	Students in accredited study programmes .....	21
3.2	Students over 30 years of age .....	21
3.3	Unsuccessful students in accredited study programmes .....	21
4	Graduates .....	23
4.1	Graduates of accredited study programmes .....	23
4.2	Alumni Association .....	23
4.3	Cooperation with future employers .....	23
5	Interest in studies .....	25
5.1	Interest in studies at the university .....	25
5.2	Cooperation with secondary schools .....	25
6	Academic personnel .....	26
6.1	Adjusted counts of academic and research personnel .....	26
6.2	Age structure of academic and research personnel .....	27
6.3	Numbers of academic personnel by scope of work duties and highest level of qualification .....	28
6.4	Number of docents and professors appointed in 2016 .....	29
7	Social affairs of students and employees .....	30
7.1	Scholarships awarded to students .....	30
7.2	Care for disabled students .....	30
7.3	Counselling .....	30
7.4	Exceptionally gifted students .....	31
7.5	Accommodation and catering services .....	32
7.6	Employee welfare .....	32
8	Infrastructure .....	33
8.1	Libraries .....	33
8.2	Electronic information sources .....	33
8.3	Information and communication services, information technology .....	33
9	Lifelong learning .....	36
9.1	Lifelong learning courses .....	36
10	Research, development, art and other creative activities .....	38
10.1	Fulfilment of the long-term plan in research, development and other creative activities .....	38
10.2	Connecting creative and educational activities .....	38
10.3	Involving students in creative activities .....	38
10.4	Creative projects in 2016 .....	38
10.5	Conferences organised by ŠKODA AUTO University in 2016 .....	41
10.6	Support of staff at post-doctoral positions .....	42
10.7	Share of expenditure on R&D activities .....	42
10.8	Share of the application sector in the creation and implementation of study programmes and the development and transfer of innovations .....	43
10.9	Strategy for commercialisation of results of R&D activities .....	43
10.10	University activities on regional and transregional level .....	43
11	Internationalisation .....	45
11.1	Development strategy of international relations .....	45
11.2	Participation in international education programmes, including mobility .....	47

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11.3	Participation in international research and development programmes, including mobility ....	52
11.4	Mobility of students and academic personnel by country .....	53
12	Quality assurance and evaluation of activities .....	54
12.1	Basic elements of the quality assurance system at ŠKODA AUTO University .....	54
12.2	Competences and responsibilities of organisational units and positions for the operation of individual system elements .....	55
12.3	Basic indicators for monitoring and evaluating long-term development of the institution and its position in the tertiary education market .....	56
12.4	Results of internal quality assessment .....	56
12.4.1	Results of evaluation of basic elements of internal quality assurance for 2016.....	56
12.5	External quality assessment .....	58
13	National and international excellence of the university.....	59
13.1	Membership of ŠKODA AUTO University in international associations, organisations and unions and in professional associations, organisations and unions .....	59
13.2	National and international awards of the university, evaluation conducted by a team of international experts.....	62
14	Conclusion .....	63

# 1 Introduction

## 1.1 Basic information about the higher education institution

Full name of the private higher education institution (the "PHEI")

**ŠKODA AUTO VYSOKÁ ŠKOLA o.p.s.**

Abbreviation used by the PHEI:

**ŠAVŠ**

Address of the PHEI:

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

Phone: +420 326 823024

Website: **www.savs.cz**

Date and reference number of the state approval to act as a private higher education institution:

**4<sup>th</sup> April 2000, ref. no. 16 493/2000 – 30 for ŠKODA AUTO a.s. Vysoká škola**

Highest official of the PHEI:

**Director – authorised representative of o. p. s (public service company):  
doc. Ing. Pavel Mertlík, CSc.**

**Rector – self-governing academic authority of the higher education institution  
doc. Ing. Pavel Mertlík, CSc.**

Since its inception in 2000, ŠKODA AUTO University was a separate department within the structure of ŠKODA AUTO a.s..

In July 2012, the Board of ŠKODA AUTO a.s. decided to transform ŠKODA AUTO University into a separate legal entity by founding a new public service company – ŠKODA AUTO VYSOKÁ ŠKOLA o.p.s..

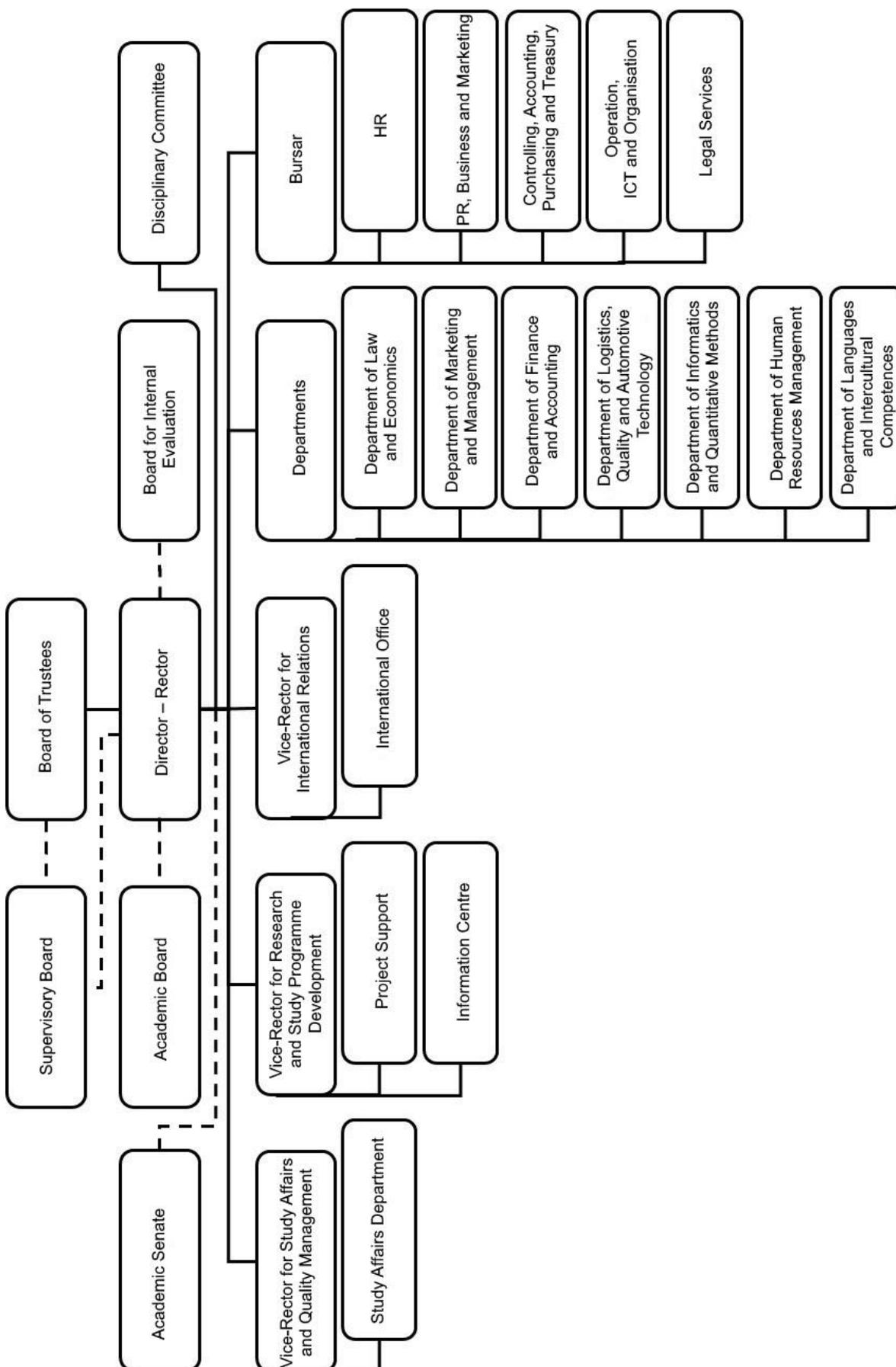
ŠKODA AUTO Vysoká škola o.p.s. was awarded the state approval by the Decision of the Ministry of Education Youth and Sports ref. no. MSMT-11008/2013-30 dated 26<sup>th</sup> March 2013. Simultaneously, this Decision granted ŠKODA AUTO Vysoká škola o.p.s. all the accreditations of study fields accredited and offered at ŠKODA AUTO a.s. Vysoká škola. Continuity was therefore ensured in terms of the operation of ŠKODA AUTO University as a new legal entity, i.e. o.p.s. (public service company).

Operation as this new legal entity began on 1<sup>st</sup> September 2013 and has continued also throughout 2016.

The administrative bodies of the university as the o.p.s. legal entity are the Office of the Director, the Board of Trustees and the Supervisory Board. The Director is the authorised representative of the university. Self-governing academic bodies of the university include the Office of the Rector, the Academic Board, the Academic Senate and the Disciplinary Committee. The Rector of the University is the Director. The Bursar, in cooperation with the Director, is responsible for the management and internal administration of the University.

The members of the Supervisory Board and the Board of Trustees are appointed by the founder of the institution – ŠKODA AUTO a.s. The Director and Rector are appointed by the Board of Trustees. The Bursar is appointed by the Rector and is subject to approval of the Board of Trustees. The Rector appoints the Academic Board and the Disciplinary Committee. The Academic Senate is an advisory body to the Rector and is elected by the academic community.

**Organisational Structure of the University**



In 2016, the above mentioned administrative and self-governing bodies were staffed as follows:

Board of Trustees:

Ing. Bohdan Wojnar	Chairman of the Board
Dipl.- Wirt. - Ing. Dieter Seemann	Member
Dipl.- Ing. Matthias Bursig	Member

Supervisory Board:

Mgr. David Kavan	Chairman of the Board
Bc. Dana Němečková, MBA	Member of the Board
Dipl.- Ing. Carsten Brandes	Member

Director and Rector: doc. Ing. Pavel Mertlík, CSc.

The Director is the authorised representative of the university. The Rector is responsible for the management of academic processes.

The Rector is also in charge of 3 Vice-Rectors: the Vice-Rector for Research and Study Programme Development, the Vice-Rector for Study Affairs the Vice-Rector for International Relations, the Bursar who together with the Director is responsible for the management and internal administration of the university, and the Heads of the individual Departments.

The Vice-Rector for Study Affairs is in charge of the Study Affairs Department; the Vice-Rector for Research and Study Programme Development is in charge of the projects department and the library, and the Vice-Rector for International Relations is in charge of international cooperation (the International Office). The Bursar is in charge of the operational departments of the school.

The basic organisational units of the university are the Departments, creating space not only for education, but also for original activities and university's third role.

### Composition of the Academic Board

The Academic Board saw changes in its composition during 2016. The Bursar, Ing. Jan Dušek, became a member of the Academic Board as of 1<sup>st</sup> January 2016. On 21<sup>st</sup> October 2016, doc. Ing. Eva Jarošová, CSc. was appointed a member of the Academic Board. As of the same date, Ing. Helena Horská, Ph.D. and prof. Ing. Jan Frait, Dr. resigned from the Academic Board.

As of 31<sup>st</sup> December 2016, the Academic Council had the following composition:

Doc. Ing. Pavel Mertlík, CSc.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Jiřina Bokšová, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Romana Čížinská, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Ing. Jan Dušek	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Eva Jarošová, CSc.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Tomáš Krabec, Ph.D., MBA	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Radim Lenort, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. PhDr. Karel Pavlica, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Prof. Dr. Ing. Otto Pastor, CSc.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Jana Přikrylová, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Mgr. Lenka Stejskalová, MBA	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. Ing. Stanislav Šaroch, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Doc. JUDr. Václav Šmejkal, Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.

Doc. Ing. Pavel Štrach, Ph.D. et Ph.D.	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Mgr. Petr Šulc	ŠKODA AUTO VYSOKÁ ŠKOLA O.P.S.
Ing. Bohdan Wojnar	ŠKODA AUTO a.s.
Doc. Ing. Jaroslav Machan, CSc.	ŠKODA AUTO a.s.
Ing. Dana Němečková, MBA	ŠKODA AUTO a.s.
Prof. Ing. Eva Cihelková, CSc.	Pan-European University
Doc. Ing. Jan Čadil, Ph.D.	Unicorn College
Ing. Mojmír Hampl, MSc., Ph.D.	Czech National Bank
Prof. Ing. Vojtěch Krebs, CSc.	University of Economics
Doc. Ing. Martin Kvizda, Ph.D.	Masaryk University Brno
Prof. Ing. Petr Louda, CSc.	Technical University of Liberec
Doc. Ing. František Pavelka, CSc.	College of Banking
Prof. Ing. Jindřich Soukup, CSc.	University of Economics
Prof. PhDr. Ing. et Ing. Vladimír Tomšík, Ph.D. et Ph.D.	Czech National Bank

### Composition of the Academic Senate

Doc. Ing. Jana Přikrylová, Ph.D.	Chairman of the Academic Senate
Ing. Martin Juhas	Member
Doc. Ing. Jiřina Bokšová, CSc.	Member
Ing. Josef Bradáč, Ph.D.	Member
Ing. David Holman, Ph.D.	Member
Michal Vejvoda	Vice-Chairman of the Academic Senate
Anton Evstigneev	Member
Michaela Stáňová	Member
Miroslav Jílek	Member

## 1.2 Representation of the private higher education institution in the representation of Czech higher education institutions

Organisation	Representative	Position in the representation body
Czech Rectors Conference	Doc. Ing. Pavel Mertlík, CSc.	
Higher Education Council	Mgr. Petr Šulc	Member of the Board, Committee for private higher education institutions
Higher Education Council	Anton Evstigneev	Member of the Student Chamber of the Higher Education Council

## 1.3 Vision of ŠKODA AUTO University and its strategic objectives

ŠKODA AUTO University is a top-class higher education institution focusing on business administration, that closely and systematically cooperates with ŠKODA AUTO a.s. and other major partners in the manufacturing and non-manufacturing sectors. As a higher education institution founded by a global multinational industrial corporation, it combines academic excellence with professional training of students and connects theory with practical applications, while maintaining high academic standards and an emphasis on internationalisation. As part of international academic networks, it cooperates with renowned foreign and domestic universities. It helps create the company culture of ŠKODA AUTO a.s. and cultivates the city of Mladá Boleslav through the presence of the academic community as a centre of education, bringing young people from across the globe to the region.

In pursuing its vision, ŠKODA AUTO University fulfils its mission – to prepare highly qualified business administration experts, who are prepared for work in multinational industrial corporations.

This mission is described in detail in the strategic documents of ŠKODA AUTO University, specifically in the Strategy of Development of ŠAVŠ until 2025, approved by the Board of Directors of ŠKODA AUTO a.s., and the Strategic Plan for Educational, Research, Development and Innovation and Other Creative Activities of ŠKODA AUTO University for the period 2016 – 2020.

These documents define the following strategic goals in particular for ŠKODA AUTO University:

- Development of accredited study programmes of the Bachelor's and follow-on Master's degree study in direct response to the latest research and scientific results in the corresponding fields to best serve the needs of personnel development of global industrial companies, including the founding company ŠKODA AUTO and other partner companies both from the manufacturing and non-manufacturing sectors in the Czech Republic and abroad. The specific needs of globally active industrial companies are accounted for by the composition of courses in accredited study programmes, which in addition to economic and other courses typical for business administration studies also offer technical courses and many courses dealing with language learning and intercultural competence. An integral part of the development of accredited study programmes is improving the quality of professional internships which constitute an organic part of the study programmes at ŠKODA AUTO University. Internships take place in ŠKODA AUTO a.s. as well as in other partner companies of our school in the Czech Republic, in other EU countries and beyond.
- Use of the international ACBSP accreditation for further development of the university including efforts to obtain institutional accreditation for the field of Economics.
- Development of internationalisation including more intensive focus on acquiring students for the accredited follow-on Master's as well as Bachelor's study programmes taught in English.

- Expanding and improving the quality of partner institutions' network to build Double Degree programmes and prepare for doctoral studies. Expanding the partner network for academic mobility under the Erasmus programme and further expansion of volume and quality of academic mobility.
- Continuous innovation of content of all fields of study based on intensive work of the boards of the individual fields of study.
- Priority development of study specialisations in the economic and technical field in line with the needs of the job market, especially towards commercial engineering and applied corporate informatics. Development of lifelong learning programmes, including an MBA programme.
- Expansion and modernisation of support of part-time and distance modes of study.
- Systematic development of scientific, research and consulting activities corresponding to the structure of accredited study programmes. Research will continue to focus on cooperation with ŠKODA AUTO a.s. and other Volkswagen Group companies on the one hand, and on cooperation with quality domestic and foreign universities on the other, so that the University – as an island of high expertise – gradually becomes an inverse spin-off, through which know-how will be allowed to flow into the company from the external environment. Expansion and reinforcement of cooperation with technical higher education institutions.
- A logically related objective that will help permanently improve professional quality and research potential of the University is the accreditation of doctoral studies and acquiring the status of a university type higher education institution. The system of doctoral studies will build on the research focus and international partnership of ŠKODA AUTO University.

An overarching objective related to all the above priorities is the systematic development of personnel and continuous improvement of the faculty of the offered study programmes.

#### 1.4 Changes in internal regulations in 2016

In 2016, the Ministry of Education, Youth and Sports registered the changes made at the end of 2015 in the Study and Examination Regulations and the Scholarship Regulations. At the end of 2016, work began on the modification of internal regulations in response to the amendment of the Higher Education Act.

Further work continued on the system of internal regulations governing different study-related and other processes.

## 2 Study programmes, organisation of studies and educational activities

### 2.1 Accredited study programmes

Accredited study programmes (numbers)							
ŠKODA AUTO University		Bachelor's degree programme		Follow-on Master's degree programme		TOTAL	
		Full-time	Part/dist.	Full-time	Part/dist		
Groups of accredited study programmes	Codes						
Economics	62, 65	1	1	1	1	4	
<b>TOTAL</b>		1	1	1	1	4	

### 2.2 Study programmes in a foreign language

Study programmes in a foreign language (numbers)							
ŠKODA AUTO University		Bachelor's degree programme		Follow-on Master's degree programme		TOTAL	
		Full-time	Part/dist	Full-time	Part/dist		
Groups of accredited study programmes	Codes						
Economics	62, 65	1		1		2	
<b>TOTAL</b>		1		1		2	

### 2.3 Joint/Double/Multiple Degree study programmes

Joint/Double/Multiple Degree study programmes	
<b>ŠKODA AUTO University</b>	
<b>Study programme title</b>	Double degree programme of the Bachelor's degree programmes Business Administration and Sales (ŠAVS) and Global Sales Management (UASS)
Partner organisation	University of Applied Sciences Steyr, Austria
Affiliated organisation	-
Programme running since	2010
Programme type (Joint/Double/Multiple Degree)	Double degree
Duration of study (semesters)	7, i.e. 6 semesters with 1 semester at the partner university
Type of programme (Bachelor's, Follow-on Master's, Master's, Doctoral)	Bachelor's
Description of study organisation, including admission and termination	The programme admits excellent students of Bachelor's degree programmes of both universities, about 3 students per year from each one. Students take 5 semesters at their home university and 1 exchange semester at the partner university. The structure of courses in the semester at the partner university is defined in a contract between the two institutions.
Issue method for Diploma and Diploma Supplement	Successful programme graduates receive a Diploma and Diploma Supplement at the home university as well as a Diploma at the partner university.
Organisation of student exchanges	Exchanges of students are for 1 semester with the support of the Erasmus+ programme

Joint/Double/Multiple Degree study programmes	
<b>ŠKODA AUTO University</b>	
<b>Study programme title</b>	Double degree programme of follow-on Master's degree programmes Marketing Management in the Global Environment (ŠAVŠ) and Global Sales Management Master (UASS)
Partner organisation	University of Applied Sciences Steyr, Austria
Affiliated organisation	-
Programme running since	2012
Programme type (Joint/Double/Multiple Degree)	Double degree
Duration of study (semesters)	4 semesters with 1 semester at the partner university
Type of programme (Bachelor's, Follow-on Master's, Master's, Doctoral)	Follow-on Master's
Description of study organisation, including admission and termination	The programme admits excellent students of follow-on Master's degree programmes, about 3 students per year from each university. Students take 3 semesters at their home university and 1 exchange semester at the partner university. The structure of courses in the semester at the partner university is defined in a contract between the two institutions.
Issue method for Diploma and Diploma Supplement	Successful programme graduates receive a Diploma and Diploma Supplement at the home university as well as a Diploma at the partner university.
Organisation of student exchanges	Exchanges of students are for 1 semester with the support of the Erasmus+ programme

Joint/Double/Multiple Degree study programmes	
<b>ŠKODA AUTO University</b>	
<b>Study programme title</b>	Double degree programme of the Bachelor's degree programmes Business Administration and Sales (ŠAVS) and Bachelor of Business Administration at International Business University of Applied Sciences Seinäjoki
Partner organisation	University of Applied Sciences Seinäjoki
Affiliated organisation	-
Programme running since	2015
Programme type (Joint/Double/Multiple Degree)	Double degree
Duration of study (semesters)	7, i.e. 6 semesters, of which 2 semesters at the partner university
Type of programme (Bachelor's, Follow-on Master's, Master's, Doctoral)	Bachelor's
Description of study organisation, including admission and termination	The programme admits excellent students of Bachelor's degree programmes of both universities, about 1-2 students per year from each one. Students take 4, i.e. 5 semesters at their home university and 2 exchange semesters at the partner university. The structure of courses in the semesters at the partner university is defined in a contract between the two

	institutions.
Issue method for Diploma and Diploma Supplement	Successful programme graduates receive a Diploma and Diploma Supplement at the home university as well as a Diploma at the partner university.
Organisation of student exchanges	Exchange of students take 2 semesters with the support of the Erasmus+ programme

All the above Double Degree programmes were implemented in 2016.

In the winter semester of the academic year 2016/2017, ŠKODA AUTO University launched full-time studies in its Prague branch in the premises of Unicorn College for the field of study Business Administration and Operations in the follow-on Master's degree programme Economics and Management. 10 students enrolled in the studies. The faculty is identical to the one in the main office of the school.

In 2016, ŠKODA AUTO University did not engage in any joint study programmes with another higher education institution based in the Czech Republic.

In 2016, ŠKODA AUTO University did not implement any study programmes together with a higher vocational school.

## 2.4 Credit system

ŠKODA AUTO University uses the credit system to organise its studies. As per the curriculum, each course is assigned with a number of credits corresponding to the average study workload required for successfully completing the given course. The study workload equivalent to 1 credit is set at 28 hours. The study workload for one semester is 30 credits, with at least 180 credits for the entire Bachelor's degree study and at least 120 credits for the entire Master's degree study. Credits are assigned with classification, i.e. examination, or marked credit test and without classification, i.e. a credit test. Bachelor's study programmes include a professional internship of one semester, for which no credits are awarded. Bachelor's as well as follow-on Master's degree programmes are concluded with a final state examination, which includes a thesis defence.

The credit system allows a quantified evaluation of the course of studies. The basic principle of the credit system is that the studies are not concluded by completing a certain number of years, but by obtaining a certain number of credits and examinations of different types. The credit system allows individual students to choose their own study pace.

The credit system has been used successfully to organise foreign mobility of students, especially under the Erasmus programme. Students who complete a semester at one of the partner universities abroad can use the credit values of successfully completed courses to have these study results transferred and fully recognised under a study programme at ŠKODA AUTO University.

In the course of 2012 and 2013, the characteristics of all study courses were added to include detailed descriptions of learning outcomes along with a thorough modification of the marking system allowing a more precise assessment of students' results across the different courses and providing a tool for a more accurate comparison with the study results and marking systems at other institutions in and outside the EU. The structure of characteristics (syllabi) of all courses now fully corresponds to the requirements of ECTS.

In accordance with the Higher Education Act, ŠKODA AUTO University issues a Diploma Supplement for all graduates, with content and structure corresponding to the model developed by the European Commission, the European Council and UNESCO/CEPES.

ŠKODA AUTO University has been the holder of the DS Label since 2013.

## 2.5 Other educational activities outside the accredited study programmes

### 2.5.1 Discussion forums and other professional events organised by ŠKODA AUTO University in 2016:

Date	Name	Speakers
21 <sup>st</sup> Jan 2016	Research Open Day ŠAVŠ, 6 <sup>th</sup> year	JUDr. V. Šmejkal, Ph.D. doc. Ing. R. Lenort, Ph.D. doc. Ing. T. Krabec, Ph.D. MBA doc. PhDr. K. Pavlica, Ph.D. prof. Ing. D. Noskiewičová, CSc. Ing. D. Staš, Ph.D. doc. Ing. J. Bokšová, Ph.D. JUDr. Hana Skalická, Ph.D.
5 <sup>th</sup> May 2016	Interdisciplinary Conference on European Integration	Domestic and foreign experts in the field of economics; representative of the European Commission in the Czech Republic Mgr. P. Žáková, representative of the European Parliament doc. JUDr. P. Svoboda.
22 <sup>nd</sup> Sep 2016	Blockchains: Value Flows and Industry 4.0	Percy Venegas, foreign researcher in data analysis
21 <sup>st</sup> Oct 2016	10 years of unified financial market supervision in the Czech Republic – lessons learned and challenges ahead	Vladimír Tomšík, Vice-Governor of the Czech National Bank
10 <sup>th</sup> Nov 2016	<b>Preparation of corporate income tax returns</b>	Martin Jeníček, KPMG
1 <sup>st</sup> Dec 2016	VAT and related reports	Aleš Krempa, Senior Manager in Tax and Legal Department of KPMG ČR

## 2.5.2 Internships

Professional internships are a mandatory part of Bachelor's degree study programmes. Its scope is set at 20 working weeks in the 5th semester of studies.

The table below shows detailed placement of students for the obligatory internships in different parts within ŠKODA AUTO as well as other companies.

Professional internships					
Domestic			Foreign		
Internship location		Number	Internship location		Number
ŠKODA AUTO	Area G (management, PR)	9	Group makes	Bentley Motors United Kingdom	6
	Area P (manufacturing, logistics)	6		ŠKODA AUTO Deutschland	2
	Area B (purchasing)	8		ŠKODA AUTO Ireland	1
	area E (technical development)	5		VW Group Severige AB, Sweden	1
	area V (sales, marketing)	16			
	area F (finance and IT)	1			
	area S (HR)	5			
<b>ŠKODA AUTO total</b>		<b>50</b>	<b>Group makes total</b>		<b>10</b>
External companies	Customers of ŠKODA AUTO	1	Other foreign companies:		
	suppliers of ŠKODA AUTO	1	Sto Bravo Ltd. Russia	1	
	partner companies	6	Al'dikon Russia	2	
	other	36	Izhelektromontazh Russia	2	
			Magnus Logistics Polska Sp.	1	
Otto Car Russia			1		
Time s.r.o. Russia			1		
Fronius Int. Gmb			1		
Casting and Forging Germany			1		
Kantata Ltd. Russia			1		
Eberspracher Exhaust Technology	1				
Vita Mars LLC Russia	1				
Bunt Metall Technikk Oy Finland	1				
Continental Automotive	1				
<b>External domestic companies total</b>		<b>50</b>	<b>External foreign companies total</b>		<b>15</b>
<b>Domestic total</b>		<b>94</b>	<b>Foreign total</b>		<b>25</b>

In the academic year 2016/2017, a total of 119 students took their compulsory internships.

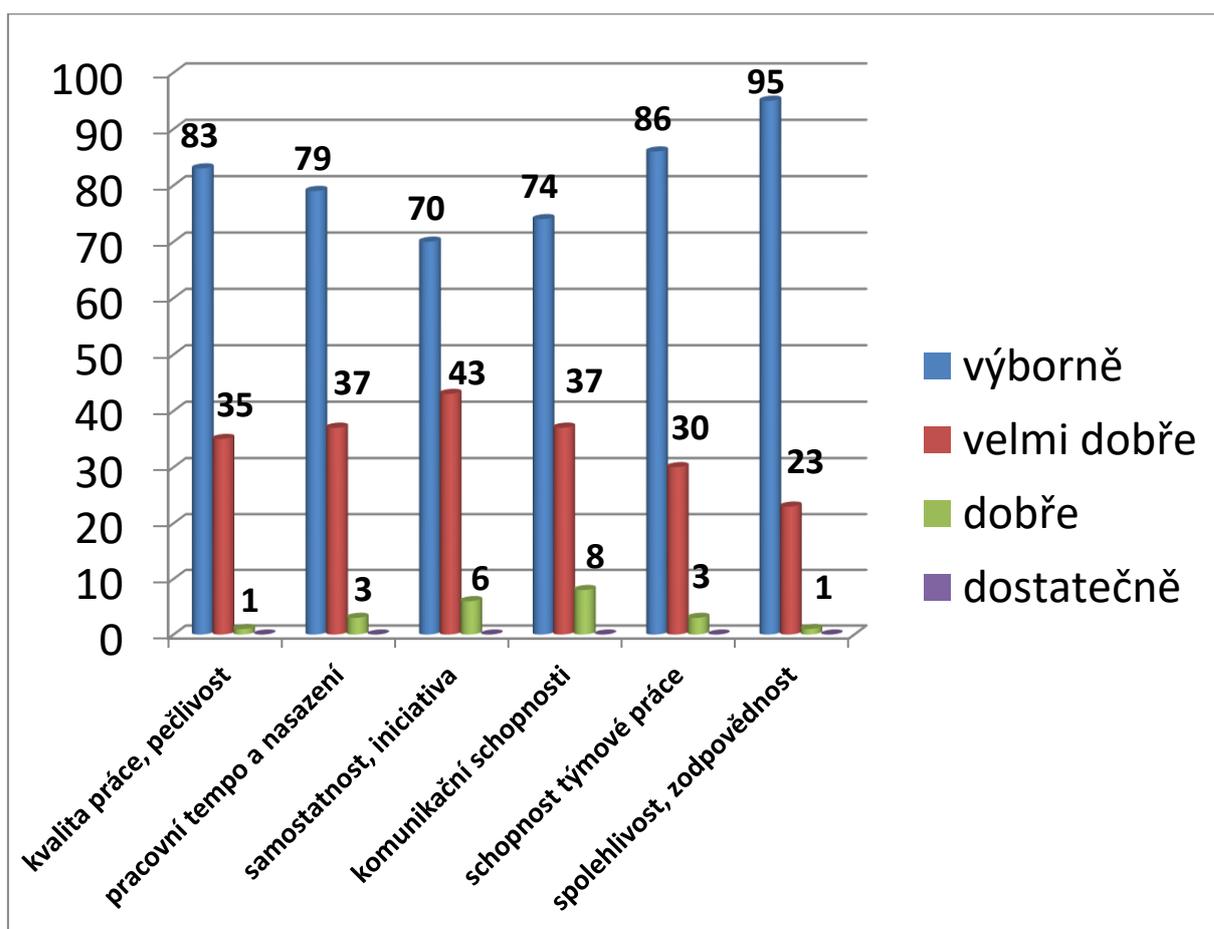
Based on their own choice, students take their internships in ŠKODA AUTO a.s., a partner company in the Czech Republic or abroad, mainly within the VW Group. All makes of the VW Group have an elaborate internal system of student internships, providing a guarantee of quality of the contents of internships of ŠAVŠ students. Relationships with external providers of internships are governed by agreements on the performance of student internships between the university and the given provider.

Feedback after completed internships is provided in the form of written standardised “Confirmation of student internship and intern evaluation” and the “Final report on internship”. These documents specify the scope of activities assigned to the student during the internship as well as the range of tasks completed together with evaluation of the student’s performance in the course of the internship provided by an internship supervisor.

Usually, the focus of activities during an internship serves as the basis for the future selection of a topic for the Bachelor Thesis. The completion of an internship is a prerequisite for the assignment of a Bachelor Thesis.

The following graph shows a summary of the results of internship evaluations provided by supervisors in different monitored categories:

**The results of evaluation of ŠKODA AUTO University students, professional internships (numbers of students)**



### 2.5.3 Other educational activities

In 2016, ŠKODA AUTO University organised the following activities beyond the standard scope of courses in accredited study programmes:

**The Department of Languages and Intercultural Competences** organised a series of methodological seminars for teachers called Reading and Writing for Critical Thinking, intended for all academics teaching specialised courses in English.

New courses were launched, including Interkulturelle Kompetenz in German and Business Communication Competences in English. Academics have also participated in teaching at the summer school programme called Global Management in the Automotive Industry in intercultural communication skill courses.

Since autumn 2016, ŠAVŠ has been an official examination centre for Cambridge English certificates, the main focus being FCE, CAE, BEC Vantage and BEC Higher.

In December, ŠAVŠ hosted workshops and seminars as part of the European Vocational Skills Week. This project offered seminars for students of ŠKODA AUTO University, secondary schools and professional public.

**The Department of Logistics, Quality and Automotive Technology** organises seminars every year, offering experts from the field giving lectures, excursions and work with talent in the form of engagement in the research activities of the department. The department obtained accreditation of the European Logistics Association for the Bachelor's degree programme Business Administration and Operations, Logistics and Quality Management. This allows the department to award excellent students the European certificate cEJLog. The department prepared course packages for other students as well, allowing them to obtain the certificates Logistics Management I and Logistics Management II under the auspices of the Czech Logistics Association.

In cooperation with the International Office, the department organised a summer school in 2016 called Green Solutions for Business and Industry, which was attended by 30 students from 5 countries. A rich two-week programme was composed of lectures and workshops of academics from 5 countries and experts from ŠKODA AUTO a.s., training in the Lean Centre of ŠKODA AUTO a.s., and excursions in the logistics of ŠKODA AUTO.

The department guarantees 7 courses focusing on logistics, production and purchasing, with lectures given by managers of the different departments within ŠKODA AUTO a.s. The courses are: Selected Case Studies in Logistics (logistics managers), Selected Issues in Purchasing (purchasing managers), Methods of Lean Production I and II (skills training in the Lean Centre, training centres in the welding shop, paint shop and assembly, logistics), Computer Simulation of Logistic Processes I and II (computer simulation experts) and newly introduced course Selected Chapters in Quality Management (quality managers).

In terms of courses taught by the department experts, special lectures are held with invited experts from the field, focusing on selected topics and excursions. These courses are: Corporate Logistics, Green Logistics, Supply Chain Management, Lean Supply Chains, Manufacturing Organisation and Management II, Quality Management, Basics of Mechanical Engineering, Basics of Automotive Technology and New Trends in Automotive. The concrete examples are E-Kanban, Connected Car and Infotainment, Green Logistics Strategy of SKODA AUTO a.s., Industry 4,0 and Biodiversity, and Introduction to Production Planning. As part of the above courses, students also visited key manufacturing and logistics departments in ŠKODA AUTO a.s.: foundry, forge, press shop, welding shop, engine assembly, car assembly lines, semi-automated parts warehouse, conveyor bridge, supermarkets, trailer station, Green logistics solutions and CKD centre.

A total of 9 talented students were involved in two projects of the student grant competition (Proposal of Green Logistics Balanced Scorecard for the Automotive Industry and Proposal of a System Solution of Implementation of Sustainable Supply Chain Management (SSCM) Innovations in the Market Conditions of the 21st century).

Students of the courses Green Logistics and Organisation and Management of Production II also worked on specific logistics and manufacturing issues for ŠKODA AUTO a.s. logistics and manufacturing in the form of semestral projects.

**The Department of Marketing and Management** continued working on the internal grant assignment on the topic: of perception of Green Marketing by the Young Generation Applied to the Automotive Market. The results were presented on the Research Open Day in January, among others.

From the beginning of 2016, members of the Department of Marketing and Management have contributed to the MBA programme, which was previously run by the Institute for Industrial and Financial Management, now under ŠKODA AUTO University. Members of the Department are supervisors of a major part of the final projects of students of this lifelong learning programme.

The Department of Marketing and Management puts emphasis on the integration of advanced educational and didactic approaches and on involving experts in lectures. Students in the course Strategic Marketing used the simulation software StratSim, which simulates the situation in the automotive market and allows students to apply knowledge of strategic marketing and strategic management in car manufacturing. The courses Marketing Communication and Public Relations were innovated substantially and now rely on a project form of learning and discussions with students. Preparations are underway for a professional certificate for purchasing. In 2016, the department hosted Ing. Jiří Jíra and Ing. Zdeněk Dvořák, MIM, external lecturers with rich managerial experience in the automotive industry.

A seminar was held in May for students of International Business from the Barcelona School of Management of the Pompeu Fabra University on the topic Country of Origin in Automotive Industry, applying the results of the IGA project done by the department.

The Department of Marketing and Management organised four popularisation workshops during the European Vocational Skills Week in November. Throughout the year, members of the Department actively participated in the popularisation lectures as part of open days and in cooperation with secondary schools in the Mladá Boleslav region and its surroundings.

**The Department of HR Management** offered a one-week intensive course called Social Communication with Dr. Cory Isaac from Seinäjoki University of Applied Science in February 2016. In October 2016, an intensive two-week seminar was held with the same lecturer as part of the course Social and Managerial Potential Development. The seminar covered "Communication problems and barriers in international organisations" and "Teambuilding activities".

**The Department of Informatics and Quantitative Methods** prepared for its new students intensive preparatory courses in mathematics, which continued in the form of proseminars during the academic year. The members of the department organised a meetup for new students of ŠAVŠ. A new specialised certificate called ICT management was prepared. Ing. Martin Juhas and Mgr. Petr Kasal gave several lectures for secondary school students on the topics of ITC and applied mathematics.

**The Department of Finance and Accounting** hosted two lectures by KPMG as part of the course Fundamentals of Financial and Tax Law of JUDr. Skalická. Martin Jeníček shared his experience with preparing corporate income tax returns and Aleš Krempa, Senior Manager from the Tax and Legal Department of KPMG gave a lecture on "VAT and related reports". Both lectures were available to all students and employees of ŠAVŠ interested in the issue.

A lecture called Modern Technology in Accounting and Auditing was held as part of the course Cost Accounting. The aim of the lecture was to introduce students and employees of ŠAVŠ to the latest trends in auditing, financial and managerial accounting in the context of Industry 4.0. The lecturers were auditors Tomáš Fiala, Jiří Schwarz and Michal Čábel from PricewaterhouseCoopers.

On 22<sup>nd</sup> September 2016, a joint lecture of the representative of the Department of Finance and Accounting Mr. Tomáš Krabec and Mr. Percy Venegas (Economy Monitor S.A.) was held on the topic Blockchains: Value Flows and Industry 4.0. The authors discussed the importance of blockchain technology and smart contracts in the automotive industry and its supplier chains and modelling value flows generated by smart contracts.

### 3 Students

#### 3.1 Students in accredited study programmes

Students in accredited study programmes (numbers)					
	Bachelor's degree programme		Follow-on Master's degree programme		TOTAL
	Full-time	Part/dist.	Full-time	Part/dist.	
Economics	683	171	108	74	1036
<b>TOTAL</b>	<b>683</b>	<b>171</b>	<b>108</b>	<b>74</b>	<b>1036</b>

#### 3.2 Students over 30 years of age

Students in accredited study programmes (numbers)					
	Bachelor's degree programme		Follow-on Master's degree programme		TOTAL
	Full-time	Part/dist.	Full-time	Part/dist.	
Economics	2	51	3	18	74
<b>TOTAL</b>	<b>2</b>	<b>51</b>	<b>3</b>	<b>18</b>	<b>74</b>

#### 3.3 Unsuccessful students in accredited study programmes

Students in accredited study programmes (numbers)					
	Bachelor's degree programme		Follow-on Master's degree programme		TOTAL
	Full-time	Part/dist.	Full-time	Part/dist.	
Economics	87	59	26	13	185
<b>TOTAL</b>	<b>87</b>	<b>59</b>	<b>26</b>	<b>13</b>	<b>185</b>

Share of the number of studies started in 2015 and the sum of unsuccessful studies of this group in 2015 and 2016						
Bachelor's degree programme			Follow-on Master's degree programme			TOTAL
Full-time	Part/dist.	Total	Full-time	Part/dist.	Total	
28.14 %	62.96 %	35.57 %	7.69 %	13.89 %	10.67 %	29.88 %

The causes of unsuccessful studies are typically the conflict between the abilities of students, their willingness to study intensively and the demanding study obligations, alternatively difficulties arising from the necessity to manage work and study duties in the case of students who are employed full-time and study part-time.

The Study and Examination Regulations of ŠKODA AUTO University together with the credit system used allow students who are unable to handle the studies at the pace of the standard curriculum to spread the study duties over a longer period.

The pre-semester period offered a meetup for new first-year students, including social activities as well as information about the system of studies at ŠAVŠ.

Other activities in the pre-semester period included preparatory courses of mathematics, English and Czech to eliminate potential failure during studies.

Counselling services for students were expanded in 2016. The activities included preventive communication with students who have achieved weaker study results. Measures were adopted to increase the time comfort of part-time students, especially in terms of registering for examination dates.

All academic personnel of the university have sufficient capacity for consultation hours. Another innovation is the “buddy system”, which means that every applicant is assigned a patron from among higher year students to help them before enrolment and during their first semester of studies.

These measures led to a reduction in the study failure rate, reducing the share of unsuccessful students by 2 percent compared to 2015.

## 4 Graduates

### 4.1 Graduates of accredited study programmes

Graduates of accredited study programmes (numbers)					
	Bachelor's degree programme		Follow-on Master's degree programme		TOTAL
	Full-time	Part/dist.	Full-time	Part/dist.	
Economics	105	37	42	22	206
<b>TOTAL</b>	<b>105</b>	<b>37</b>	<b>42</b>	<b>22</b>	<b>206</b>

### 4.2 Alumni Association

Graduates of both modes and degree levels can become members of the Alumni Association of ŠKODA AUTO University. The Association has operated in its current form since 2010. The university uses the association as a means of keeping in touch with its graduates who now work, to obtain statistically interesting data from them and to invite them to expert and social events. The aim is not only to keep in touch with the graduates of ŠKODA AUTO University, but also to ensure they participate actively in the events organised by the university.

The Alumni Association has its own site on the ŠKODA AUTO University website which contains basic information about the association, interviews with successful graduates and information about the activities of the association.

Members of the Alumni Association of ŠKODA AUTO University are regularly invited to the following events: expert discussion forums and conferences organised by the university, cultural and sports events (Annual Ball, Majáles, etc.). The alumni can provide feedback related to e.g. their opportunities in the labour market or events they have attended.

The Alumni Association of ŠKODA AUTO University currently has 660 active members.

### 4.3 Cooperation with future employers

Since the founder of the university as a new legal entity is the company ŠKODA AUTO a.s., it cooperates very closely with this multinational corporation in terms of support of job opportunities of its graduates.

The employment opportunities of graduates are significantly influenced by the fact that a substantial portion of them took their 5-month internships in ŠKODA AUTO, other VW Group companies or other companies predominantly in the automotive industry. More opportunities become available also thanks to the development of international activities of ŠKODA AUTO a.s., which is reflected in the offer of internship stays abroad.

The university management developed a new approach to cooperation with the corporate sector on preparing graduates already by the end of 2013. In 2016, the university continued to develop the already started systematic cooperation with other major companies within the automotive industry and beyond. Cooperation was implemented in the following forms in particular: professional internships of ŠAVŠ students in companies, joint research and consulting projects, involvement of experts from the business sector in teaching and education services for companies.

The requirements of employers are further reflected in curriculum innovations based on the results of field-of-study committees, which have a substantial representation of experts from business practice.

During 2016, a series of meetings of ŠAVŠ students was organised with the representatives of partner companies, focusing on the placement opportunities of students as interns or employees.

The highlight in this area of cooperation was the Career Day – a fair of internship and job opportunities with 16 presentations of partner companies. The Career Day also included workshops for students focusing on increasing their chances for quality employment.

The university periodically monitors the employment rates of its graduates and publishes the statistics on its website.

University management continuously monitors the unemployment rate of graduates.

In 2016, the university established and expanded cooperation with the following companies:

Ernst & Young s.r.o.  
AIMTEC a.s.  
Montana s.r.o. Mladá Boleslav  
Innov8 s.r.o.  
Siemens, s.r.o., branch Elektromotory Mohelnice  
Magna Exteriors & Interiors (Bohemia) s.r.o.  
ROHDE & SCHWARZ, plant Vimperk, s.r.o.  
Continental Automotive Czech Republic s.r.o.  
Kautex Textron Bohemia spol. s.r.o.  
Odbory Kovo MB  
AUTO JAROV, s.r.o.  
Porsche Inter Auto CZ spol. s.r.o.  
Hönigsberg&Düvel Datentechnik Czech s.r.o.  
KPMG Česká republika, s.r.o.  
MAHLE Behr Mnichovo Hradiště s.r.o.  
SCIO s.r.o.  
E4t electronics for transportation s.r.o.  
M. Preymesser logistika s.r.o.  
Klokočka Autosalon spol. s.r.o.  
KIEKERT-CS, s.r.o.  
Ipsos s.r.o.  
Manufactus GmbH  
SIC (Středočeské inovační centrum)  
HYPERA s.r.o.  
Alevia s.r.o.

## 5 Interest in studies

### 5.1 Interest in studies at the university

Interest in studies at the university						
	Bachelor's degree programme			Follow-on Master's degree programme		
	Number of applications	Number of admitted	Number of enrolled	Number of applications	Number of admitted	Number of enrolled
Economics SS 2015/2016				66 (+20)	66 (+20)	42 (+10)
Economics WS 2016/2017	421 (-16)	417 (-20)	235 (-25)	103 (+20)	103 (+20)	59 (+15)
<b>TOTAL</b>	<b>421 (-16)</b>	<b>417 (-20)</b>	<b>235 (-25)</b>	<b>169 (+40)</b>	<b>169 (+40)</b>	<b>101 (+25)</b>

The table shows the corresponding numbers and differences compared to 2015.

In 2016, applicants were admitted without entrance exams. Newly enrolled students of the Bachelor's degree programmes take general study prerequisites tests by Scio. Test results serve as an important indicator of applicant quality.

All enrolled applicants also take tests in English, which serve primarily to determine the entry level of knowledge. Foreign students in study programmes taught in Czech also take diagnostic tests in Czech.

Students of follow-on Master's and Doctoral degree programmes who have graduated from a different higher education institution	
from the total number of first-year students enrolled in 2016	
	Follow-on Master's degree programme
<b>ŠKODA AUTO University</b>	<b>48</b>
<b>Average for the entire university</b>	<b>48</b>

### 5.2 Cooperation with secondary schools

ŠKODA AUTO University intensively cooperates with secondary schools in terms of informing potential applicants. In addition to many other information channels, ŠKODA AUTO University sends its promotional materials to almost all secondary schools in the Czech Republic. ŠKODA AUTO University representatives regularly visit several dozen secondary schools throughout the Czech Republic and inform their students of the possibilities of studying at ŠKODA AUTO University. The lecturing activities of academic staff of ŠAVŠ at secondary schools continued in 2016. A catalogue of offered expert lectures was developed and distributed to secondary schools. Selected secondary schools in the region also cooperate with ŠKODA AUTO University in the form of student excursions to ŠKODA AUTO University outside of the regular open days associated with expert lectures.

ŠKODA AUTO University regularly communicates with educational consultants from secondary schools, not only in the nearby regions. In 2016, ŠAVŠ organised a presentation for educational consultants and secondary school management which was attended by representatives of more than 20 institutions.

Secondary schools are regularly informed of all suitable educational events organised by ŠAVŠ.

## 6 Academic personnel

The number of academic personnel in 2016 remained stable. There were partial changes and additions made in line with the implementation of the strategy of the university and because of the launch of a newly accredited Bachelor's degree programme.

The tables below provide a comprehensive overview of the qualification and age structure of the academic personnel.

### 6.1 Adjusted counts of academic and research personnel

Academic and research personnel*								
	Academic personnel						Research personnel	TOTAL
	TOTAL	Professo rs	Docents	Senior Lecturer s	Lecturer s	Teachers		
Adjusted count	34.57	2.53	11.12	16.48	1.0	3.44	0	34.57
Physical number	51	5.0	14.0	27.0	1.0	4.0	0	51

\*Not including academic personnel employed part-time, with temporary contracts or contractors, only including full-time employees.

Academic and research personnel **								
	Academic personnel						Research personnel	TOTAL
	TOTAL	Professo rs	Docents	Senior Lecturer s	Lecturer s	Teachers		
Adjusted count	51.73	2.92	11.65	21.35	1.0	14.88	0	51.73
Physical number	122.0	8.0	20.0	54.0	1.0	39.0	0	122
TOTAL (adjusted count)	51.73	2.92	11.65	21.35	1.0	14.88	0	51.73

\*\*Including academic personnel employed part-time, with temporary contracts or contractors

## 6.2 Age structure of academic and research personnel

Age structure of academic and research personnel (numbers of individuals)*													
	Academic personnel										Research personnel		TOTAL
	Professors		Docents		Senior Lecturers		Lecturers		Teachers		TOTAL	Women	
	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women			TOTAL
up to 29 years	0	0	0	0	0	0	0	0	0	0	0	0	0
30–39 years	1	0	2	0	14	5	0	0	1	1	0	0	18
40–49 years	1	0	2	1	5	3	0	0	3	0	0	0	11
50–59 years	0	0	6	1	6	4	1	1	0	0	0	0	13
60–69 years	3	2	4	4	2	1	0	0	0	0	0	0	9
over 70 years	0	0	0	0	0	0	0	0	0	0	0	0	1
<b>TOTAL</b>	<b>5</b>	<b>2</b>	<b>14</b>	<b>6</b>	<b>27</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>51</b>

\*Not including academic personnel employed part-time, with temporary contracts or contractors, only including full-time employees.

Age structure of academic and research personnel (numbers of individuals)**													
	Academic personnel										Research personnel		TOTAL
	Professors		Docents		Senior Lecturers		Lecturers		Teachers		TOTAL	Women	
	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women			TOTAL
up to 29 years	0	0	0	0	0	0	0	0	2	1	0	0	2
30–39 years	1	0	3	0	27	8	0	0	12	10	0	0	43
40–49 years	2	0	2	1	12	6	0	0	17	7	0	0	33
50–59 years	1	0	9	2	10	7	1	1	5	2	0	0	26
60–69 years	4	2	6	6	4	2	0	0	1	1	0	0	15
over 70 years	0	0	0	0	1	0	0	0	2	1	0	0	3
<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>20</b>	<b>9</b>	<b>54</b>	<b>23</b>	<b>1</b>	<b>1</b>	<b>39</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>122</b>

\*\*Including academic personnel employed part-time, with temporary contracts or contractors

### 6.3 Numbers of academic personnel by scope of work duties and highest level of qualification

Numbers of academic personnel by scope of work duties and highest level of qualification (numbers of individuals)					
	Academic personnel				TOTAL
	prof.	doc.	DrSc., CSc., Dr., Ph.D., Th.D.	other	
Scope of contracts					
up to 0.3	0	1	5	0	6
up to 0.5	4	3	8	1	16
up to 0.7	0	0	3	0	3
up to 1.0	1	10	11	4	26

\*Not including academic personnel employed part-time, with temporary contracts or contractors, only including full-time employees.

Numbers of academic personnel by scope of work duties and highest level of qualification (numbers of individuals)					
	Academic personnel				TOTAL
	prof.	doc.	DrSc., CSc., Dr., Ph.D., Th.D.	other	
<b>Scope of contracts</b>					
<b>up to 0.3</b>	3	6	27	23	<b>59</b>
<b>up to 0.5</b>	4	4	10	5	<b>23</b>
<b>up to 0.7</b>	0	0	4	0	<b>4</b>
<b>up to 1.0</b>	1	10	13	12	<b>36</b>

\*\*Including academic personnel employed part-time, with temporary contracts or contractors

In 2016, ŠAVŠ had no academic personnel with foreign citizenship who would have an employment contract.

#### 6.4 Number of docents and professors appointed in 2016

Newly appointed docents and professors (numbers)		
ŠKODA AUTO University	Number	Average age of newly appointed personnel
Professors appointed in 2016	1	37
of which are women	0	
Docents appointed in 2016	1	50
of which are women	0	
<b>TOTAL</b>	<b>2</b>	

## 7 Social affairs of students and employees

In 2016, the university paid merit, accommodation and social scholarships and scholarships for research, development and innovation activities. Special scholarships are designed to support students studying outside the EU.

The university did not offer any other scholarship programmes.

### 7.1 Scholarships awarded to students

Student scholarships by scholarship purpose		
ŠKODA AUTO University		
Scholarship purpose	Number of students	Average amount of scholarship
Merit scholarships	44	13,745
For excellent research, development, innovation, art or other creative results contributing to knowledge expansion	0	
For research, development and innovation activities under special legal regulations	13	10,538
Social scholarships	3	7,020
As support when studying abroad	6	66,000
Other special scholarships (in the amount of tuition fee as support for work placements abroad, in the amount of tuition fee for students in the Incentive programme for talented applicants)	129	35,203
Doctoral scholarships	0	
Accommodation scholarships	391	5,394
<b>TOTAL</b>	<b>590</b>	<b>26,501.2</b>

### 7.2 Care for disabled students

There is a dedicated parking space in the underground parking garage of the main building to serve the needs of disabled students with limited mobility. All lecture rooms and most of other areas in ŠKODA AUTO University are wheelchair accessible, including those located in the premises of the ŠKODA AUTO Company.

A Czech language course was organised for foreign students of regular study programmes in the pre-semester period of academic year 2016/2017. Czech language lessons for this group of students continued also during the academic year.

### 7.3 Counselling

Study counselling is the responsibility of the Study Affairs Department with a total of 3 employees. In legitimate cases, the Vice-Rector for Academic Affairs participates in counselling as well. Study counselling and assistance for international students staying in the Czech Republic and outgoing ŠAVŠ students is provided by the International Office and the Study Affairs Department, or the Vice-Rector for International Relations.

The “buddy system” was introduced in 2016, offering every applicant a patron from among higher year students to help them before enrolment and during their first semester of studies. Patrons are assigned based on regions. A feedback survey conducted in December 2016 shows that the buddy system is very effective in helping students adapt in their first year.

One member of the staff is responsible for the organisation of internships, who also acts as a counsellor in this field and partially also in the field of career counselling together with selected academic personnel. ŠKODA AUTO University can also benefit from close cooperation with the corresponding personnel departments of companies in terms of graduate employment opportunities. During 2016, a series of ŠAVŠ students meetings was organised with the representatives of partner companies, focusing on the placement opportunities of students as interns or employees. This culminated in a one-day fair of work and internship opportunities – the Career Day, which was attended by 15 partner companies.

Crisis counselling is provided by a qualified member of the Department of Human Resources Management.

## 7.4 Exceptionally gifted students

ŠKODA AUTO University is aware of the importance of caring for gifted students that contribute substantially to promoting a positive image of the university.

In 2016, the university continued awarding and paying out merit scholarships based on academic performance.

The number of applicants admitted to the incentive programme for gifted applicants for Bachelor’s and follow-on Master’s degree programmes remained the same. A total of 30 best applicants selected based on excellent results during secondary school studies or results in the SCIO National Comparative Exams were allowed to complete their studies at ŠKODA AUTO University with a scholarship in the amount of the tuition fee.

Gifted students continued to participate in research activities of expert departments, particularly in the Student Grant Competition projects and other research projects.

Gifted students participate in international projects. Throughout the year, they participate in the preparation and organisation of activities under the Erasmus+ programme and cooperate on organising discussion forums with interesting guests. Exceptionally gifted students are selected for projects, which last up to one year, for international partnerships, for example as part of long-term cooperation with foreign companies such as Bentley Motors Ltd, VW UK, Škoda UK, VW Slovensko and Audi AG Ingolstadt. Selected students benefit from the support of special scholarships on foreign stays at partner universities outside the EU.

Another continued activity was the project seminar in cooperation with Fachhochschule Münster for German language students. This two-week project annual project takes place every November and is attended by a group of ŠAVŠ students and their teachers who together spend a week filled with lectures, seminars, project work and other cultural, sports and social events in Germany. In April of the following year, the seminar continues with a one-week visit of the German students at ŠAVŠ, following on the event from autumn. Students with exceptional language skills are continuously offered an individual plan of foreign language studies corresponding to their level of knowledge.

In cooperation with the Czech Technical University in Prague, selected students of ŠAVŠ have been intensively involved in the Formula Student project, bringing their economic competence to the competition team.

## 7.5 Accommodation and catering services

Accommodation, catering	
ŠKODA AUTO University	
Total bed capacity of dormitories	*
Number of beds in rented facilities	*
Number of applications for accommodation submitted as of 31/12/2016	*
Number of accepted applications as of 31/12/2016	*
Number of accommodation days in 2016	*
Number of main meals served to students in 2016	20,775
Number of main meals served to staff in 2016	6,675
Number of main meals served to other customers in 2016	Not recorded

\* ŠKODA AUTO University does not own or rent accommodation facilities. Accommodation of students is arranged through framework contracts with several accommodation facilities in Mladá Boleslav. The required data are not systematically monitored.

## 7.6 Employee welfare

In 2016, ŠKODA AUTO University concluded a collective agreement with the OS KOVO MB union, which also includes employee benefits. The offer of employee benefits is as follows:

### Social field

Retirement bonus, work anniversary bonus, supplementary pension insurance, seniority programme, nursery allowance, recreation allowance, childbirth allowance, housing loans, meals, an additional week of holidays, assistance to the family of a deceased employee, use of recreational facilities, paid time off (delivery of child by wife/partner, disability, care for children below 12 years, family member of disability card holder, the elderly, moving, wedding and ceremony attendance, death and funeral attendance, women with night shifts).

### Health benefits

Flu vaccination, tick-borne encephalitis vaccination, preventive rehabilitation programmes, preventive health programmes, smoking cessation programmes, revitalising spa stays for selected groups of employees, health counselling and advisory, health benefits and discounts for sports activities.

### Other products and services

Leasing new cars, installation of original accessories and parts, new cars sales, used car sales, used car sales for the elderly, used car sales for retiring employees, original part sales, original accessory sales, promotional item sales, ŠKODA AUTO Museum exhibition, services of the Service Center ŠKODA AUTO Kosmonosy, venue hire in the Na Karmeli monastery and car rental for a wedding.

### Further opportunities for employee growth

Library, internet and education.

### Offer for ŠKODA AUTO employees from other companies

International travel insurance, non-purpose loan by ŠkoFIN for ŠKODA AUTO employees, sales of computers and offers of mobile carrier services.

## 8 Infrastructure

### 8.1 Libraries

University library	
<b>ŠKODA AUTO University</b>	1
<b>Increase in number of library titles</b>	678
<b>Total number of library titles</b>	24,273
<b>Number of subscribed periodicals:</b>	
- physical	23
- digital (estimate)*	4

The library of ŠKODA AUTO University offers a total of 24,273 publications (as of 31/12/2016) and other primary information sources (increase by 678 titles in 2016).

The study and media libraries offer 68 seating places.

Of the 26,462 registered borrowings in 2016 (of which the first 12,411), the highest share was books at 25,380 (of which the first 12,271), periodicals at 1,004 (of which the first 112), multimedia and cartographic documents 76 (of which the first 27). The company Dilia received payments associated with the acquisition of 36,733 copies (CZK 7,410 incl. VAT).

The library has the latest computer technology. The PCs serve as internet workstations for students and can also be used to search the library collection in the catalogue of the TRITIUS system. The library also offers access to information databases (e.g. access to the legal information system ASPI or to multidisciplinary collection ProQuest Central, which contains professional information from the fields of business, economics, natural and social sciences, humanities as well as engineering).

The library is a member of prestigious professional associations and organisations (e.g. SKIP – Association of Library and Information Professionals, SDRUK – Association of Libraries in the CR).

### 8.2 Electronic information sources

Electronic sources of information are represented primarily through the internet. Students have access to a total of 55 computer workstations in the studies, which thanks to internet connection and a high-capacity printer serve not only for searching, but also for further processing of new information and knowledge.

Students and staff of ŠKODA AUTO University have access to the ProQuest Central database.

### 8.3 Information and communication services, information technology

The modern ŠKODA AUTO University campus in the Na Karmeli Educational Centre offers a total of 15 lecture rooms equipped with audio equipment, fixed projectors, electrically operated projection screens and computers with internet connection. Two specialised computer rooms are each equipped with 15 PCs for students and 1 PC for the teacher. All computers are connected to the internet. Computer rooms are equipped with a fixed projector, electrically operated projection screen, audio equipment and a visualiser. Specialised language classrooms are equipped with a fixed projector, electrically operated projection screen, audio and video equipment allowing reproduction and sound recording and video reproduction from different audio and data carriers. Language classrooms are also equipped with a computer with internet access and a visualiser allowing projection of images from printed and other documents.

Two lecture halls, with 143 seats each, that can be joined thanks to movable partitions, or connected to the building atrium to create sufficient space for regular lectures or for any other educational or social events. Each lecture hall is equipped with touch-screen computers with internet access, three projectors, electrically operated screen, visualiser and audio equipment including wireless microphones. Video production allows switching between large screen modes (signal from one projector shown on the entire screen) and dual display (signal from two projectors next to each other – e.g. presentation and visualiser). Lecture halls also have a control room to manage all the equipment and provide support to events.

The central connection of audio, video and IT equipment in the lecture halls and the atrium allows sound and screen sharing. Therefore, it is possible, for example, to use the projectors, speakers and plasma screens in the atrium to transmit video and sound from the lecture halls to provide access to a wider audience or to display any information from the internet, presentations of school events.

Students have access to a study room containing computers with internet access and a library. All-in-one printers located in the hallways are connected to a common computer network with computers in the study and classrooms, allowing students to use the printers for printing and copying. Wi-Fi covers all the indoor areas of the university, allowing students to access the internet on their mobile devices (laptops, tablets, phones) as well as print using the all-in-one printers.

The university uses the AIS information system implemented in 2007. The AIS system contains its own e-learning module. Thanks to its standard features (such as direct electronic communication between the teacher and students and between students, targeted display of learning materials, discussions on different courses, etc.), it is a distance study aid in itself.

A further increase in the number of applications for electronic testing, which is a part of the AIS system, was enabled thanks to the creation of new testing bases. Electronic tests were used for continuous testing of students' knowledge during the semester, such as credit tests as well as examinations. In some courses, electronic testing has fully replaced the written parts of exams. Electronic testing allows for the random selection of questions, automatic test assessment and transfer of results to a test report. This ensures objectivity and rapid test evaluation as well as objective selection of questions since the lecturer cannot influence the selection. Students know the results immediately after the test, which provides an important feedback effect.

The university uses the AIS system also for internal study, management and administrative processes.

The AIS system includes, among other things:

- personal management – school email, electronic applications,
- tools for managing learning processes – study records, electronic study application, exam registration,
- management module – aggregated data for school management,
- compulsory registers – students register, UIS reports, records for Foreign Police of the Czech Republic
- Alumni Association,
- research module

Since 2014, the university has fully used the ROGER system for automatic generation of timetables. It is fully linked to the AIS information system.

The system infrastructure of AIS is also connected to the Pohoda accounting system. All claims and liabilities associated with study processes (tuition fees, scholarships, other study-related fees) are generated in the corresponding AIS agendas and automatically transferred to the Pohoda system using mechanisms that ensure data consistency.

The supplied system includes technical support in the form of a helpdesk.

The university website [www.savs.cz](http://www.savs.cz) is considered an external information system, which is used to inform applicants and the public and has two language versions. A substantial part of the information (curricula, syllabi, staffing) is linked online to data managed by the AIS.

ŠKODA AUTO University considers email to be the official internal communication channel. Every student, employee and external lecturer has a mailbox assigned in the AIS. With the ability to create specific recipient groups, the required current information is always distributed in a targeted manner.

Current events are presented to students and visitors on large screens in the building atrium.

In 2016, the university had a total of 144 computers, of which 79 were for specifically for study purposes.

The computers of ŠKODA AUTO University personnel are connected to the internet. All software and hardware is provided by the internal IT department of ŠKODA AUTO University.

Since 2016, the school has used the Office 365 solution in its entirety (Office 365 Education for students and employees and Office 365 ProPlus for students and employees). Office 365 is integrated with AIS (user management and messaging) and serves as the primary technological platform for all employees and students to store, share and archive data (OneDrive) and email (Calendar). SharePoint and team websites are also used in Office 365 on a project basis.

In 2016, the university continued using simulation and interactive teaching methods. The course Strategic marketing uses simulation software StratSim, the course Simulation of supplier-customer relations management uses a customised module of Global Marketplace (Supply Chain & Channel Management), the course Methods of Lean Production uses simulation and optimisation games to expand the knowledge of students, while demonstrating and applying specific software tools used in the industry (e.g. Catia), the course Computer-controlled Production uses simulation of the production environment using the tool Witness, course focusing on statistics use modern tools such as eViews or StatGraphics.

Computer classrooms have the Vision software installed, which significantly supports the work of lecturers and offers additional options for modern learning. It allows monitoring of students' work directly from the teacher's computer, providing the option of direct intervention if necessary. Vision also offers remote control and screen sharing, including presentation of any screen using a projector, allowing everyone to see the solution to a particular learning situation.

## 9 Lifelong learning

### 9.1 Lifelong learning courses

The system of lifelong learning courses offer for the corporate sector and the public that is built on the expert potential of the academic personnel of the university was prepared in 2016, with new courses being added continuously.

In 2016, ŠKODA AUTO University organised the following courses under the lifelong learning programme:

	Number of participants	Scope
Basics of Lean Production	10	8 hours
Modern HR officer	11	5 hours
LEAN/5S	9	10 hours
Multi Criteria Decision Making Methods	6	8 hours
English lessons	2	48 hours
Marketing and Management – lectures	40	5 hours
Levelling course in mathematics	23	30 hours
MBA programme	36	60 hours

Lifelong learning courses at the university (number of courses)									
ŠKODA AUTO University		Courses focused on job duties			Courses of interest			U3V	TOTAL
		up to 15 hrs	up to 100 hrs	more	up to 15 hrs	up to 100 hrs	more		
Groups of accredited study programmes	Codes								
Natural sciences	11-18		1						1
Social sciences and services	61,67,71-73		1						1
Economics	62, 65	5	1						6
<b>TOTAL</b>									<b>8</b>

Lifelong learning courses at the university (number of participants)										
ŠKODA AUTO University		Courses focused on job duties			Courses of interest			U3V	TOTAL	Of which the number of participants that were admitted to accredited study programmes under Section 60 of the Higher Education Act
		up to 15 hrs	up to 100 hrs	more	up to 15 hrs	up to 100 hrs	more			
Groups of accredited study programmes	Codes									
Natural sciences	11-18		23						23	
Social sciences and services	61,67,71-73		2						2	
Economics	62, 65	76	36						112	
<b>TOTAL</b>									<b>137</b>	

During 2016, ŠKODA AUTO University took over the MBA programme, which was previously run by the Institute for Industrial and Financial Management. The university provided lectures and thesis supervision for a total of 36 students of this lifelong learning programme.

Another form of lifelong learning at ŠKODA AUTO University is the study of individual courses included in standard accredited study programmes. **This education method provides a unique opportunity to get a detailed and comprehensive overview of a given topic. Lectures not only summarise the current knowledge and commonly used procedures and methods, but also new trends and latest findings in research and development in the given field.** The individual courses can be studied both full-time and part-time. For each semester there is a list of courses published that students can take.

## 10 Research, development, art and other creative activities

### 10.1 Fulfilment of the long-term plan in research, development and other creative activities

ŠKODA AUTO University conducts research and development primarily in those specialisations and fields that are closely connected to the accredited fields of study under the study programme Economics and Management, both for the Bachelor's and Master's level. The evaluation of quality of results of these activities takes place in two ways – first in the forms described in the system of internal quality assessment of ŠKODA AUTO University, which is mentioned earlier in this report, second based on the current methodology of RIV (register of information on results). Based on detailed external evaluations conducted by the accreditation commission and the section for science and research of the Ministry of Education Youth and Sports and later also the R&D Council, the university was added to the list of research organisations as per Act No. 130/2002 Coll. and related regulations, as amended. This was confirmed also after the transformation into a different legal form. This represents continued fulfilment of the part of the Long-term plan that is related to the development of quality and excellence, including the ambition to become a university type education institution with a doctoral study programme. ŠKODA AUTO University also regularly monitors the level of spending on scientific, research and creative activities including the part of expenses that is related to the transfer of information about the results of R&D activities to the students (research led teaching). Specific data and numbers are provided below.

### 10.2 Connecting creative and educational activities

Creative activities of academic personnel and their results organically grow into innovation in the content of specialised courses. This connection is primarily a result of a personal union of researchers and lecturers, which amounts to almost 100%. Those colleagues who are involved only in research and have no teaching duties have only part-time contracts. The first priority is working on theses. Compulsory, compulsory-elective and elective courses are taught by academic personnel who engage in publishing and other creative activities in the fields related to the content of the courses. The professional orientation of lecturers – thesis supervisors – correspond to the topics of theses prepared by their students. The department with specific study fields of the relevant study programmes and fields of study run projects in basic, contractual and applied research as well as projects of the student grant competition.

### 10.3 Involving students in creative activities

The university also has its own SGS (student grant competition) rules which are nearly identical to the rules of grant competitions at public higher education institutions. In 2014, the first pilot project was organised under the SGS rules, even though ŠAVŠ did not receive support from the Ministry for specific research and the project was therefore funded from internal resources. Based on the RIV results, the university received funding for specific research from the Ministry for the years 2015 and 2016 as well as for 2017. Students are involved in work on research topics of the departments primarily in the form of qualification theses. Students of follow-on Master's studies have the opportunity to participate in projects of the Student Grant Competition, or other projects in basic, applied and contractual research conducted in the departments.

### 10.4 Original projects in 2016

In 2016, the following internal and external research projects were investigated:

**External projects:**

No.	Main investigator	Project title	Provider	Period	Project costs, in thousand EUR				
					2014	2015	2016	2017	total
1.	prof. Ing. R. Lenort, Ph.D.; Mgr. L. Stejskalová, MBA	Green Solutions for Business and Industry	Erasmus+	2014-2017	28	85	85	57	255
<b>Total</b>					<b>28</b>	<b>85</b>	<b>85</b>	<b>57</b>	<b>255</b>

No.	Main investigator	Project title	Provider	Period	Project costs, in thousand CZK			
					2014	2015	2016	total
1.	JUDr. V. Šmejkal, Ph.D.	Possibilities and Powers of the EU and the Goal of Highly Competitive Social Market Economy under Art. 3 par. 3 of the TEU	GA ČR	2014-2016	307	322	362	991
2.	prof. Ing. R. Lenort, Ph.D.	Concept of Creating and Implementing a System of Milk Run Supplies in Siemens Mohelnice Inbound Transport	Siemens s.r.o.	2015-2016	-	-	168	168
3.	Doc. Ing. E. Jarošová, CSc.	Prediction of Number of Defects and Costs of Anti-corrosion Warranty – functional specification of the prediction tool	ŠKODA AUTO a.s.	2016	-	-	74.8	74.8
4.	Doc. Ing. E. Jarošová, CSc.	Prediction of the Number of Defects and Costs of Anti-corrosion Warranty – application on warranty data of selected model series and production years	ŠKODA AUTO a.s.	2016	-	-	65	65
5.	doc. Ing. J. Přikrylová, Ph.D.	The Company and its Partners - use of the potential of the fleet market	ŠKODA AUTO a.s.	2016	-	-	85	85

No.	Main investigator	Project title	Provider	Period	Project costs, in thousand CZK			
6.	prof. Ing. R. Lenort, Ph.D.	Research of Computer Simulation Application in Logistics Planning of ŠKODA AUTO a.s.	ŠKODA AUTO a.s.	2016	-	-	285	285
7.	prof. Ing. R. Lenort, Ph.D.	Study of the Use of Satellite Imaging Technology in Industrial Corporations	ŠKODA AUTO a.s.	2016	-	-	256.7	256.7
<b>Total</b>					<b>307</b>	<b>322</b>	<b>1296.5</b>	<b>1925.5</b>

**Internal projects:**

No.	Main investigator	Project title	Department	Period	Project costs, in thousand CZK			
					2014	2015	2016	total
1.	Ing. D. Staš, Ph.D.	Proposal of Green Logistics Balanced Scorecard for the Automotive Industry	Department of Logistics, Quality and Automotive Technology	2014-2016	61	89	95	245
2.	doc. Ing. J. Příkrylová, Ph.D.	Perception of Green Marketing in the Young Generation Applied to the Automotive Market.	Department of Marketing and Management	2015-2016	-	96.8	103.8	200.6
<b>Total</b>					<b>61</b>	<b>185.8</b>	<b>198.8</b>	<b>445.6</b>

No	Main investigator	Project title	Department	Period	2015	2016	2017	total
1.	doc. Ing. J. Bokšová, Ph.D.	Analysis of Disruption of a Going Concern in the Foreseeable Future in Financial Statements of Business Entities in the Czech Republic	SGS	2015-2017	80	80	95	255
2.	Ing. D. Holman, Ph.D.	Concept Proposal of a System Solution of Implementation of Sustainable Supply Chain Management (SSCM) Innovations in the Market Conditions of the 21st century	SGS	2015-2017	84	140	140	364
<b>Total</b>					<b>164</b>	<b>220</b>	<b>235</b>	<b>619</b>

The total amount of financial subsidies including amounts for individual years is shown in the table.

In 2016, the university was a partner in the following international projects:

#### **Green Solutions for Business and Industry**

**Sponsor: ERASMUS+**

Duration: 1/9/2014 – 31/8/2017

Country / Project partners:

CZ / ŠKODA AUTO VYSOKÁ ŠKOLA o.p.s.

PL / Wyzsza Szkola Bankowa we Wroclawiu

FI / Seinäjoki University of Applied Sciences

SK / University of Žilina

DE / Hochschule für Technik und Wirtschaft Dresden

DE / OTH Regensburg

Total project funding: EUR 255,581

## 10.5 Conferences organised by ŠKODA AUTO University in 2016

In 2016 ŠKODA AUTO University held a conference called “**Interdisciplinary Conference on European Integration**”. The conference was attended by several very interesting speakers, including doc. JUDr. P. Svoboda, Ph.D., DEA, Chairman of the Legal Affairs Committee of the European Union and Mgr. P. Žáková, Ph.D., Representation of the European Commission in the Czech Republic. There were about 30 attendees from among the professional public, university employees, students and others.

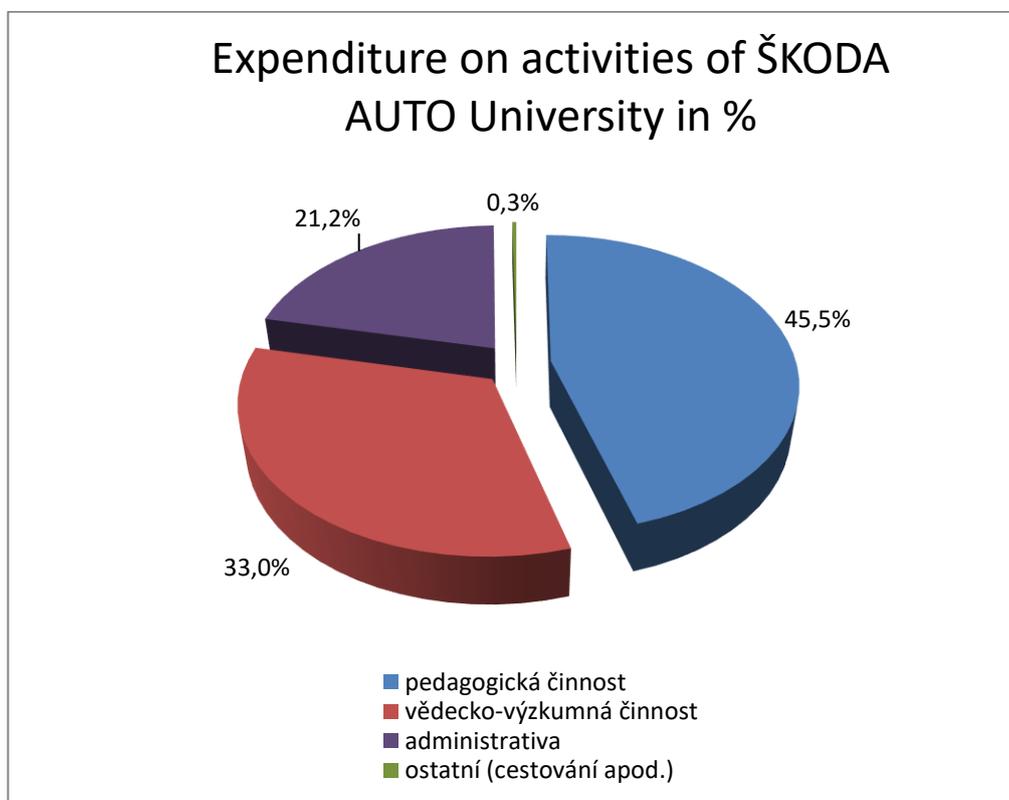
Scientific conferences (co-)hosted by the university (numbers)			
ŠKODA AUTO University	TOTAL number	More than 60 participants (out of total)	With international participation (out of total)
TOTAL	1	0	0

## 10.6 Support of staff at post-doctoral positions

ŠKODA AUTO University currently does not offer doctoral studies, personnel at post-doctoral positions are supported in obtaining postdoctoral grants of the Czech Grant Agency and projects of other grant agencies as well as contractual research projects.

## 10.7 Share of expenditure on R&D activities

The share of expenditure on R&D activities and the transfer of its results is consistently reported to several institutions in line with the internal rules – starting from the Czech Statistical Office and ending with the R&D Council. In 2011 as part of an ongoing tax optimisation, ŠKODA AUTO in cooperation with the auditing firm Deloitte had a report made for the purpose of cost tax optimisation for ŠKODA AUTO University. The methodology of this calculation was used by the university also in 2012 to determine the share of expenditure on R&D in order to create a structure of expenditure to apply to the list of research organisations. The methodology has remained unchanged for subsequent periods and its current result for 2016 is available in the following graph:



## 10.8 Share of the application sector in the creation and implementation of study programmes and the development and transfer of innovations

The application sector participates in the creation and implementation of study programmes through systematic work of field-of-study committees described in detail in the characteristics of the system of internal and external quality assessment of ŠKODA AUTO University. The field-of-study committees have a strong representation of stakeholders.

The application sector also works very intensively on implementing study programmes as well as direct participation of a number of experts in the teaching process.

As part of external and internal research and consultancy projects, in which the academic personnel of the university are involved, there has been significant cooperation with several sections of ŠKODA AUTO a.s. and other partner companies. Specifically, these areas are related primarily to marketing research, use of exact optimisation methods in logistics and purchasing, human resources and statistics.

A compulsory part of Bachelor's degree programmes is a professional internship under the supervision of experts from the given field.

Selected experts act as supervisors of final theses. In most cases, the defence of Bachelor Theses involves experts from the field.

Experts from the field also work very intensively on implementing study programmes as well as direct participation of a number of experts in the teaching process. Some optional courses are taught exclusively by experts from the field. In other courses, they act as guest lecturers. Many courses include specialised excursions in partner companies.

### Experts from the application sector involved in teaching, thesis supervision and internship supervision in accredited study programmes (numbers)

ŠKODA AUTO University	Teaching	Thesis supervision	Internship supervision
<b>TOTAL</b>	<b>19</b>	<b>4</b>	<b>132</b>

### Fields of study that have at least 1 month of compulsory professional internship (numbers)

ŠKODA AUTO University	Number of fields	Number of students in these fields
<b>TOTAL</b>	<b>4</b>	<b>854</b>

## 10.9 Strategy for commercialisation of results of R&D activities

In terms of commercial use of highly qualified employees, the university does not intend either to take the route of founding support units such as technology transfer centres, which is certainly a contemporary challenge for a number of major Czech technical universities; or the route of founding spin-off companies.

Given its small size and focus primarily on business administration, the university wants to develop internal organisation schemes and incentive systems for sales of consulting services corresponding to the specialisations of academic personnel and fields of study taught. The so-called Profit Centre is an internal unit with separate accounts, which keeps a record of the activities of contractual research and additional courses for the public. The university also has an internal regulation defining the distribution of income from intellectual property between the institution and its employees.

## 10.10 University activities on regional and transregional level

ŠKODA AUTO University is the only higher education institution in the city of Mladá Boleslav and the surrounding areas. It is a significant component contributing to the development of Mladá Boleslav as a centre of education in the regional and transregional sense. University management works closely with local authorities of the city of Mladá Boleslav on creating strategic regional documents. An important demonstration of the regional activity is also the cooperation with secondary schools, which is described in a separate chapter.

Even though ŠKODA AUTO University is not among the largest higher education institutions in the Czech Republic, it is a transregional institution.

This is also apparent from the fact that more than 70% of its students come from other regions than Mladá Boleslav. In 2016, the share of international students remained stable – more than 20% of students are of nationalities other than Czech.

The international character of the university is also a result of the close relationship with the globally active ŠKODA AUTO a.s. and high activity of the university in terms of the Erasmus+ programme. This is reflected in a wide network of cooperating partner educational and business institutions, particularly in the EU and the key markets of ŠKODA AUTO a.s. (China, Russia, India). This network allows students and academic personnel to establish numerous international contacts, for example at the Master level this means that in the long term, every other graduate enters the labour market with at least six months of international study or work experience.

## 11 Internationalisation

### 11.1 Development strategy of international relations

In terms of international cooperation, ŠKODA AUTO University has continued to focus on building a well-functioning network of cooperating partner higher education institutions within and beyond the EU. At the same time, ŠKODA AUTO University has developed other platforms of cooperation with major foreign companies in order to provide a wide range of opportunities to its students, academic personnel and other employees in the field of studies, practical internships, study visits, training and joint international projects.

The international strategy of ŠKODA AUTO University in terms of cooperation with higher education institutions has a long-term focus on those partner universities that possess a well-developed network of contacts with major businesses, ideally in the automotive or other engineering industry.

The choice of international partners is based on monitoring and evaluation of the following three criteria:

- 1) **Cooperating universities must focus on excellence in education;**
- 2) **Our partners aim for similar areas of expertise in terms of composition of fields of study;**
- 3) **Our partners should declare their strategic interest in mutually beneficial cooperation not only in the exchange of students, but also the exchange of academic and other personnel, in organisation of short-term intensive programmes (e.g. summer schools), interest in joint projects in research and development should have the potential for double-degree or joint-degree type study programmes.**

Corporate international partners are expected to be leaders in the automotive industry or related industries (suppliers, distribution network). These partnerships are formed with the vision of potential for cooperation not only in internship stays, employing graduates, but also with prospects of cooperation on joint research and development projects. This cooperation has so far been highly successful especially with Volkswagen Group companies as well as ŠKODA AUTO Group companies.

In terms of geographic coverage, we intend to gain a more even geographical spread of the partner network within the EU as well as outside of the EU.

Within the EU, we have reinforced cooperation with higher education institutions in neighbouring countries; in addition to student and academic mobility, we have also focused on other forms of cooperation such as long-term education and original projects, summer schools, short-term activities. We continue to strengthen our relationships with existing partners.

Preparations are now underway for a Double Degree programme with partners in Münster and Dresden, the existing Double Degree programmes with our partners in Seinäjoki and Steyr were reviewed.

Cooperation with China has developed. An agreement on cooperation was signed with New Silk Road Prague; meetings were held with the representatives of other higher education institutions and a contract was signed with Xihua University, Chengdu, China. Student exchange programmes continued with Tongji University in China and Lehigh University in the USA. Chinese and American students on a study visit attended a practical internship in ŠKODA AUTO a.s. ŠKODA AUTO University students successfully participated in another semester study in China as well as in another year of the programme Global Village for Future Leaders in Business and Industry in the USA.

The project seminar **Europa im Wandel** successfully followed on the previous years in cooperation with Fachhochschule Münster, in Mladá Boleslav in April and in Münster in November. Over 290 students attended the seminar.

In 2016, the three-year Erasmus+ project **Green Solutions for Business and Industry** continued. 6 foreign higher education institutions participated in this project, with ŠKODA AUTO University as the coordinator. In addition to international project meetings, there was also a two-week summer school in September 2016, which was attended by students and academic personnel from all project countries. The topic was: Innovations in sustainable supply chain management.

In August 2016, an international summer school was held under the auspices of the departments of Logistics, Quality and Automotive Technology; Marketing and Management; and Languages and Intercultural Competences. The topic was: Global Management in Automotive Industry. The attendees of this school came from India, Taiwan, Germany and Finland.

The cooperation of ŠKODA AUTO University with foreign partners is not limited to student mobility. A significant part is represented by the mobility of academic personnel and other employees, participation of experts in seminars, participation in research teams and projects and implementation of results into processes and teaching at ŠKODA AUTO University.

The university continued developing its care for international students and their integration into studies and the society. In terms of this task, active partners of the International Office are the Study Affairs Department, specialised departments and other sections of the university including the management. There was also a series of meetings related to the main destinations (such as China), information briefings for studies under the ERASMUS+ programme or students' meetings before a stay or during a stay. Incoming students could attend a number of social, leisure, educational and cultural events (e.g. dinners, culture and sports trips, visiting sights, cultural and sports events, excursions). Outgoing and incoming students can also use the offered assistance in difficult life situations, guidance in foreign countries and language consultation. The increasingly developing buddy system has contributed to this significantly. In terms of recognition of education, assistance was provided in relation to the recognition of education of outgoing students. For incoming students, consultations regarding visa procedures are available if necessary. The support of stays abroad is offered not only to students, but also to the staff of ŠKODA AUTO University. In addition, the university held several workshops for foreigners in cooperation with the Centre for Integration of Foreigners and other non-profit organisations.

Projects of international cooperation are funded by the Erasmus programme, European funds, scholarship programmes of ŠKODA AUTO University and other, particularly internal sources.

In terms of international cooperation, ŠKODA AUTO University focuses on building a solid foundation of cooperating higher education institutions and developing the platform of cooperating companies and organisations, within and beyond the EU, that follow the same goals and values as ŠKODA AUTO University, focus on cooperation with industrial businesses (especially the automotive industry) and offer study programmes focused on economics and management on a global scale.

Cooperation with foreign higher education institutions and businesses continued to develop positively, with a growing offer and number of internship positions and stronger relations between ŠKODA AUTO University and its partners.

International events in 2016:

Bentley Days 10/08/2016 - 13/10/2016 (including Bentley Alumni club)

Orientation Week 22/09/2016 - 25/09/2016

Excursion to the EP in Strasbourg – 24/10/2016 - 27/10/2016

Erasmus Info Day 12/10/2016

Education and Career Fair, Moscow 1/11/2016 - 7/11/2016

Visit of 30 students from Minsk State Automechanical College at ŠAVŠ – 11/11/2016

Visit of students from Weiden – 15/11/2016

European Vocational Skills Week - 5/12 - 9/12 2016

23/12/2016 International Christmas Dinner

## 11.2 Participation in international education programmes, including mobility

In 2016, the following ŠKODA AUTO University academic personnel travelled abroad for educational mobility:

<b>Lecturer:</b>	<b>doc. PhDr. Karel Pavlica, Ph.D.</b>
<b>Location:</b>	Finland, Seinäjoki University of Applied Sciences
<b>Date:</b>	24/04 - 29/04 2016
<b>Topic:</b>	International Business and Communication
<b>Lecturer:</b>	<b>Mgr. Lenka Stejskalová, MBA</b>
<b>Location:</b>	Austria, University of Applied Sciences Upper Austria
<b>Date:</b>	14/06 - 15/06 2016
<b>Topic:</b>	International management and communication
<b>Lecturer:</b>	<b>Ing. David Holman, Ph.D.</b>
<b>Location:</b>	Germany, Ostbayerische Technische Hochschule Regensburg
<b>Date:</b>	16/11 - 17/11 2016
<b>Topic:</b>	Lean Logistics and Supply Chain Management in Automotive Industry
<b>Lecturer:</b>	<b>Ing. David Holman, Ph.D.</b>
<b>Location:</b>	Ireland, Atlantic Language Dublin
<b>Date:</b>	03/11 - 12/11 2016
<b>Topic:</b>	Training course EPSA: Erasmus Public Speaking for Academics
<b>Lecturer:</b>	<b>Ing. Martin Juhas</b>
<b>Location:</b>	Finland, Seinäjoki University of Applied Sciences
<b>Date:</b>	31/10 - 04/11 2016
<b>Topic:</b>	Digital photography, electronic trap & history of IT
<b>Lecturer:</b>	<b>doc. Ing. Tomáš Krabec, Ph.D., MBA</b>
<b>Location:</b>	Germany, Münster University of Applied Sciences
<b>Date:</b>	21/11 - 24/11 2016
<b>Topic:</b>	Practical solutions to economic and intercultural questions by means of case studies
<b>Lecturer:</b>	<b>doc. PhDr. Karel Pavlica, Ph.D.</b>
<b>Location:</b>	Finland, Seinäjoki University of Applied Sciences
<b>Date:</b>	27/11 - 03/12 2016
<b>Topic:</b>	International Business and Communication
<b>Lecturer:</b>	<b>PhDr. Martina Žáčková</b>
<b>Location:</b>	Germany, Münster University of Applied Sciences
<b>Date:</b>	21/11 - 26/11 2016
<b>Topic:</b>	Interkulturelle Unterschiede, Kompetenzen
<b>Lecturer:</b>	<b>Ing. Pavel Wicher, Ph.D.</b>
<b>Location:</b>	Germany, Ostbayerische Technische Hochschule Regensburg
<b>Date:</b>	08/02 - 09/02 2016
<b>Topic:</b>	Sustainability Logistics and Supply Chain Management in Automotive Industry

**Lecturer:** Ing. David Holman, Ph.D.  
**Location:** Germany, Ostbayerische Technische Hochschule Regensburg  
**Date:** 08/02 - 09/02 2016  
**Topic:** Sustainability Logistics and Supply Chain Management in Automotive Industry

**Lecturer:** Ing. David Staš, Ph.D.  
**Location:** Germany, Ostbayerische Technische Hochschule Regensburg  
**Date:** 08/02 - 09/02 2016  
**Topic:** Sustainability Logistics and Supply Chain Management in Automotive Industry

**Lecturer:** prof. Ing. Radim Lenort, Ph.D.  
**Location:** Germany, Ostbayerische Technische Hochschule Regensburg  
**Date:** 08/02 - 09/02 2016  
**Topic:** Sustainability Logistics and Supply Chain Management in Automotive Industry

**In 2016, cooperation continued or was established with the following foreign higher education institutions and organisations:**

April 2016 - signing a bilateral E+ agreement with the University of Szczecin (Poland)  
 May 2016 – signing a memorandum of cooperation and support of Czech-Chinese relationships with New Silk Road Institute Prague (Czech Republic)  
 May 2016 - signing a memorandum of cooperation with Xihua University (China)  
 May 2016 - signing a memorandum of cooperation with Higher School of Economics (Nizhny Novgorod, Russia)  
 October 2016 - signing a bilateral E+ agreement with Universita di Siena (Italy)  
 October 2016 – signing a bilateral E+ agreement with HHL Leipzig Graduate School of Management (Germany)  
 December 2016 – signing a memorandum of cooperation with RK University (India)  
 December 2016 – signing a bilateral E+ agreement with University of Bialystok (Poland)

**Current partners of ŠAVŠ – higher education institutions, companies and organisations:**

**Higher education institutions:**

**Bulgaria**

Technical University Sofia

**China**

Dalian University of Technology, Dalian

Tongji University, Shanghai

**Finland**

Seinäjoki University of Applied Sciences

**France**

Ecole de Commerce Europeenne - INSEEC Bordeaux

Ecole de Commerce Europeenne – INSEEC Lyon

Ecole de Commerce Europeenne – INSEEC PARIS

**Croatia**

University of Zagreb

**India**

Kalinga Institute of Industrial Technology, Odisha

Parul University, Vadodara, Gujarat

**Iceland**

Reykjavik University

**Italy**

Universita Politecnica delle Marche - UNIVPM

**Germany**

Hochschule Amberg-Weiden, University of Applied Sciences

University of Applied Sciences Aschaffenburg

Hochschule für Technik und Wirtschaft Dresden

Private Hochschule Göttingen

Hochschule Ingolstadt

Fachhochschule Koblenz - University of Applied Sciences

Münster University of Applied Sciences

OTH Regensburg

Ostfalia Hochschule Braunschweig/Wolfenbüttel

Zwickau University of Applied Sciences

**Norway**

Aalesund University College

**Poland**

University of Lodz

University of Szczecin

Wroclaw School of Banking

**Portugal**

Instituto Politécnico do Cávado e do Ave

**Austria**

University of Applied Sciences Upper Austria, School of Management

FHWien Studiengänge der WKW

**Romania**

University of Cluj Napoca

**Russia**

Kuban State University, Krasnodar

**Greece**

Technological Educational Institute (T.E.I.) of Athens

**Slovakia**

Comenius University in Bratislava

University of Economics in Bratislava

Slovak University of Agriculture in Nitra

University of Žilina

**Slovenia**

University of Maribor

**Spain**

Escola Universit ria Polit cnica de Matar 

Fundaci  TecnoCampus Matar -Maresme (Escola Universit ria del Maresme)

**USA**

Lehigh University, Bethlehem

**Turkey**

ISIK University

Sakarya University

**Companies and organisations:**

**China**

Shanghai Volkswagen, Shanghai  
SinoTrans PFS

**Ireland**

Volkswagen Ireland  
ŠKODA AUTO Ireland

**Italy**

Ferrinox Automotive

**Germany**

Audi AG  
Adam Opel Deutschland AG  
Aliseo GmbH  
Continental AG  
Volkswagen AG  
Skoda Auto Deutschland GmbH

**Poland**

Volkswagen Poland

**Slovakia**

ALD Mobil  
ČSOB Slovakia  
G+G Autoslužby  
Reco Computer  
Volkswagen Slovakia, a.s.  
Treves Slovakia

**Slovenia**

Porsche Ljubljana

**Spain**

Finca Sol Net  
Hotel Holiday

**Sweden**

VW Sweden

**United Kingdom**

Bentley Motors Ltd.  
Skoda Auto United Kingdom

**Foreign teachers and other experts who came to ŠKODA AUTO University in 2016:**

**Lecturer:** Mr.sc. Jorma Imppola

**Home institution:** Finland, Seinäjoki University of Applied Sciences

**Date:** 28/08/16 - 10/09/16

**Topic:** Summer school as part of Green Solutions for Business and Industry, topic: Biofuels as sustainable logistics solution

**Lecturer:** Doc. Mgr. Jakub Soviar, PhD.

**Home institution:** Slovakia, University of Žilina

**Date:** 28/08/16 - 10/09/16

**Topic:** Summer school as part of Green Solutions for Business and Industry, topic: Marketing strategy and market driven innovations

**Lecturer:** Prof. Dr. Ing. Ingo Gestring

**Home institution:** Germany, Hochschule für Technik und Wirtschaft Dresden

**Date:** 28/08/16 - 10/09/16

**Topic:** Summer school as part of Green Solutions for Business and Industry, topic: Life cycle management

**Lecturer:** Dr hab. inż. Andrzej Bujak

**Home institution:** Poland, Wrocław School of Banking

**Date:** 28/08/16 - 10/09/16

**Topic:** Summer school as part of Green Solutions for Business and Industry, topic: Export management concepts in logistics of waste

**Lecturer:** Thomas Liebetruth

**Home institution:** OTH Regensburg

**Date:** 28/08/16 - 10/09/16

**Topic:** Summer school as part of Green Solutions for Business and Industry, topic: Performance Management Systems in Supply Chain Management

**Lecturer:** Hannu Palomäki, Osmo Mäkiniemi

**Home institution:** Seinäjoki University of Applied Sciences, Seinäjoki, Finland

**Date:** 16/05/2016 - 20/5/2016

**Topic:** Information systems

**Lecturer:** Cory Isaacs

**Home institution:** Seinäjoki University of Applied Sciences, Seinäjoki, Finland

**Date:** February, 2016

**Topic:** teaching Social Communication

**Lecturer:** Cory Isaacs

**Home institution:** Seinäjoki University of Applied Sciences, Seinäjoki, Finland

**Date:** October, 2016

**Topic:** teaching Social and Managerial Potential Development, topic "Social Stereotypes and Communication"

**Lecturer:** Bob Humphries

**Home institution:** Bentley UK

**Date:** October, 2016

**Topic:** Presentation of Bentley Motors Ltd., workshop "How to write a CV", "How to prepare for a job interview"

**Lecturer:** Shane Burrows

**Home institution:** Bentley UK

**Date:** October, 2016

**Topic:** Presentation of Bentley Motors Ltd., workshop "How to write a CV", "How to prepare for a job interview"

**Lecturer:** Dipl. Ing. Dieter Seemann

**Home institution:** Škoda Auto a.s.

**Date:** 01/12/2016

**Topic:** Presentation of activities of the purchasing department of Škoda Auto

Participation in international education programmes													
ŠKODA AUTO University	EU programmes for education and training										Programmes of the Ministry of Education Youth	Other	TOTAL
	Erasmus+	Comenius	Grundtwig	Leonardo	Jean Monnet	Erasmus Mundus	Tempus	Other	Ceepus	Aktion			
Number of projects	3											2	3
Number of outgoing students	57											4	57
Number of incoming students	49											10	49
Number of outgoing academic personnel	5												5
Number of incoming academic personnel and experts	8												8
Number of other outgoing personnel	0												0
Number of other incoming personnel	2											1	3

### 11.3 Participation in international research and development programmes, including mobility

Participation in international research and development programmes				
ŠKODA AUTO University	8th Framework Programme of the EC			TOTAL
	TOTAL	Of which Marie-Curie Actions	Other	
Number of projects				
Number of outgoing students*				
Number of incoming students*				
Number of outgoing academic and research personnel***				
Number of incoming academic and research personnel***				
Subsidies in thousand CZK				

In 2016, the university did not participate in international programmes of the above type.

#### 11.4 Mobility of students and academic personnel by country

Mobility of students, academic personnel, experts and other employees by country				
ŠKODA AUTO University	Number of students		Number of academic personnel, experts and other employees	
	Outgoing	Incoming	Outgoing	Incoming
China	3	2		
Finland	3	8	3	4
France	1	7		
Croatia		3	1	
India		6		
Ireland	1			
Iceland			1	1
Italy	2	4		
Germany	22	11	1	2
Norway	4			
Poland		5		2
Austria	3	5	1	
Romania				
Russia				
Greece				
Slovakia	3	6	3	2
Slovenia				
Spain	2			
Sweden	2			
Turkey		1		
USA	2	2		
United Kingdom	20			
<b>TOTAL</b>	<b>68</b>	<b>60</b>	<b>10</b>	<b>11</b>

## 12 Quality assurance and evaluation of activities

- All employees of ŠKODA AUTO University were trained and tested according to the **Compliance Standards of the Volkswagen Group**.
- ŠKODA AUTO uses the services of the renowned auditor **PricewaterhouseCoopers Audit to verify the accuracy of accounting and financial statements**. Just as in 2015, ŠKODA AUTO University also received in 2016 the best possible auditor's opinion.
- In 2014, ŠKODA AUTO University successfully passed the international ACBSP accreditation, which is an institutional accreditation. In 2016, the university worked intensively on the implementation of recommendations in the accreditation report.

ŠKODA AUTO University uses a system of internal evaluation of study programme quality. This system was developed in accordance with the structure of recommendations and guidelines within ENQUA "Standards and Guidelines for Quality Assurance in the European Higher Education Area". In 2016, work started on further development of this system in line with the amendment of the Higher Education Act and newly defined accreditation standards.

### 12.1 Basic elements of the quality assurance system at ŠKODA AUTO University

#### a) The ECTS system including the definition of learning outputs and a uniform methodology for assessment of students in all courses

In terms of the ECTS system, great emphasis is put primarily on proper standardisation including course evaluation. The syllabi of courses include a description of learning outcomes. Each course also contains in its syllabus a description of workload distribution in the individual forms of work – lectures, practical seminars, seminars, group and project forms of work, self-study including preparation for the completion of the course and more. Fulfilment of the conditions for passing a course is divided into 100 points, with the share and form of each condition being precisely defined.

#### b) Editorial policy in the field of creating teaching aids and research work

The University supports, in terms of its editorial policy, publishing of quality learning texts as well as creating other forms of teaching materials, including aids for part-time form of study. In view of the changing requirements of textbooks, especially in terms of digitisation, the publishing process of traditional printed textbooks will no longer be supported. A process is currently underway, which once completed, will provide a clear definition of requirements for distance learning aids that will replace the publishing of traditional textbooks. These aids should meet the demands on modern learning texts in terms of e.g. interactivity, links to other sources etc. The review process will continue to be a part of the process of verification of suitability in order to prevent any decrease in quality of the textbooks. This is done through advertising support in publishing national and multinational textbooks, publishing proprietary teaching materials in its own editions, providing quality double blind review management including the involvement of skilled experts, adequate remuneration of internal and external authors of these materials using standardised contracts with authors.

#### c) Work of coordinators and field-of-study committees on periodic updates of content of curricula and individual courses

Periodic updates of contents of curricula and individual courses take place under the responsibility of course coordinators together with field-of-study committees. Field-of-study committees are composed of three groups of experts: internal academic personnel, selected external experts and academics and experts from ŠKODA AUTO. Every two years by the end of January, selected members of the field-of-study committees are provided with material containing the complete syllabi of courses, structure of curricula and the study and examination regulations. These members then complete standardised reviews by the end of March of the given year. Course coordinators can comment on all the comments and reviews at the spring meeting of the Academic Board. Requests for reviews are distributed so that each member of the field-of-study committees does a review at least once every six years.

**d) System of stimulation and monitoring of growth and maintenance of qualification of academic personnel**

This includes the internal grant agency, stimulation of external grants acquisition, consultation practice, feedback with evaluation, minimum publishing standards and their relation to teaching workload. According to the Statute, it is the duty of every member of the academic staff to engage in research and original activities. The minimum limits for ŠKODA AUTO University are given by the minimum publishing standards and their fulfilment is monitored through the database of publications of internal academic staff, which can be found in the AIS.

**e) Evaluation of performance of academic personnel in terms of educational activity**

During 2014, a new system was developed for measuring and evaluating the performance of academic personnel in terms of educational activity that also reflects the knowledge acquired during participation in the IPN KVALITA project. In connection with the above-described system for monitoring of fulfilment of standards in research and creative activities, it provides a comprehensive tool for periodic measurement and assessment of the performance of academic personnel.

**f) Evaluation of teaching quality by university management**

The system of internal teaching evaluation by heads of departments and management of the university is set as follows. At the beginning of each semester (according to the academic year timetable), the head of each department submits a plan of visits in lectures for the given semester to the management. The plan will contain the course name, name of the lecturer, time of lecture/practical seminar/seminar, date and room. This will enable the school management to participate in these visits based on random choice.

**g) Evaluation of teaching quality through student surveys**

These are available to: individual teachers – course coordinators – heads of institutes – the Vice-Rector for Academic Affairs. In the event any shortcomings are identified, the course coordinator or the head of the department will engage in a discussion with the related teacher. Direct classroom observation is conducted afterwards.

**h) Detecting plagiarism of final and other qualification theses and works**

Connection of the university to the Theses System ensures prevention and detection of plagiarism. All final theses are submitted in digital form and are checked in the system. The Academic Information System (AIS) can check seminar papers in the different courses. Papers are submitted only in digital form using the Submit module, where they are checked in a similar manner as in the Theses System. Any detected cases of plagiarism are subject to disciplinary proceedings.

## 12.2 Competences and responsibilities of organisational units and positions for the operation of individual system elements

Completeness and quality of the processes described above is the responsibility of the Rector, his superiors and colleagues within the department of human resources. Responsibility for the progress of processes and proposed corrective actions is delegated as follows:

Points a), f), g) and h) are the responsibility of the Vice-Rector for Study Affairs, point b) is the responsibility of the Vice-Rector for Research and Study Programme Development, point c) is the responsibility of the Vice-Rector for Study Affairs and Vice-Rector for Study Programme Development with course coordinators, point e) is the responsibility of the Vice-Rector for Study Affairs and heads of institutes.

An important feature of the internal evaluation system is the involvement of students in the process. Students are involved in the evaluation process in two ways. The first way is participation in student surveys offered regularly in AIS; the second platform involves regular meetings of the management with representatives of the Student Union of ŠKODA AUTO University.

## 12.3 Basic indicators for monitoring and evaluating long-term development of the institution and its position in the tertiary education market

- a) Indicators of interest in the University and their development:
- Market share measured by the number of applications in the total number of applications in the sector, and its development
  - Ratio of applicants/admitted
  - Ratio of admitted/enrolled
  - Average percentile of GSP of the enrolled based on Scio
  - Comparison – average GSP percentile of graduates entering/percentile of average starting salary of graduates
- b) Indicators of importance of research and other expert activities
- Share of expenses (incomes) of research and expert activities in total income
  - Average costs of impacted elements (value of project/number of successful impacts)

## 12.4 Results of internal quality assessment

### 12.4.1 Results of evaluation of basic elements of internal quality assurance for 2016

#### **The ECTS system including the definition of learning outputs and a uniform methodology for assessment of students in all courses**

All basic elements of the ECTS are applied at ŠKODA AUTO University. Each course is assigned with a number of credits, where it is assumed that 1 credit represents 28 hours of study workload. The total annual workload is 60 credits, 30 credits per semester. The syllabus (characteristics) of each course contains a distribution of study workload in different forms of work. It defines the necessary skills and knowledge demonstrated by students as part of the course completion in terms of study assessment. All syllabi contain a distribution of the share of completing different study conditions in the overall course evaluation, definitions of learning outcomes for all courses.

During 2016, the university implemented more suggestions for further improvement of the methodology of student evaluation in courses, including the system of feedback that was implied by the process and evaluation documents of the ACBSP accreditation.

#### **Editorial policy in the field of creating teaching aids and research work**

In 2016, in line with its editorial policy, ŠKODA AUTO University supported publishing of digital study aids to support studies, replacing printed text books; and publishing of specialised monographs.

In 2016, 2 study aids were submitted by academics of the university, successfully passing the review procedure and now in effective use in the learning process both in full-time and part-time studies. The review process uses the double-blind approach, which means that the reviewers receive the document without the author's name; the author then receives the review without their names. This ensures the quality of published study aids.

The academic personnel of ŠKODA AUTO University published 6 reviewed monographs in domestic and international professional publishing houses during the year. As part of its editorial policy, the university supports publishing of peer-reviewed monographs in a sufficiently high number of copies. The review process is organised by cooperating publishing houses themselves and require no input from the university.

#### **Work of coordinators and field-of-study committees on periodic updates of content of curricula and individual courses**

The outcomes of the work of programme councils, with their last cycle having started in 2015, were implemented in 2016 as part of re-accredited Bachelor's and Master's degree programmes and continue to be implemented in the learning process in 2017. The next round of programme councils is scheduled for 2018.

### **System of stimulation and monitoring of growth and maintenance of qualification of academic personnel**

In addition to the above system elements, at the end of 2016 there was another periodic evaluation of academic personnel in terms of fulfilment of minimum publishing standards of ŠAVŠ. Most personnel have met or exceeded the standards. Those who did not fulfil the standard in a substantial manner, attended a personal discussion with heads of departments. A broader set of performance criteria in research and original activities was also evaluated. These broader criteria include, among other things – verification of membership and activities in specialised associations, editorial boards, research and academic councils of other institutions, cooperation as second readers for habilitation, doctoral and diploma theses, etc.

### **Evaluation of performance of academic personnel in terms of educational activity**

Two data collections were conducted in 2016 for the purposes of evaluation of academic personnel in terms of educational activity. It provides the university management with valuable and comprehensive information for managing the educational and creative process along with the evaluation of creative activities. The evaluation results were reflected in the remuneration of academic personnel.

### **Evaluation of teaching quality by the school management**

In 2016, a plan was developed for direct observation of classes for the summer semester of 2015/2016 and the winter semester of the academic year 2016/2017. The plan included a total of 24 observations.

In all cases, the heads of departments conducting the inspections found the quality of lectures to be adequate and identified no major shortcomings.

### **Evaluation of teaching quality through student surveys**

Student evaluation of lectures takes place regularly at the end of each semester. Students evaluate pre-defined aspects of teaching quality on a scale from 1 to 7, with higher value meaning a better mark.

Assessment is considered satisfactory if at least 75% of respondents rated the course with the three highest grades on the scale.

A less satisfactory assessment is when less than 75% of respondents rated the course with the three highest grades and at the same time less than 75% rated the course in the three lowest grades.

Assessment is considered unsatisfactory if more than 75% of respondents rated the course with the three lowest grades.

The results below refer to ŠAVŠ as a whole.

A total of 143 courses were taught in the WS 2015/2016. 115 courses were assessed as satisfactory, 4 as less satisfactory, 24 courses had no assessment from the students.

A total of 149 courses were taught in the SS 2015/2016. 122 courses were assessed as satisfactory, 4 as less satisfactory, 23 courses had no assessment from the students.

The above results reflect the overall very positive perception of the quality of the education process at ŠAVŠ as a whole. In those cases where the assessment identified shortcomings in teaching quality, the following procedure was used in line with the internal quality assurance system: the head of department or course coordinator discussed the matter with the given lecturer, or a direct inspection was scheduled for the earliest possible date. The employment contract was terminated in two cases.

For the future, the intention is to increase through suitable incentive means the share of students participating in the assessment process and in continuing cooperation with representatives of students

work on improving the internal structure of this evaluation component, i.e. primarily a suitable structure of questions.

### **Detecting plagiarism of final and other qualification theses and works**

No thesis plagiarism was detected in 2016. Several cases of plagiarism were detected in seminar papers. These cases were addressed in disciplinary proceedings.

Further measures were taken to ensure the relevance of Bachelor theses to their field.

## **12.5 External quality assessment**

One of the essential components of external assessment of ŠKODA AUTO University is the accreditation process.

In 2016, the university submitted to the Accreditation Commission an inspection report on staffing and original activities for the Bachelor's Business Administration and Human Resources Management under the Economics and Management programme and follow-on Master's Business Administration and Operations under the Economics and Management programme. The reports were acknowledged by the Accreditation Commission, and no additional information was required.

The university also applied for an accreditation extension for Bachelor's Business Administration and Sales and Business Administration and Financial Management and the follow-on Master's Law in the Global Business Environment. The Accreditation Commission accepted all the applications.

No other evaluations were performed by the Accreditation Commission in 2016.

ŠKODA AUTO University obtained the institutional international accreditation ACBSP in 2014. The accreditation was awarded with five so-called remarks, which are recommendations for improvement. ŠKODA AUTO University has started work on activities that will result in remedying these recommendations. In 2016, the first inspection report was submitted based on the required accreditation criteria, a so-called Quality Assurance Report. Based on this report, the commission remedied 3 recommendations related to Standard 5, focus on faculty and staff, and Standard 6, focus on process management of education and operations. The remaining two recommendations are to be remedied by the university by 2024. The management intends to remedy them in a substantially shorter period.

All employees of ŠKODA AUTO University were trained and tested according to the Compliance Standards of the Volkswagen Group.

ŠKODA AUTO uses the services of the renowned auditor PricewaterhouseCoopers Audit to verify the accuracy of accounting and financial statements. As in previous years, also in 2016 ŠKODA AUTO University received the best possible auditor's opinion.

## 13 National and international excellence of the university

### 13.1 Membership of ŠKODA AUTO University in international associations, organisations and unions and in professional associations, organisations and unions

Organisation	Status
Accreditation Council for Business Schools and Programs	Member
Czech Economic Society	Member
European Marketing Academy	Member
Czech Marketing Association	Member
Czech and Slovak Association of Language Centre Teachers at Higher Education Institutions	Member
European Confederation of Language Centres in Higher Education (CercleS) Czech and Slovak Association of Language Centre Teachers at Higher Education Institutions (CASAJC)	Member Member
Czech Logistics Association	Member
GNSS Centre of Excellence	Member

**Academic personnel of the university are members of a number of professional and expert organisations:**

**Mgr. Lenka Stejskalová, MBA**

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

**PhDr. Martina Žáčková**

European Confederation of Language Centres in Higher Education (CercleS)  
Czech and Slovak Association of Language Centre Teachers at Higher Education Institutions (CASAJC)

**Mgr. Pavlína Příbramská**

European Confederation of Language Centres in Higher Education (CercleS)  
Czech and Slovak Association of Language Centre Teachers at Higher Education Institutions (CASAJC)

**Mgr. Jana Stará**

European Confederation of Language Centres in Higher Education (CercleS)  
Czech and Slovak Association of Language Centre Teachers at Higher Education Institutions (CASAJC)

**doc. Ing. Eva Jarošová, CSc.:**

Technical Standardisation Committee TNK 4 (Application of Statistical Methods) UNMZ (Institute for Standards, Measurements and Testing)  
Czech Statistical Society

**prof. Ing. Radim Lenort, Ph.D.:**

GNSS Centre of Excellence (coordinator of institutional membership of ŠAVŠ)  
Czech Logistics Association (coordinator of institutional membership of ŠAVŠ)  
Chamber of Logistic Auditors (individual membership)  
Slovak Logistics Society (individual membership)

**prof. Ing. Otto Pastor, CSc.:**

Project Management Association

**Ing. Martin Folta, Ph.D.:**

International Automotive Task Force, International Qualified Automotive Auditor  
Qualitäts Management Center im Verband der Automobilindustrie e.V. – Process Auditor VDA 6.3  
European Federation of National Engineering Associations (FEANI) – EUR ING Club  
Czech Society for Quality

**Ing. Josef Bradáč, Ph.D.:**

Czech Society for Mechanics  
Czech Society for New Materials and Technology  
Czech Society for Quality

**doc. JUDr. Václav Šmejkal, Ph.D.:**

Czech Association for European Studies  
Czech Society of International Law  
Czech Association for Competition Law  
International League of Competition Law  
Arbitration Court of the Czech Economic Chamber and Czech Agricultural Chamber.  
Editorial Committee Prague Law Working Papers.

**JUDr. Petr Frischmann, Ph.D.:**

Czech Bar Association  
Arbitration Court of the Czech Economic Chamber and Czech  
Agricultural Chamber  
OSA, member of the editorial board of Culturologia Journal

**JUDr. Jiří Valdhans, Ph.D.:**

SECOLA (Society of European Contract Law), member  
CYIL (Czech Yearbook of International Law), editorial board member  
Czech-Polish forum, member

**JUDr. Ing. Hana Skalická, Ph.D, BA:**

Czech Bar Association  
Slovak Bar Association  
International Fiscal Association (board member)  
Observatory on the Practical Protection of Taxpayers' Rights  
Women in Tax Law

**prof. Ing. Jiří Strouhal, Ph.D.:**

Association of International Accountants (member)  
Union of Accountants Prague (chairman of the audit committee of the association)  
Union of Accountants of the Czech Republic (accounting expert)  
Chamber of Certified Accountants of the Czech Republic (president)  
Chamber of Auditors (non-member, reviewer of the exam Financial Accounting I)  
Member of the Scientific Board of the Publisher at the Tomáš Baťa University in Zlín  
Editorial board member of International Advances in Economic Research (SCOPUS)  
Editorial board member of Central European Business Review (ERIH+)  
Editorial board member of Journal of Competitiveness (ERIH+)  
Editorial board member of International Journal of Entrepreneurial Knowledge (ERIH+)

**doc. Ing. Jiřina Bokšová, Ph.D.:**

Chamber of Auditors of the Czech Republic (examination commissioner and lecturer)

**doc. PhDr. Karel Pavlica, Ph.D.:**

IACCM, i.e. International Association of Cross-Cultural Competence and Management, WU Wien

**PhDr. Ingrid Matoušková, Ph.D.**

Editorial board member of Studies of Socio-Economics and Humanities, printed and digital (ERIH+)  
Member of Consortium for Security Research Projects

Member of Association of Forensic Psychologists of Bohemia, Moravia and Silesia  
Member of Czech Association of Labour and Organisation Psychologists  
Member of the Association of Managers and Entrepreneurs of Central Bohemia

**doc. Ing. Jana Přikrylová, PhD.:**

International Chamber of Commerce, Paris  
Marketing and Advertising Section

**Ing. Hana Jahodová, CSc.:**

Czech Marketing Society (CMS)  
Marketing Lecturers Club section  
ŠAVŠ is a co-publisher of the Marketing Science & Inspiration Journal with FM Comenius University in Bratislava (MSI)

**doc. Ing. Pavel Štrach, Ph.D. et Ph.D.:**

MSI editorial board member  
Member of Academy of International Business (AIB)

**doc. Ing. Marie Hesková, CSc.:**

MSI editorial board member  
Retail Academy in Cologne, DAČR – member of the education committee

**doc. Ing. Stanislav Šaroch, Ph.D.:**

Member of the Scientific Council of the Czech Banking Association  
Editorial board member of the Scopus Journal Národohospodářský obzor  
Editorial board member of Scientia&Societas  
Editor of journals Contemporary Europe and the Czech Republic, Acta VSFS and European Scientific Journal  
Member of the Scientific Council of FMV VSE, Academic Council of Newton College, BIVS and SAVS  
member of the Czech Economic Society

**Ing. Helena Horská, Ph.D.:**

Member of the Scientific Council of the Czech Banking Association  
Member of the executive board of Prague Economic Papers

**doc. Ing. Pavel Mertlík, Ph.D.:**

Member of the Scientific Council of the Czech Banking Association  
Member of the Czech Economic Society

**doc. Ing. Vladislav Flek, CSc.**

Member of the Scientific Council of the Czech Banking Association

**doc. Ing. Jan Fábry, Ph.D.:**

Member of the Czech Society for Operational Research

**prof. Ing. Josef Jílek, CSc.**

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

**prof. RNDr. Václava Pánková, CSc.:**

Czech Econometric Society  
Czech Society of Operational Research

**Ing. Václav Žďárek, MSc., Ph.D.:**

Member of the Czech Economic Society  
Member of the Royal Economic Society  
Member of the European Economic Association

**Ing. Drahoslav Dvořák, Ph.D**

Project Management Institute – Czech Republic

### 13.2 National and international awards of the university, evaluation conducted by a team of international experts

Award – 2nd place Erasmus Quality Label at the Valorisation conference of the Erasmus+ programme, subtitled “Education without Borders” (08/11/2016).

In 2012, ŠKODA AUTO University was admitted as a full member of the Accreditation Council for Business Schools and Programs, which brings together more than 600 business economics higher education institutions in dozens of countries from around the world. ŠKODA AUTO University obtained the ACBSP accreditation in 2014.

In 2016, the university submitted the first Quality Assurance Report for the international ACBSP accreditation, based on which three recommendations were remedied by the commission from the evaluation, defined earlier in 2014. ŠAVŠ has thus demonstrated successful implementation of recommendations of an international team of experts.

## 14 Conclusion

In 2016, the founding authority of ŠKODA AUTO University, ŠKODA AUTO a.s. approved the long-term strategic document of ŠAVŠ Development Strategy of ŠAVŠ by 2025, including financing of the university up to 2021. This new strategic document follows on a similar document from 2012, confirms and develops the strategic goals of ŠAVŠ defined in the Long-term Plan for Educational, Research, Scientific, Development and Innovative and Other Original activities of ŠKODA AUTO University for the period 2016 – 2020 and sets new ambitious goals for 2025.

As of 1/1/2016, the functions of Rector and Director of ŠAVŠ were merged. Doc. Ing. Pavel Mertlík, CSc. was elected Rector and also became the Director of the public service company. The former Director, Ing. Jan Dušek, took on the new position of bursar.

In 2016, the university continued in the implementation of the Bachelor's degree programme Economics and Management in full-time and part-time modes with the fields of study Business Administration and Sales, Business Administration and Financial Management and Business Administration and Operations, Logistics and Quality Management. A newly accredited Bachelor's degree programme Business Economics and Human Resources Management was launched in September 2016. A total of 235 students enrolled for study in the 1st year of Bachelor studies. The number has decreased in comparison with the previous year, which can be explained with the demographic development as well as the general decline of interest in the part-time mode of study at this degree level. The English programmes Business Administration and Sales and Business Administration and Financial Management continued.

The follow-on Master's degree programme Economics and Management was implemented in full scale both in full-time and part-time modes in the accredited fields of study Corporate Finance Management in the Global Environment, Marketing Management in the Global Environment, Business Administration and Operations and in full-time mode in the accredited field of study Law in the Global Business Environment. Beginning in September 2016, the follow-on Master's degree programme Business Administration and Operations was also offered in the newly opened branch in Prague. This year the number of newly enrolled students was 101, which is 25 more than the previous year, of which 10 students enrolled for studies in Prague. Studies in the follow-on Master's programme again started not only in the winter semester, but (due to the 3.5 years duration of the Bachelor's programme) also in the summer semester of the given academic year.

Follow-on Master's degree programmes Marketing Management in the Global Environment and Corporate Finance in the Global Environment taught in English continued in their entirety.

The overall number of students in 2016 decreased slightly compared with the previous year to 1055 as of 31<sup>st</sup> December.

ŠKODA AUTO University had 206 graduates in 2016, of which 142 graduates obtained the Bachelor degree (Bc.) and 64 graduates obtained the engineer degree (Ing.).

The personnel needs of study programmes in 2016 remained stable and given the size of the university, they provided a guarantee of individual approach and intensive contact with students.

Academic personnel with 100% employment contracts absolutely dominated in the roles of lecturers and coordinators in more than 90% of courses in the curricula.

During 2016, work was conducted on 1 project of the Czech Science Foundation. Two new project applications were submitted to the Czech Science Foundation. Unfortunately none of them was awarded grant support. Work continued on projects under SGS. Research activity in applied and oriented research was very intensive in 2016, with ŠKODA AUTO a.s. and Siemens s.r.o. being the main partners. Work continued on the project **“Green Solutions for Business and Industry” funded by the Erasmus+ programme.**

ŠKODA AUTO University prepared two projects under the OP VVV programme in 2016.

In 2016, the joint Double Degree programmes continued with the University of Applied Sciences Steyr on the Bachelor's and follow-on Master's degree study programme and a Double Degree programme with the University of Applied Sciences Seinäjoki. There were more study and academic stays at partner universities abroad, internship stays in foreign companies as well as foreign students coming to ŠKODA AUTO University. Cooperation with higher education institutions outside the EU continued in the form of student exchanges. Despite certain administrative limitations, internships were arranged even outside the EU, particularly in China. New bilateral agreements were concluded with new partner universities.

A total of 119 students of the third year of the Bachelor's degree study programme took their internships between September 2016 and February 2017. Half of them worked in ŠKODA AUTO a.s. and 25 students travelled to work abroad.

The university continued to provide financial support to students taking internships abroad from EU programmes.

The network of partner manufacturing and non-manufacturing companies was further expanded, providing internships as well as other forms of cooperation, e.g. the Career Day. A long-term sustainable system of cooperation between the university and a wide range of prestigious companies was strengthened.

The presented annual report provides information on the activities of ŠKODA AUTO Vysoká škola o.p.s. for the year 2016.

The annual report on the activities of ŠKODA AUTO University was prepared according to Section 42 of Act No. 111/1998 Coll., on Higher Education Institutions and amending other Acts (the Higher Education Act).

Mgr. Petr Šulc et al.  
Mladá Boleslav, 14<sup>th</sup> June 2017