



UNIVERSITY OF BELGRADE
FACULTY OF ORGANIZATIONAL SCIENCES

Факултет
Организационих
Наука

THE DEVELOPMENT STRATEGY OF THE FACULTY OF ORGANIZATIONAL SCIENCES **2023–2033**

Shaping the future through the integration of informatics and management



UNIVERSITY OF BELGRADE
FACULTY OF ORGANIZATIONAL SCIENCES

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DEAN'S FOREWORD

It is with pleasure that we present the Development Strategy of the Faculty of Organizational Sciences (FON) until 2033. We embarked on developing this strategy because we are committed to pursuing the tendencies and contemporary trends in scientific, technological, economic, social, and cultural development while remaining true to FON's core vision, mission, and values.

FON was founded over five decades ago on the initiative of economic organizations and has ever since evolved into a leading scientific and educational institution in the fields of management and informatics in the country and the region. We proudly emphasize that we have over 5000 active students enrolled in modern study programs, accredited for delivery in both the Serbian and English languages, including one international program.

We are dedicated to scientific research activities and take pride in the fact that some of our professors are among the world's most influential researchers. Additionally, we collaborate with other scientific and educational institutions nationally, regionally, in Europe, and globally, having established cooperation with over 70 organizations from the corporate and public sectors. The achieved results and the reputation of FON compel us to continue developing human potential by ensuring excellence in education, scientific research, programs, and solutions in line with trends and international standards. Our ultimate goal is to integrate into the higher education space of technologically developed countries and contribute to the overall development of the economy and society.

I believe in the intellectual and human potential of our staff and their readiness to channel knowledge, energy, and creativity into the activities defined by the Strategy, which will provide new opportunities for domestic and international engagement and bring new recognition to FON and its students.



Prof. Milan Martić, Ph.D.
DEAN OF THE FACULTY

The preparation and elaboration of the Strategy are based on an understanding of market changes and the directions of educational development in Europe and the world, on an analysis of the strategic and regulatory framework in higher education and scientific research, as well as an analysis of all areas of the Faculty's operations, processes, resources, capacities and quality, modernity, and international alignment of study programs at all levels. Based on this analysis, we have identified key factors that FON should further develop to enhance its competitive position, defining fundamental strategic areas for planned activities in the coming period.

HOW DID WE SHAPE THE DEVELOPMENT STRATEGY?

The Faculty of Organizational Sciences is a higher education institution with legal entity status within the University of Belgrade (group of technology and engineering sciences), governed by rights, obligations, and responsibilities defined by the Law on Higher Education, the Statute of the University, and the Statute of the Faculty of Organizational Sciences. The founder of the Faculty is the Republic of Serbia.

THE ACTIVITIES OF THE FACULTY ARE THE FOLLOWING:

- Higher education through academic and specialist studies;
- Realization of lifelong educational programs and other non-degree professional development programs;
- Scientific research activities;
- Expert-consultancy activities;
- Publishing activities;
- Other activities commercializing the results of scientific and research work.

The Development Strategy of the Faculty of Organizational Sciences for the period 2023–2033 is the most significant multi-year strategic planning document guiding the institution's development direction. Throughout the document's development phases, an intensive consultative process was implemented, involving various stakeholders such as Faculty bodies, teaching and administrative staff, student organizations, students, representatives of founders, and others.

The methodological framework of the document development process aligns with the best practices of an inclusive and iterative planning process, encompassing the following phases:

- Analysis of the current state - strategic and normative frameworks, our resources and capacities, processes, financial capacities, scientific research and projects, publishing activity, as well as the environment.
- Defining desired change - vision, mission, key values.
- Formulating the strategy - strategic areas, goals, indicators to monitor goal achievement.
- Development of the action plan with belonging activities.
- Defining the system for monitoring the strategy and reporting - ensuring the successful implementation of goals and activities defined in the Strategy.

This document presents an excerpt from the Development Strategy of the Faculty of Organizational Sciences for the period 2023–2033. Alongside vision, mission, and key values, it describes the approach used in crafting the Strategy, as well as strategic development areas. For each strategic area, a goal is presented with corresponding sub-goals and activities leading to their achievement, along with some of the indicators to be used in the Strategy implementation monitoring system.

OUR VISION, MISSION, AND KEY VALUES

We have embraced the Development Strategy for the next decade, adjusted to a constantly changing world. This Strategy defines our purpose, vision, principles, and priorities. By working based on the principles, strategic priorities, and approach described below, we will collaboratively shape our strategic actions and future.



VISION

An innovative and responsible scientific and educational institution, a creator of sustainable solutions, and a leader in the fields of management and informatics in Southeastern Europe.



MISSION

Integrated development of human potential through the provision of supreme quality education, scientific research, programs, and solutions in line with trends and international standards, with the purpose of integration into the space of higher education of technologically developed countries and the advancement of the economy and society as a whole.

FON ACCOMPLISHES THIS MISSION BY:

- ▶ Fostering multidisciplinary and integrative approach in all areas of work;
- ▶ Nurturing a sense of community and an innovative organizational culture;
- ▶ Dedicated work of competent and motivated employees;
- ▶ Encouraging academic spirit and synergy among students and employees;
- ▶ Creating leaders in the fields of management and informatics;
- ▶ Promoting excellence in scientific research;
- ▶ Establishing networks and fostering cooperation with renowned international institutions;
- ▶ Cultivating long-term cooperation with alumni and business partners;
- ▶ Responsibly and sustainably providing and using resources;
- ▶ Creating conditions for the introduction of inclusive, green, and digital education.

OUR APPROACH

Generating knowledge and its application in creating sustainable solutions in the fields of informatics and management form the basis of what we do. Our approach enables us to embrace a culture of education and research through:

Practice-oriented education

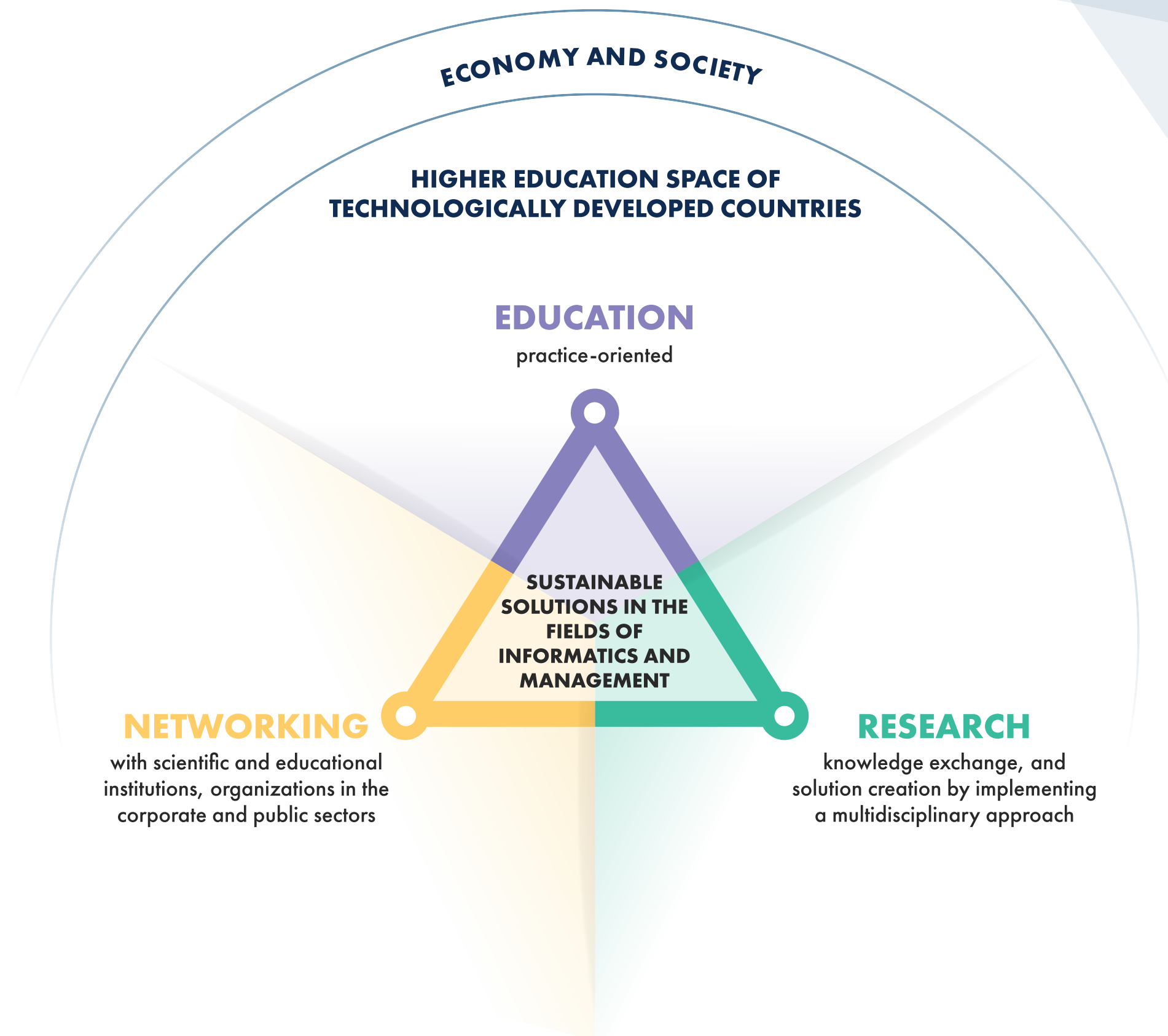
Our students learn through engaging in activities and acquiring experience. Our innovative and open approach motivates students to work and be involved and facilitates the mastering of the curriculum. We encourage and mentor students in professional, scientific, and entrepreneurial projects. This way, our students develop knowledge and skills applicable in practice, becoming agents of change.

Research, knowledge exchange, and solution creation

The key advantage of FON is in the integration of informatics and management. We are focused on a multidisciplinary approach in scientifically grounded research, program and project development, as well as solutions beneficial to the economy and society as a whole.

Establishment of networks

We are directed towards cooperation with scientific and educational institutions, and organizations in the corporate and public sectors in the country, region, Europe, and the world. Our dedication extends to international cooperation, and these partnerships contribute to the achievement of the Sustainable Development Goals.



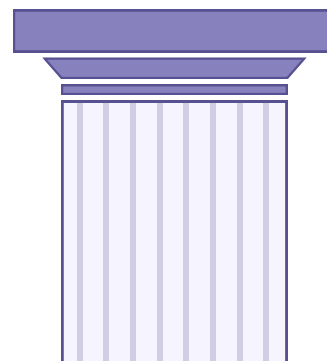
OUR STRATEGIC DEVELOPMENT AREAS

VISION

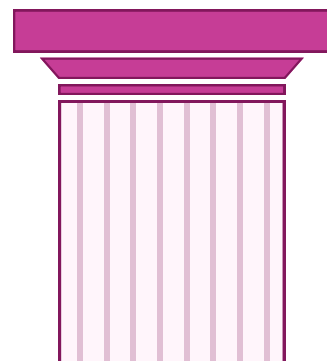
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MISSION

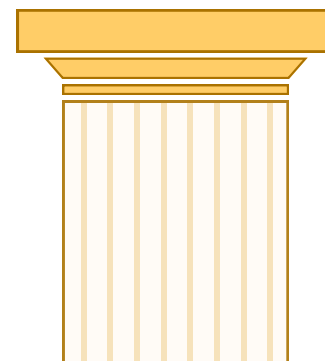
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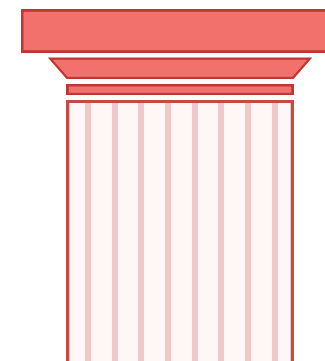
EDUCATION



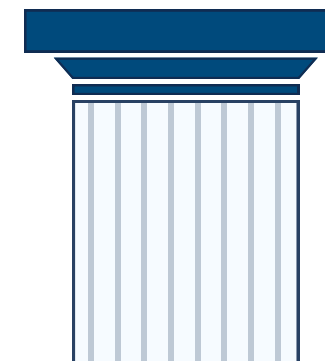
**INTERNATIONAL
COOPERATION**



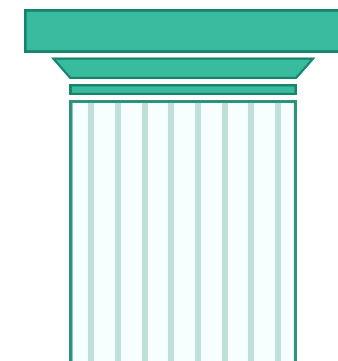
**COOPERATION WITH
THE CORPORATE AND
PUBLIC SECTORS**



**PUBLISHING
ACTIVITY**



**INTERNAL
CAPACITIES AND
RESOURCES**



**SCIENTIFIC
RESEARCH**

OUR VALUES

Multidisciplinarity | Sense of community and innovative culture | Dedication | Encouraging academic spirit
Leadership and excellence | Networking and long-term cooperation | Responsibility and sustainability

EDUCATION

GOAL: ACHIEVED EXCELLENT QUALITY OF THE EDUCATIONAL PROCESS AT ALL STUDY LEVELS

The alignment of learning outcomes with key competencies required in the job market and observed trends in the development of the fields studied at the Faculty should be the basis for shaping the curriculum at all study levels. It is necessary to create educational frameworks, processes, and environment that enhance existing practices and make them more effective.

A multidisciplinary approach, cooperation with other higher education institutions nationally and internationally, mentoring, student involvement in educational and project activities, and ensuring equal conditions for all students are only some of the activities the Faculty will undertake in the upcoming period.

WE WILL ACHIEVE THIS GOAL THROUGH:

Improved educational processes and programs at all study levels

By using various digital tools, presence in the online environment, and providing access to all necessary materials and tools, ensuring equal conditions for all students, involving students in professional, scientific, and entrepreneurial projects, and enhancing support and capacities of the academic staff. We will focus on connecting learning outcomes to key competencies required in the job market, and integrating practical experience into teaching, as well as on launching short study programs, improving and creating new mentorship programs, and implementing systems to evaluate the effects of education and success of students.

Enhanced the undergraduate educational program

By increasing international recognition and acceptance of programs, introducing new and improving existing mentoring programs, introducing opportunities for studying in joint programs, online distance learning programs, and programs conducted in the English language.

Improved master and specialist academic study programs

By introducing studies conducted in the English language, creating joint and online study programs for distance learning with other higher education institutions nationally and internationally, applying for international accreditations, and launching specialized executive MBA programs.

Enhanced the doctoral study program

By focusing on mentoring, enabling greater student involvement in scientific research and project work, launching joint study programs in collaboration with other higher education institutions nationally and internationally, connecting programs with relevant international certificates, as well as improving work and processes.



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the number of interested students for enrollment at all study levels.
- ▶ We increase the percentage of students who complete their studies within the designated timeframe.
- ▶ We decrease the average duration of studies.
- ▶ We increase the number of scientific papers published by students, especially at the doctoral level.
- ▶ We increase the average grade of academic and professional staff in evaluations by students.

INTERNATIONAL COOPERATION

GOAL: ESTABLISHED NETWORKS AND COOPERATION WITH RECOGNIZED INTERNATIONAL INSTITUTIONS

International cooperation and partnerships significantly contribute to the achievement of the Sustainable Development Goals. In the field of education, international cooperation primarily involves the implementation of mobility programs and various international projects, membership in international academic and professional associations, and accreditation of study programs that guarantee the quality and acceptance of the Faculty and its students worldwide.

In the coming years, FON will move in this direction, emphasizing its commitment to sustainable development, inclusiveness, openness, and the desire to positively impact the overall educational space with its activities.

WE WILL ACHIEVE THIS GOAL THROUGH:

Improved process of preparation and implementation of mobility for students and staff

By encouraging mobility, strengthening the human capacities of the International Cooperation Office, building and developing existing and new connections with renowned higher education institutions, developing models for knowledge transfer and sharing the contacts of staff after completing training and exchanges abroad.

Improved process of preparation and implementation of international programs and projects

By developing joint study programs and organizing various projects, as well as summer and winter schools and other activities. In the coming period, efforts will be made to intensify activities in the area of project application for international calls and to increase the number of partnerships so that the Faculty can integrate into the global educational network and provide various benefits to its employees and students.

Obtained international accreditations - academic and professional

Through the reaccreditation of ASIIN and initiating activities to obtain new international accreditations, such as 3C accreditation.

Established membership in international academic and professional associations

Activating membership in selected academic and professional associations and conducting evaluation and monitoring of the effects of each obtained membership.



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the participation of foreign students.
- ▶ We increase the number of outgoing/incoming mobilities of students and employees.
- ▶ We increase the number of partnerships.
- ▶ We increase the number of programs in the English language.
- ▶ We increase the number of academic and professional accreditations.
- ▶ We increase the number of memberships in international academic and professional associations.



COOPERATION WITH THE CORPORATE AND PUBLIC SECTOR

GOAL: ESTABLISHED LONG-TERM PARTNERSHIPS WITH KEY STAKEHOLDERS

The Faculty will achieve this goal through activities that establish cooperation with companies and organizations, enabling better professional development for students and their more effective integration into the job market. Attention will also be given to activities aimed at establishing cooperation and a sustainable network with current and former students (alumni), encouraging innovative potential through the creation of a startup community, as well as providing first-rate services to key stakeholders in the areas of training, consulting, projects, and professional certification.

WE WILL ACHIEVE THIS GOAL THROUGH:

Developed leadership skills and student involvement in the job market

By creating an accessible and rich offer of high-quality internships for students, organizing various events and job fairs, establishing a system for collecting feedback from employers, labor market representatives, and other relevant organizations, as well as promoting and further developing the FONBoard platform for finding and publishing internships. Additionally, it is necessary to continue supporting academic and sports talents, organizing and participating in student competitions, student activism, improving the work of student organizations and promoting collaboration between them.

Developed a sustainable network of current and former FON students

By formulating the work of the Alumni Organization, designing and implementing a communication platform with alumni, organizing events to acquaint with, and defining the offer and ways of connecting with alumni.

Encouraged innovative potential and supported the startup community

By increasing the involvement of employees in supporting the development of student startup projects, improving space and infrastructure, organizing student competitions and other entrepreneurship-related projects, as well as promoting informal entrepreneurial education for students and employees.

Provided first-rate services to key stakeholders in training, consulting, projects, and professional certification

By empowering employees to provide excellent business services, developing professional certification programs and lifelong learning, as well as forming joint programs with internationally recognized certification and training institutions



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the number of donations, partnerships, revenues, and launched startups.
- ▶ We enable the growth of the Alumni Organization.
- ▶ We increase the number and revenues from training, consulting, and projects.
- ▶ We increase funding for the realization of student initiatives and ideas.



PUBLISHING ACTIVITY

GOAL: ENHANCED PUBLISHING AND LIBRARY-INFORMATION ACTIVITIES

FON has always nurtured its publishing activity, as evident from the coverage of FON's publications in the curriculum, numerous proceedings of papers and abstracts, as well as scientific research journals, some of which are of international significance.

In the upcoming period, the Faculty will make efforts to leverage the opportunities brought by new digital technologies, capitalizing on the potential of its publishing activity to generate additional revenue sources. Activities will be directed towards the digitization of publishing activities, expanding the scope and volume of publishing activities, and managing and opening data.

WE WILL ACHIEVE THIS GOAL THROUGH:

Digitized publishing activity

By digitizing publications, encouraging digital format publishing, further developing and integrating the online store with the library, and promoting online sales.

Improved quality of publishing activity

By developing incentive systems for quality publications prepared by employees, collaborating with other well-known and significant publishing houses, increasing the impact factors of our journals, encouraging employees to develop and improve their publishing work, and publish modern book formats linked to internet platforms.

Increased volume of publishing activity and creation of branded products

By including publications in English, translation of relevant foreign publications, popular scientific and professional literature, as well as intensified promotion of all publications, and opening a store for branded products.

Developed and improved library-information activity

By creating a digital repository of library materials and final papers of all study levels, improving existing and developing innovative library services, enhancing the library fund in traditional and digital formats through greater integration with other libraries, providing remote access to publications, and creating a digital repository of open data.



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the number of books available in digital format.
- ▶ We increase the number of new and modern FON publications.
- ▶ We increase the categorization of our journals.
- ▶ We increase the number of digitized publications in the digital library repository.
- ▶ We increase the number of libraries with which the repository is integrated.
- ▶ We increase the number of users of open data.

INTERNAL CAPACITIES AND RESOURCES

GOAL: ACHIEVED OPTIMAL WORKING CONDITIONS FOR FACULTY EMPLOYEES TO REALIZE THE FACULTY'S POTENTIAL

Recognizing the fact that organizations should create a working environment where people enjoy their work, feel a sense of purpose, take pride in what they do, and can reach their full potential, in the upcoming period, we will also focus on this area.

WE WILL ACHIEVE THIS GOAL THROUGH:

Improved spatial capacities and equipment

By renovating and constructing new spatial capacities, maintaining facilities, developing a reporting system on environmental sustainability, a system for waste and energy management to fulfill the Faculty's vision of becoming a responsible and sustainable institution.

Enhanced IT infrastructure and services

By ensuring diverse software, services, and licensed applications for students and employees, improving and integrating information systems (internal development or acquisition of licenses), as well as enhancing information security.

Empowered employees and improved organizational structure

By supporting employees, creating career promotion and management systems, redefining the incentive salary system, implementing various internal and external trainings, and redefining the organizational structure in line with new business needs and environment.

Improved internal processes

By monitoring, reviewing, improving, defining documentation systems, and automating work processes, empowering the Faculty for environmental management and sustainable development, as well as involving employees by proposing internal projects to improve Faculty processes and work.

Strong brand and Faculty reputation

By strengthening our organizational culture, identity, and brand, as well as implementing activities to improve the image and reputation of FON.

Improved financial management

By sustainable management of profit and cost centers across the entire organization, diversifying revenue sources, defining new profit centers, analyzing opportunities and adjusting tuition fees in line with demand, as well as formalizing support for applying for external funding.



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the average level of satisfaction of employees.
- ▶ We increase the gender equality index in decision-making processes.
- ▶ We increase the percentage of the budget allocated for the professional development of employees.
- ▶ We increase the number of improved processes in core and support activities.
- ▶ We strengthen the awareness of the FON brand and reputation.
- ▶ We increase FON's self-generated income through commercial activities.

SCIENTIFIC RESEARCH WORK

GOAL: ENHANCED RECOGNITION OF THE FACULTY IN THE SCIENTIFIC RESEARCH AND INNOVATION WORLD

FON has always nurtured a tradition of supporting innovation and empowering employees to engage in scientific research activities, as evidenced by the large number of proceedings of papers and abstracts, scientific conferences, symposiums, and research journals, some of which are of international significance.

A specific direction in the strategic development of FON is the improvement of the Faculty's recognizability in the scientific research and innovation world, with specific goals related to scientific paper production, project engagement, and the strengthening of human and institutional capacities in general.

WE WILL ACHIEVE THIS GOAL THROUGH:

Improved publication of scientific papers, especially in the category M20, by strengthening human capacities for scientific research work

By encouraging the involvement of employees in this domain, creating reward programs, implementing and integrating a directory of scientific papers, and collaboration with the academic diaspora.

Increased engagement of academic staff in scientific projects

By creating incentive programs for employee participation in projects and incentive programs for project leadership, establishing a knowledge base for the procedures of applying for domestic and international projects, strengthening organizational functions to assist in applying for and realization of scientific projects, as well as organizing project fairs.

Enhanced collaboration and connectivity with institutions of highest international visibility

By encouraging employees to find and jointly apply with partners for EU projects, promoting joint applications for projects of bilateral cooperation funded by participating countries, involving eminent international projects' leaders in Faculty scientific conferences and journals, and encouraging academic staff to make their contacts available for networking.

Improved excellence in scientific research

By linking doctoral studies to real problems from practice and problems defined by scientific projects, using available funds to finance doctoral student studies, developing subjects at the doctoral studies that deal with the method of scientific work, and publication, as well as involving doctoral students in scientific research work.



WE WILL KNOW THAT WE HAVE SUCCEEDED IF:

- ▶ We increase the number of published papers in the category M20.
- ▶ We increase the number of scientific projects and developed patents/licenses.
- ▶ We increase the citation impact of employees.
- ▶ We increase the number of defended doctoral dissertations.

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