



SELF-EVALUATION REPORT COVERING PERIOD 2015 - 2019

Department: Department of Business Economics and Management

STAFFING AND EDUCATIONAL ACTIVITIES

The Department of Business Economics and Management ([DBEM](#)) was established at the School of Business Administration in Karviná ([SBA](#)) in 2014 and has profiled itself from the Department of Management and Entrepreneurship, the Department of Logistics, the Department of Marketing and the Department of Law. The current form of DBEM is the fundamental building block of the Faculty. It is divided into three specialist sections: Business Economics, Management and Marketing. It consists of a team of 16 academic staff, 1 pedagogical staff and 6 internal doctoral students. Their composition meets the needs of the qualification structure and the professional focus reflecting the current needs of the market.

Employees participate in the implementation of educational and scientific research activities, publishing in peer-reviewed journals and regularly present their outputs at international and domestic scientific conferences. They also take part in the processing of monographs, university textbooks and teaching texts. The department develops cooperation with domestic and foreign universities and cooperates with business entities. The outputs of the cooperation are then, in addition to publications, visible in bachelor's, master's and dissertation theses.

State of the staff as of 31/12/2019	
Position	Number
Academic staff	
Professor	0
Associate Professor	5
Assistant Professor	10
Assistant	1
Lecturer	0
Teaching staff	
Professor	0
Associate Professor	0
Lecturer III.	0
Lecturer II.	0
Lecturer I.	1
Doctoral students	
Full-time	6
Part-time	1

At the end of 2019, DBEM guarantees students the most numerous bachelor's and follow-up master's degree program in Economics and Management with the field of study in Business Economics and Management. The bachelor's field of study in Business Economics and Management can be studied in three specializations: Entrepreneurship, Marketing and Trade and Hotel Management. The follow-up



At the end of 2019, approximately 70 % of all SBA students studied in the fields of study guaranteed by DBEM (total approx. 1800). The recalculated number of students in DBEM fields of study per 1 employee of the department, including doctoral students, was approximately 50. The field of study with the greatest interest of students was Business Economics and Management, especially the specialization in Marketing and Trade and Entrepreneurship. The trend of applications in the monitored period is rising despite the overall decline in interest in studying at SBA, which is mainly due to the declining demographic curve. The number of admitted students gradually increased the pressure on the capacity to increase the number of seminars and the supervision of final theses, which the department tried to compensate with the help of other SBA departments. However, this activity encountered disagreements in the topics of the final theses. DBEM teachers therefore focused mainly on securing the teaching process and students' final theses (on average 10-20 theses per employee). Research and project activities were solved as a side activity.

Graduates 2015-2019										
Period	2015		2016		2017		2018		2019	
Fields of study	BA	MA	BA	MA	BA	MA	BA	MA	BA	MA
Management and Marketing	96	193	105	139	74	66	69	10	11	-
Business Economics in Trade and Services	33	176	34	105	37	49	18	9	3	-
Social Management	21	-	18	-	11	-	8	-	9	-
Business Economics and Management (Entrepreneurship)	-	-	-	-	-	12	9	22	14	24
Business Economics and Management (Marketing and Trade)	-	-	-	-	-	30	6	91	39	92
Business Economics and Management (Business Finance)	-	-	-	-	-	5	2	12	9	3
Business Economics and Management (Hotel Management)	-	-	-	-	-	-	-	-	6	-
Business Economics and Management (Tourism Economics)	-	-	-	-	1	-	8	-	11	-
Business Economics and Management (Accounting and Taxes)	-	-	-	-	-	31	-	54	-	46
Business Economics and Management (taught in English)	-	-	-	-	-	-	-	-	-	1
Logistics Management	14	-	8	-	3	-	-	-	-	-



The conversion of students to graduates was at the level of 70-80 % in the observed period, regardless of the specific field of study. This was in line with the general trend of studying at universities in the Czech Republic, when the drop rate was highest in the first years of study. Universities were generally pushed by the policy of the Ministry of Education, Youth and Sports of the Czech Republic (MEYS) to recruit students in the same or at least smaller numbers compared to the past. As a result, competition in the university market increased and applicants who failed in the first year were also accepted to study. In later years, mainly students who found immediate employment in the labour market broke off their studies at SBA. Unemployment in the Czech Republic was one of the lowest in the EU in the period under review, which put pressure on employers to choose among university students, too.

FOCUS OF SCIENTIFIC AND RESEARCH ACTIVITIES

In the period under review, DBEM focused on relevant scientific research activities in the overall area "Development and sustainability of business activities due to changes in the business environment". This focus provided the content base for all three sections of DBEM and offered the possibility of reflecting on theory in confrontation with empiricism. The secondary research examined the impact of the business environment, which was characterized by a high degree of turbulence and dynamism, which directly or indirectly affected the activities of companies in the Czech Republic and abroad. The achieved results were supplemented by primary research, modelling and creation of case studies. DBEM's scientific research direction was mainly influenced by trends reported by central institutions playing a role in supporting business entities (European Commission, Ministry of Industry and Trade, etc.), which emphasized the problem of low added value, especially of small and medium-sized enterprises (SMEs) in the Czech Republic compared to the trend in the EU. As a follow-up to the overall topic of DBEM's scientific research activities, four sub-directions of research were defined: business process management, development of business entities in the business environment, strategic business management and acceptance of technology in the area of marketing.

LEVEL OF SCIENTIFIC AND RESEARCH ACTIVITIES

In 2015-16, the main share in DBEM's publishing activities was output in conference proceedings (D), which were under evaluated publications according to the then valid methodology of science and research of the MEYS (66). In contrast, the number of journal articles indexed in Scopus (Jsc) or Web of Science maintained by Clarivate Analytics with an impact factor (Jimp) was lower in the department (11). In 2015 and 2017, not a single Jimp article was published at DBEM. In the then valid evaluation methodology, there was not a large point difference between the article in the proceedings and the journal. On the other hand, publishing in journals at that time was a key qualification prerequisite for career growth, especially in habilitations and professorships. There is no successful associate professor or professor at this department during this period.

The situation changed in 2017, when the evaluation of research organizations in the new methodology of the MEYS stopped focusing on outputs in conference proceedings, the point system was removed and quality began to be evaluated instead of quantity. Therefore, in 2017-19, DBEM showed a decrease in the number of articles in proceedings (51) and a gradual increase in better quality outputs in peer-reviewed journals, indexed in Scopus or on the Web of Science with an impact factor (24). During this period, 3 new associate professors in the field of study in Business Economics and Management (2) and Business Law (1) were added to the department. All of them were DBEM 's core professional assistants and successfully habilitated.



Throughout the monitored period, DBEM shows a relatively stable number of published monographs (B) and articles in other peer-reviewed journals other than Scopus and Web of Science (Jost). The Jost category was especially interesting for beginning collaborators and doctoral students. The situation with chapter-type publications in monograph (C) is distorting, as only chapters that have been published in books registered by the National Library are officially registered. However, foreign monographs, in particular, were not generally sent to the National Library.

	Publications	2015	2016	2017	2018	2019
1	Monograph (B)	5	2	3	2	2
2	Chapter in monograph (C)	2	0	0	0	0
3	Article in the scientific journal with impact factor (Jimp)	0	1	0	3	1
4	Article in the scientific journal listed in Scopus database (Jsc)	3	7	3	12	8
5	Article in other scientific journal (Jost)	3	5	0	0	5
6	Article in conference proceedings (D)	30	36	27	13	11

SBA has long supported efforts to share primary results of scientific research activities of faculty staff in the form of the so-called [Working Paper Series](#) on the website of the Institute of Interdisciplinary Research. The purpose is to get feedback from a professional audience before sending the article to a journal or a scientific conference. In the monitored period, 21 articles by DBEM employees were published in this series (33 % of all contributions at SBA).

In cooperation with the Department of Informatics and Mathematics of SBA, DBEM organizes a regular international conference DEMSME ([Decision making for Small and Medium-Sized Enterprises](#)) focusing on current trends in research of decision-making processes and methods in small and medium enterprises using business economics, informatics, management and marketing. Significant space is devoted to the digitization of business models and internal business processes. Its second edition in 2019 was listed in the Web of Science database.

DBEM organized regular scientific seminars in the monitored period, especially with the participation of foreign academics and journal editors. The purpose of the seminars was to acquaint DBEM employees with examples of good practice in conducting research, data processing, their evaluation and subsequent publication in prestigious peer-reviewed journals. The seminars included:

- "International research project proposals in finance and economics fields", Dr. Andrzej Cwynar, University of Economics and Innovation, Lublin, Poland, 10/04/2018
- „R&D activity of Polish and Czech enterprises versus regional development“, Dr. Aleksandra Zygmunt, Opole University of Technology, Poland, 13/02/2019
- „International research project propositions in business administration, management and economics fields“, Dr. Małgorzata Smolarek, Faculty of Applied Sciences in Krakow Academy of Social Sciences, Poland and Dr. Joanna Dzieńdziora, WSB University in Dąbrowa Górnicza, Poland, 07/05/2019



- „Young Entrepreneur ≠ Entrepreneurship Education ± Big Five Personal Traits?“, Dr. Ana Iolanda Voda, Alexandru Ioan Cuza University, Romania, 14/11/2019
- "Modeling using structural equations (SEM)", Dr. Jitka Burešová, Technical University of Liberec, Faculty of Economics, Czech Republic, 14/11/2019
- „Cross-cultural Differences in Global Business“, Dr. Deniz Dirik and Dr. Burak Özdoğan, Manisa Celal Bayar University, Faculty of Economics and Administrative Sciences, Turkey, 19/11/2019

SCIENTIFIC PROJECTS

Scientific research projects are among the basic mechanisms of funding science and research at Czech universities. It is also one of the important qualitative indicators of scientific research activities of individuals and universities. We divide projects into internal and external according to the type of sources of funding. Among the internal ones at SBA, are, for example, the Student's Grant Competition and the Internal Grant System. External ones include, for example, EU projects such as Horizon 2020 or national and regional projects such as the Czech Science Foundation, the Technology Agency of the Czech Republic, the Visegrad Fund and the Moravian-Silesian Region. From the point of view of the career growth of academics and the process of obtaining accreditation of degree programs, it is absolutely necessary in the Czech Republic to obtain and successfully solve scientific research projects from external sources.

In the monitored period, DBEM employees acquired and successfully solved several scientific research projects (a total of 15 in the table below). A positive finding was the active involvement of all doctoral students who worked at DBEM at that time. This enabled them to gain important experience from group work on scientific research problems in an area close to the topics of their dissertations. On the other hand, there was a significant failure in obtaining projects from external sources, despite many submitted proposals (more than 15 in total for the period under review). The importance of these projects, especially for the accreditation of new degree programs, causes the immense interest of Czech universities in submitting these proposals on masse. This is ultimately reflected in the level of acceptance of project proposals for funding, especially from the Czech Science Foundation and Technology Agency of the Czech Republic. At the end of the period under review, this rate was around 20 %.

Projects financed from external sources				
Source	Time period	Project title	Co- / Investigator	Registration number
Moravian-Silesian Region	2014 - 2015	"Sustainable business and its support in the context of the expected socio-economic development of the Moravian-Silesian (MS) region" within the grant program Science Support and Research in the Moravian-Silesian Region 2014, grant heading 2	Jarmila Šebestová Roman Šperka Šárka Čemerková Pavel Adámek Martin Klepek	02612/2014 / RRC



Projects financed from internal sources (university sources)				
Source	Time period	Project title	Co- / Investigator	Registration number
Student Grant Competition	2018 - 2020	Economic Literacy of Business Entities	Šárka Čemerková	SGS/6/2018
Student Grant Competition	2018 - 2020	Advanced Methods and Procedures of Business Processes Improvement	Dalibor Šimek	SGS/8/2018
Student Grant Competition	2017 - 2019	Acceptance of technology from the perspective of marketing tools	Kateřina Matušínská	SGS/7/2017
Student Grant Competition	2016 - 2017	Human Resources in Family Businesses	Šárka Zapletalová	SGS/24/2016
Student Grant Competition	2015 - 2017	The support of social innovations from EU funds	Monika Chobotová, Jarmila Šebestová	SGS/16/2015
Student Grant Competition	2015 - 2016	Employment and leading of employees in enterprises using part-time jobs in the Moravian-Silesian Region	Ivana Němcová	SGS/14/2015
Student Grant Competition	2014 - 2016	Performance evaluation of corporate social responsibility	Pavel Adánek	SGS /19/2014
Student Grant Competition	2014 - 2016	Consumer Behavior of the Specific Segment in the Czech Republic	Kateřina Matušínská	SGS/23/2014
Internal Grant System	2019	The use of the process of creating a customer persona in the creative content creation in marketing communication	Martin Klepek	IGS/15/2019
Internal Grant System	2017	Defining the factors determining customer engagement to brands in the environment of social networks in the Czech Republic	Martin Klepek	IGS/11/2017
Internal Grant System	2015	Performance measurement in enterprises	Žaneta Rylková	IGS/1/2015
Internal Grant System	2015	Possibilities of using regional product labelling in the MS region from the perspective of cross-cultural marketing	Michal Stoklasa	IGS/3/2015
Internal Grant System	2015	Corporate social responsibility of organizations: a tool for sustainable development	Pavel Adánek	IGS/5/2015
Institutional Support of Long-term Research Development	2017 - 2019	Organizational Excellence - Resources and Dynamic Capabilities in Models of "Business Excellence" in the Context of Sustainability Performance Improvement	Pavel Adánek	1/2017

NATIONAL AND INTERNATIONAL COOPERATION

At the national level, DBEM developed cooperation with other Czech universities in the period under review. An example is, for instance, group cooperation of departments at Czech economically oriented faculties (approx. 20) with a marketing focus with a regular national meeting once a year. The meeting aims to exchange experience in educational and scientific research activities and to get acquainted with



the environment of the host university, which changes every year. Other examples of departmental activities are:

- Scientific research cooperation with the Department of Trade and Tourism, Faculty of Economics, the University of South Bohemia in České Budějovice on the design of simulation models in the area of marketing and trade.
- Scientific research cooperation with Moravian Business College Olomouc in the area of business research in the Czech Republic in 2015. The output was 1 article in a peer-reviewed journal.
- Scientific research cooperation with Moravian Business College Olomouc and VŠB-Technical University in Ostrava in the area of international business in 2017. The output was a monograph entitled “International Business. Selected strategic, managerial and economic aspects.”
- Scientific research cooperation with VŠB-Technical University in Ostrava in the area of innovations and innovation models in 2018. The output was 1 article in a peer-reviewed journal with an impact factor.

The department also cooperated with transnational and regional professional agencies in the area of business support. Examples are:

- European Council for Small Business and Entrepreneurship (partner of the DEMSME conference)
- Czech Confederation of Commerce and Tourism
- Czech Marketing Association, Regional branch in Ostrava
- Moravian-Silesian Innovation Center
- Cluster of Social Innovations and Enterprises - SINEC, z.s.

At the international level, the department developed cooperation in the monitored period in the following selected activities:

- Long-term cooperation with the French IUT Chambéry, Université Savoie Mont Blanc, in educational and scientific research activities in the area of international marketing communication. The temporary outcomes of the cooperation are 4 bilateral short-term Erasmus+ teacher mobilities.
- Long-term cooperation with the Estonian Institute of Computer Science, University of Tartu, in educational and scientific research activities in the area of business process management and process mining. The temporary outputs of the cooperation are 5 unilateral short-term teacher mobilities and 1 long-term student mobility of a doctoral student within the Erasmus + program.
- Cooperation with the Polish Faculty of Economics and International Relations, Cracow University of Economics, in educational and scientific research activities in the area of international business and management support. A temporary output of the cooperation are workshops on the sustainability of the EU project, Reg. No. CZ.1.07/2.3.00/20.0016 “Through the targeted research in the area of small and middle-sized companies to achieve a competitive knowledge economy”.
- Cooperation with the Slovak Faculty of Management, Comenius University in Bratislava, in educational and scientific research activities in the area of participation of intergenerational teams in social entrepreneurship. The temporary outputs of the cooperation are 3 bilateral short-term Erasmus + teacher mobilities.
- Cooperation with the Polish WSB University and Poznan University of Technology, in educational and scientific research activities in the area of management and support of small and medium-sized enterprises. The temporary outputs of the cooperation are 3 bilateral short-



term teacher and student mobilities Erasmus+, 1 article in the conference proceedings and 2 articles in peer-reviewed journals.

- Cooperation with the Romanian University of Iasi, in educational and scientific research activities in the areas of social innovation, labour market, youth unemployment and human resource management. The temporary outputs of the cooperation are 4 bilateral short-term teacher mobilities Erasmus+, 1 article in the conference proceedings and 1 article in a peer-reviewed journal.
- Collaboration with the Irish Institute of Minority Entrepreneurship Dublin, GYB International Limited, in scientific research activities in the area of minority entrepreneurship, social entrepreneurship and social innovation. The temporary outcomes of the cooperation are 2 unilateral short-term teacher mobilities.
- Project cooperation with the Polish Faculty of Management, Rzeszow University of Technology, in organizing joint international student seminars, officially titled “International Student Seminar on Management and Financial Issues” (2 times a year, one at SBA, one in Poland). During the seminars, students present the results of their professional activities in English to a professional committee. The seminars are implemented throughout the monitored period.
- International cooperation within the project “Social Enterprises Sharing Best Practice as a Tool in Youth Work”, Agreement No: 2017-3-UK01-KA205-046425. The professional content of the cooperation was management in social services. A temporary outcome of the cooperation is a special workshop, held in 2019 at SBA.
- International cooperation within the project Erasmus + Key action 2 - Strategic partnership entitled “Entrepreneurship and Communication in Multicultural Teams” (2016-19) in the area of strengthening education aimed at supporting entrepreneurship and start-ups. The outputs of the cooperation are 3 teacher professional workshops (1 workshop conducted in 2019 at SU SBA) and 3 student 2-week intensive programs at foreign universities.
- Scientific research cooperation with the company REA Technology (Denmark) within the EU development project - OP RDE No. CZ.02.2.67 / 0.0 / 0.0 / 16_016 / 0002502 „Modernization of teaching infrastructure of the School of Business Administration in Karviná of the Silesian University in Opava - educational laboratory and teaching equipment” (2018-23). Development of simulation software MAREA 2 to support the teaching of management and marketing.

SOCIAL IMPORTANCE OF SCIENTIFIC AND RESEARCH ACTIVITIES

In the period under review, DBEM's scientific research activities focused cross-sectionally on individual important aspects of business, such as the influence of the environment, financing, development of competencies and marketing actions that lead to a successful business. Emphasis was placed on creativity, critical thinking, entrepreneurial mindset, the ability to use technology, added value and at the same time the effort for sustainable and innovative business, especially in the context of the region - the Moravian-Silesian region. Research in the area of business economics and management provides insight into the current way of managing Czech business entities and the identification of factors influencing this management. The international perspective of DBEM's scientific research activities sought to enrich the management of Czech companies with current trends and thus increase their competitiveness. The development of international activities of Czech business entities generates a need for recognizing the specifics of their management. At the same time, the management of business activities is very closely connected with the process of digitization in the business sphere and the creation of new business models, which are addressed in DBEM 's scientific research activities.



COOPERATION OF THE DEPARTMENT WITH THE APPLICATION SPHERE

Cooperation with corporate partners is one of the most essential interactions in terms of applying current trends in the labour market to the profile of graduates of degree programs guaranteed by DBEM, joint proposals of external research and contractual projects, the participation of experts from practice directly in educational activities or potential employers. The category of corporate partners of the department includes mainly strategic and professional partners with whom SBA has contractual cooperation and which is provided by DBEM employees. Cooperation consists of many activities that lead, for example, to the involvement of experts from practice. Experts from practice consult the content of degree programs and individual courses, as the content of study aids, propose the topics of final theses and consult their elaboration. Companies are actively involved not only in students' professional practice but are also involved in the teaching process. In the monitored period, the following model activities were implemented.

- Scientific research cooperation with the company Exasoft, a.s. (2017-19) in the area of process mining processing of raw data of the purchasing and ordering process in the e-shop. The temporary output is 1 article in a peer-reviewed journal, 2 articles in the conference proceedings and 1 doctoral student's dissertation.
- Scientific research cooperation with the company Synergine, s.r.o. (2018-21) within the subsidy project "Digital business" financed by the Moravian-Silesian Region No. 00736/2019. The content is the preparation of technology teaching for the digital support of the operation of business processes and the implementation of these processes. The temporary output is the alpha version of the educational software with source models and documentation.
- Scientific research cooperation with the company Intelligent Studios, s.r.o. (2018-21) in the area of data acquisition for the application of process mining on the platform [Xeelo](#). The temporary output is a research report on the purposefulness of exported data from running business processes.
- Scientific research cooperation with the company Techstra, s.r.o. (2018-21) in the area of robotic process automation (RPA) from the managerial point of view of implementation methods into the enterprise. The temporary output is 1 article in a peer-reviewed journal and 1 doctoral student's dissertation.
- Lectures by experts from practice focused on managerial and marketing disciplines. The cooperation developed with the companies Kaufland Česká Republika, v.o.s., Beskydské uzeniny, a.s., Semag, s.r.o., Ad Visio marketing, s.r.o., Dva mluvčí, s.r.o., Karlovarské minerální vody, a.s. or Mölnlycke Health Care, s.r.o. and others.
- A joint project of intergenerational living of students in the Archa community centre in Karviná between SBA and RESIDOMO, s.r.o. The centre serves seniors from Ostrava and Karviná who do not just want to be at home, yet they want to learn new things and meet friends.
- Consulting cooperation in the area of preparation of external research projects with companies and associations such as the Cluster of Social Innovations and Enterprises - SINEC, z.s., Unika Relax, s.r.o., Petrklíč help, z.s., Moravian-Silesian Innovation Center and others.
- Organization of the faculty event Entrepreneurship Week, which is focused on the support of entrepreneurial spirit and entrepreneurship and which is attended by selected companies. Among other things, students are allowed to obtain an internship, professional practice or a topic for a final thesis.

DBEM employees actively cooperated in the evaluation commissions of various grant programs and development working groups at the regional level. Selected activities include:



- Acting as evaluators in the regional grant programs Innobooster and Startup Voucher.
- Working in regional working groups Talent Attraction Management and More Entrepreneurial Region.
- An active part of the local development project “All for Karviná” in working groups: Digital and Enterprising Karviná, Vocational Education Center, Karviná Special Economic Zone, At Home in Karviná.

In the monitored period, DBEM employees participated in cooperation in the area of contract research, which is organized at the Institute of Interdisciplinary Research at SBA. Selected activities are:

- Marketing communication strategy for the municipality of Hrádek ve Slezsku (2015).
- Elaboration of a comprehensive investment plan “Production of plastered bricks (Martin Brudný)” (2018). The product was awarded a bronze and silver medal at the Invent Arena 2018 trade fair in Třinec.
- Proposal of a comprehensive investment plan “Study of the usability of the existing camp Lučina near Žermanická dam after its reconstruction” (2018).
- Preparation and implementation of a strategic plan for the marketing of the company CZ testing institute, s.r.o (2018-19).
- Elaboration of a draft strategic development plan for the municipality of Bravantice (2019).
- Elaboration of a draft strategic development plan for the municipality of Písek (2019).
- Project from the subsidy of the statutory city of Karviná No. MMK/SML/1107/2018 “Research of conditions for small and medium business in the city of Karviná” (2019).

Another important aspect of cooperation with the application sphere is the connection of students with practice through the [Business Gate Center](#). The centre is operated on the basis of cooperation between SBA and the statutory city of Karviná. Its main mission is to support entrepreneurship and entrepreneurial mindset in the region and the involvement of SBA students in solving real practical problems of business practice. Students are actively involved in projects within the Business Gate Academy, where they participate in the processing of specific projects based on the requirements of companies. The student has the opportunity during his/her studies to apply acquired knowledge on specific examples and confront them with the reality of practice. Within the Business Gate Academy, students and teachers can participate in various workshops. In the monitored period, DBEM employees largely participated in the management and administration of the centre, in professional consultations of student teams, in advising start-up entrepreneurs and in mentoring. In the monitored period, a total of 250 students from Czech degree programs and 20 foreign students passed through the centre.

METHOD AND RESULTS OF INTERNAL EVALUATION OF SCIENTIFIC AND RESEARCH ACTIVITIES

Scientific research activities are regularly evaluated at SBA every academic year. At all SBA departments, the head of the department sets a so-called personal development plan within an individual consultation with each academic staff member, which specifies specific tasks and their controllable outcomes in advance for 1 academic year. The tasks concern 4 areas - career growth, pedagogical, scientific research and other activities. Typical tasks for the scientific research area are, for example, to prepare and send an article to a peer-reviewed journal with the Scopus index or Web of Science, to prepare and submit a proposal for an internal or external project, to continue solving such a project, etc. At the end of the academic year, the fulfilment of the task is evaluated and the level of their success is linked to a change in the performance amount of the salary. It is an effective way of controlling and

Dean's Decision No. 10/2019

*Evaluation of scientific activities of individual departments of Silesian University in Opava,
School of Business Administration in Karviná in years 2020 to 2022*



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orienting not only the scientific research activities of the individual, i.e. the department, but also their career growth and further work in academia.