



UN PRME SIX Principles Report 2020-2022

**Faculty of Management
University of Warsaw**

Warsaw, April 2022

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



Deans's Letter



Dear PRME Directorate and members of PRME Secretariat,

With this report the Faculty of Management, University of Warsaw restated its pledge to the Principles for Responsible Management Education and presents evidence of its commitment to the PRME principles and values.

As FoM UW is aspiring to provide education to enhance awareness and commitment to PRME principles and values, we are proud to be an Advanced PRME signatory, follow the path of continuous improvement leading to excellence in responsible management education and promote PRME impact among our stakeholders.

The third report provides examples of the FoM UW initiatives in support of the socially responsible agenda, summarizes our progress and demonstrates the evidence of incorporating responsible management education into our strategy.

In light of recent events, I would also like to note that Faculty of Management and University of Warsaw condemn Russian aggression on Ukraine and aligned with our social and humanitarian responsibility we support, in cooperation with all our stakeholders the victims and affected persons of this crisis.

D Z I E K A N

prof. dr hab. Grzegorz Karasiewicz
Professor Grzegorz Karasiewicz

Dean, Faculty of Management, University of Warsaw



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**Faculty of Management
University of Warsaw**

About the Faculty of Management

The Faculty of Management, University of Warsaw (the FoM) is one of three leading business schools in Poland and one of a few in Central and Eastern Europe. It is the oldest university, market-oriented school of business in the Eastern Bloc. It was founded in 1972, when Poland was a member of Warsaw Pact, dependent on the Soviet Union, and functioned as a centrally-planned economy. From the very beginning, its goal was to educate higher management of Polish enterprises according to the market model which dominated in the USA and Western Europe. The FoM is a self-governed, independent part of the University of Warsaw, with a significant level of autonomy. The autonomy of the FoM is strategic, organizational and financial in nature. The FoM has its own budget, allowing its authorities to make financial decisions within the financial resources it has. This allows for an independent formulation of the mission, vision and strategy of the FoM as a part of the University of Warsaw. At the same time, the FoM has independent resources for their implementation, which enables the achievement of its objectives.

The Mission of the FoM UW



We develop future leaders, managers and entrepreneurs for business and public sector who understand East and West.

Above mission statement is understood more fully as follows:

- Development of managers, leaders and entrepreneurs for international as well as Polish organizations. The mission includes development of individuals at undergraduate, graduate, postgraduate and executive levels, both in full-time and part-time programs. All activities are focused on business, health care and public sector.
- Development of research insight relevant to advances in both practice and theory for academic and practitioner audiences, communicated via publications, presentations and in the classroom.
- To be a forum for meeting of management, academia and government, from both the East and the West.

Vision of the Faculty of Management



The Faculty of Management seeks:

- To sustain the School's leading position in Poland at undergraduate, graduate and postgraduate levels and to consolidate its position in existing international markets.
- To extend these activities to selected new international markets, to executive education for both individuals and companies, and to research with a predominately practice orientation – all in a manner consistent with the heritage of the institution, while at the same time meeting the emerging needs of the market.
- To become a “thought (intellectual) leader” in those fields where it chooses to specialize (e.g. entrepreneurship).



The FoM is a university business school. Formally the FoM is an independent and self-governed faculty of the University of Warsaw. The main activities of the FoM are education (from BA through Executive Education to PhD) and research. Additionally, the FoM provides consulting services for business and public administration. The FoM has a publishing house that publishes books and journals in the field of business, management, and finance, which is part of the Scientific Publishing House of the University of Warsaw.

The Faculty is divided into 14 academic units (created on a functional basis), 9 interdisciplinary research centers, Center for Business Projects and Consulting, and International Management Center which runs MBA studies. Administration of the FoM is divided into 28 offices.

Tables below present basic information regarding FoM’s study programs, number of students, and conferred degrees.

Values of the Faculty of Management



Faculty of Management staff, students and faculty work together in a learning and entrepreneur community characterized by openness, civility, mutual respect, lack of bias, honest communication and compliance with intellectual property law. The distinctiveness of our community is exemplified by values that we consider most important. These are:

- faculty – student interaction of the highest quality,
- adopting as newest as possible perspective, including global and sustainable, as essential aspect of business education,
- support for active members of the community of the Faculty of Management,
- promoting the creation and dissemination of new knowledge while maintaining respect for intellectual property,
- taking efforts to support all initiatives for continuous learning.

Table 1. The FoM’s Program Portfolio and number of Students

Degree Program Name	Level	Location	Date Established (Year Only)	No. students (as of December 31, 2020)
Management	Undergraduate	FoM Warsaw	2007	1135
Management	Graduate	FoM Warsaw	2007 (1972)	860
Financial Management and Accounting	Undergraduate	FoM Warsaw	2019 (2007)	1488
Financial Management and Accounting	Graduate	FoM Warsaw	2019 (2011)	919
International Business Program	Graduate	FoM Warsaw	2000	89
Executive MBA (Executive MBA@UW)	MBA	FoM (IMC) Warsaw	1991	138



Joint programs				
Master in Food Systems	Graduate	FoM Warsaw (1. and 4. semester), other partner universities (2. and 3. semester): University of Reading GB, Università degli Studi di Torino IT, University of Hohenheim DE, Autonomous University of Madrid ES, Queen's University of Belfast IE, Aarhus University DK, Lundt University SE	2019	17
Global MBA	MBA	FoM Warsaw (2. semester), FHK Cologne DE (1. semester), DUFU Dalian CN (half of 3. semester), UNF Jacksonville USA (half of 3. semester)	2000	19
UW Program				
PhD Studies	Doctoral	Doctoral School of Social Sciences	2019	6*
Other non-degree programs				
Certified Postgraduate Programs	Postgraduate	FoM Warsaw	varies	224
Advanced Management Programs/ Advanced Leadership Programs	Postgraduate	FoM Warsaw	varies	0/41**

*in the Discipline of Management

**0 in December 31, 2020, but currently there are 41 students - as of December 2021

The FoM UW currently employs 183 lecturers and researches. Among these 127 are core faculty. At present 75% of the Faculty's academic Staff have at least a doctoral degree. 40% of the faculty members are women. 71% lecturers have international experience and 30% have business experience.

At present, the FoM has over 4936 students (2021) Among the students of the FoM UW 68% are women and this figure has remained quite stable for many years. The level of internationalization of the student body is low. Currently the number of foreign students barely exceeded 5.75% of the total (c.a. 284 students - 2021), but it still constitutes a 123% increase over the last four years. 205 students have gone to study abroad in the frame of exchange programs (2021-2022), more than in previous academic years: 115 (2020-2021) and 140 (2019-2020).

The FoM UW has modern infrastructure consisting of a modern campus made up of three buildings, built in the years 2001-2007 with the help of the government and its agencies, as well as funds from the European



Commission. The campus is supplemented by a separate part of a building, located downtown and belonging to the University, where top executive programs are conducted. On its campus the FoM has 44 classrooms including 4 auditoriums, 4 computer laboratories and an extra student computer room, and sport and social facilities (cafeterias). The FoM has its own library with an extensive collection of professional books and access to the databases of the University of Warsaw Library, which is one of three biggest libraries in Poland. The FoM UW provides many IT services to its students and employees, including personal email accounts, an electronic student-service system, and access to the Internet.

The Faculty of Management at the University of Warsaw is **AMBA** and **EQUIS** accredited.



The FoM Strategic Plan

A new strategic plan until the year of 2030 was developed at the Faculty of Management, University of Warsaw. The plan is based on analyses of 8 specialised teams and discussions with various stakeholders: external partners and students, faculty and administrative staff. The idea of the process was to involve key external and internal stakeholders, in order to develop a common strategy for the Faculty. The process was divided into four stages:

1. Analysis
2. Discussion
3. Formulation
4. Communication

For the first time in the history of the Faculty we have involved such a broad, diverse representation of stakeholder groups in the process, including:

- Over 30 faculty members of the academics and administration (who were involved in stages one and two).
- Over 20 key stakeholders of the Faculty (see: Strategic Plan, 2. Strategy Process - Stakeholder Involvement)
- Over 1000 students who participated in the workshop and a questionnaire.
- All employees of the Faculty present at the September's FoM Conference discussed the strategy.
- Members of the Advisory Board.

The strategy is built around 5 pillars for which analyses were developed and proper actions were recommended:

1. Bachelor and Master Studies
2. Executive Education, including Executive MBA and postgraduate certificate programs
3. Research
4. Infrastructure
5. People and Finance

Strategic initiatives 1 and 2 are solely based on the mission of the faculty that stresses out the development of future leaders, managers, entrepreneurs for business and public sector. In addition, within the above-mentioned initiatives we want to develop international relations on the candidate, students, and research levels. In addition, the listed initiatives create a supportive environment to strengthen and develop values of the FoM, namely faculty - student interaction, supporting active members of the community, promoting, and disseminating knowledge, as well as support initiatives for continuous learning. Finally, all the initiatives are based on the common ground of the underlying values of the open University community, setting trends in research and teaching that are presenting diverse perspectives.



The responsibility of every area was assigned to each of the Faculty Board members, with the Dean being responsible for the 5th area. It was decided that key activities within each of the pillars should be carried out between 2023 and 2025.

For most of the activities there were underlying themes that created synergies between the pillars:

- Communication and marketing of the studies, executive education, research, infrastructural activities and employer branding;
- Process management: student experience process, executive student experience process, faculty member experience process and administrative employee experience process, as well as some administration processes like investment and public tender processes;
- Digital transformation of the Faculty to enable the above mentioned activities.

In order to facilitate the process three basic sources were used for inspiration and ideas:

- Internal benchmarking between different units of the Faculty (for example, using experiences of the Executive Education for promotion of other studies) as well as other faculties at the University (for example, administration evaluation and feedback communication processes).
- External benchmarking offered by partner universities and Advisory board members, alumni, and experience gained through accreditation processes.
- Synergy between the activities of various units of the University and the Faculty, for example, taking part in the strategic partnerships of the University, or between the UW faculties.



Supporting Ukraine

Faculty of Management and University of Warsaw condemn Russian aggression on Ukraine and aligned with its social and humanitarian responsibility supports victims in the following way:



Actions taken by the University of Warsaw

On 23rd February, the Senate of the UW adopted a resolution on expressing our solidarity with Ukraine and Ukrainian citizens.

The Senate of the University of Warsaw expresses solidarity with Ukraine and their struggle against the overt aggression. Facing the Russian invasion on Ukrainian territory, the Senate of the University of Warsaw expresses our solidarity with Ukrainian citizens, especially the Ukrainian students and colleagues who are part of the community of the University of Warsaw.

Many times, Polish history has proved how threatening imperialism can be. The Senate of the University of Warsaw expresses their sincere hope that the future will bring peace as soon as possible for Ukraine and the world.

At the University of Warsaw, we are providing a range of opportunities for Ukrainian UW students and doctoral candidates.



- **EXEMPTION FROM FEES ASSOCIATED WITH LIVING IN THE UW STUDENT RESIDENCE HALL**

The residents of one of the University of Warsaw's student halls of residence, can apply for a fee waiver related to living in a student residence. Students can ask for full or partial exemption from the fees related to living in the dormitory.

- **FINANCIAL SUPPORT**

A financial support is a one-off benefit granted to a person who, for reasons beyond their control, has temporarily found themselves in a difficult life situation. Students and doctoral students can apply via USOSweb, they should attach a statement of their current situation.

- **EXEMPTION FROM TUITION FEES**

Foreign students may be exempted from tuition fees (tuition fees for part-time studies, tuition fees in a foreign language, tuition fees for full-time studies in Polish) if, among others, it is justified on humanitarian grounds or in other specifically justified cases. The application is submitted to the Rector through the head of the teaching unit. We would like to stress that, taking into account the current international situation, a foreign student may also receive an increase in the exemption already received.

- **SOCIAL BENEFIT**

Students and doctoral students can apply for a social benefit. The beginning of the summer term is a time to remember to apply for a social scholarship – it should be done by those who already receive it (it is granted for one semester only, not for the whole academic year) and those who would like to apply for this form of support.

Actions taken by the Faculty of Management

- The FoM's Risk Assessment Team has met to assess the situation.
- Dean, Vice-Dean for Students' Affairs have met with Ukrainian students to find out their needs and show support.
- Ukrainian and other students who voluntarily help their friends and family in Ukraine are liberally treated when it comes to their class attendance and individually appointed deadlines and exams.
- Ukrainian students are offered a possibility to reduce their tuition fee.
- Psychological support workshops have been prepared for affected students, conducted by prof. Aleksandra Wąsowska and Agnieszka Brzozowska, PhD.
- The Faculty Board have contacted FoM's Ukrainian partners at Taras Shevchenko National University of Kyiv, among them prof. Maksym Sitnicki, asking about their situation. 3 tenures at the FoM have been opened for Ukrainian lecturers, available immediately if needed.



- The FoM also offered conducting visiting courses by Ukrainian lecturers.
- FoM along with its stakeholders, Student Union, Corporate Partners (e.g. Procter & Gamble) is collaborating on a collection of essential items for Ukrainian refugees. [Link to the news](#) (in Polish)
- An academic project regarding management of volunteers has been initiated by Agnieszka Postuła, PhD hab. and prof. Aleksandra Wąsowska
- Barbara Godlewska-Bujok, PhD offers free of charge, legal assistance to Ukrainian refugees
- Michal Zdziarski, PhD hab. initiated an idea of an international monitor of mnc's reaction to war unfolds:
[Link to the project](#)

Actions taken by the Student Union of the University of Warsaw

- Fundraising to support two Ukrainian universities in Kharkiv and Zhytomyr.
- Blood donations at the main campus.
- Participation of the Student Union in the crisis management team (UW Student Union).

Actions taken by the Student Union of the Faculty of Management

- Collection of essential items - medical supplies, food, clothes, cleaning products. Everything is carried out in many Faculties (including FoM), and transports are directed to the border and into Ukraine.
- Charity collection in collaboration with the City of Warsaw. The collection point is located at the Faculty of Management.
- Fundraising for the purchase of medical supplies organized by the FoM's Student Union.
- Student Aid Group - providing transport and accommodation for refugees
- Webinars on psychological support and stress management
- Keeping in touch with all Ukrainian students who study at the Faculty - information and mental support
- Information campaign on legal aid, material aid, free accommodation in dormitories for families.
- Collection of animal food for pets brought from Ukraine.
- Supporting animal shelters (help in finding foster families, taking walks).
- A cake fair, the funds from which are allocated to the purchase of medical supplies for people from Ukraine.
- Collecting essential products for a refugee family taken in by an employee of the FoM.



COVID-19 Response

Since the very beginning of 2020, the University of Warsaw and the FoM authorities have been closely monitoring the epidemiological situation in Poland and abroad. Starting on the 10th of March, 2020, the University authorities decided to **transfer all classroom classes (conducted in the University's buildings) to online mode** until the end of the summer semester of 2020. This decision was further extended for the whole academic year of 2020/2021. **Open events were cancelled, business trips were suspended, the University of Warsaw and the FoM libraries were periodically closed.** The teaching community faced new challenges related to distance learning. On-campus learning and facilities have been **reopened in the current academic year of 2021/2022**, with the possibility to reinstitute the remote mode of operation should the epidemic situation worsen.



1.1 Enrollment

The number of newly enrolled students at present is **slightly smaller** than in the corresponding period in previous years, as shown in the table below. We extended the recruitment period to allow more students to access education at the FoM. **We were recruiting prospective students in a hybrid mode (remotely and on-campus).** On-campus recruitment was conducted in compliance with sanitary rules.

1.2 Personnel policy and hiring

The current recruitment results indicate that the employment of administrative and academic staff should be maintained. So far we have not identified COVID-19's significant impact on the situation of our personnel. The FoM authorities will be further monitoring the situation in this regard.

1.3 Instructional delivery change

The transition from on-campus to **online delivery mode was very rapid and efficient**, as it was carried out within one week. The specific measures taken in this regard are described in section 2.1 below.

Actions taken

2.1 Organizational dimension

The ZOOM was chosen as the standard tool for ease of communication and conducting classes. Other video conferencing systems used for maintaining relations with the University of Warsaw and other stakeholders were Microsoft Teams and Google Meet. The FoM, as well as the University of Warsaw hold professional



licenses for all of the mentioned platforms and services, e.g., Gmail, Google Drive, MS Office 365 /A1. For passing materials, launching courses, conducting tests and exams two e-learning platforms were available: **eNauka** (the FoM-owned platform) and **Kampus** (the UW platform) - both based on the Moodle 2.9 system. Additionally, all of the FoM employees could connect and gain access to their computers through the **VDI (Virtual Desktop Infrastructure)** technology via **VMware Horizon** clients from anywhere in the world via the Internet. Also some additional and supplementary online platforms were applied, inter alia, Boardgamearena, Brettspielwelt, Yucata, Lucidchart, Padlet, Slido, Jamboard, Kahoot, Draw.io, Mentimeter, Socrativo.

The FoM **provided a computer room** for lecturers who were unable to conduct classes online from home. The use of electronic signatures was popularized in the internal documentation and was used by the Faculty's staff and employees working at the Central University Administration.

2.2 Sanitary infrastructure

The FoM infrastructure was **adapted to new sanitary conditions**: new sanitary equipment was purchased, such as, sanitizing liquid dispensers, free face masks, plexiglass shields, and temperature measurement equipment at the gate. A separate quarantine room was also prepared.

Supporting Students and Faculty

Various FoM and University of Warsaw entities and services were available and dedicated to support both students and faculty. The situation regarding the COVID-19 threat is constantly monitored, and any [important announcements](#) are available to everyone at all times at the official UW website.

3.1 Psychological support

The Psychological Counselling Center of the University of Warsaw (CPP UW) provides confidential short-term counselling, crisis intervention services and evaluation of academic support needs for all students and staff. From March 16 2020, both regular psychological consultations and help in crisis situations (walk-in clinic) at CPP UW were available and conducted online. The free CPP UW offer was addressed to the UW students and employees. Anyone who had psychological problems related to the coronavirus were able (and still are able) to take advantage of that resource.

The FoM faculty is also concerned about the students' mental well-being during the pandemic. Agnieszka Brzozowska, PhD and Prof. Aleksandra Wąsowska, PhD., researched the 1st and 2nd year undergraduate students' concerns regarding potential return to on-campus learning environment, lacking confidence, interpersonal skills and their worries related to teamwork. Both researchers also interviewed many



academic teachers from all over the country, in the framework of their initiative and research project *Mental well-being in organizations*. Their initiative was expanded by [preparing and conducting a series of workshops for students](#) in their freshman year, called *Relac(JA) na Uniwersytecie* (Relation(ME) at University). 16-hour workshops, conducted in small groups (10-14 people), were aimed at developing the ability to build relationships with people, dealing with difficult situations and caring for mental well-being in the conditions of change, such as starting studies and / or returning to the university campus after a prolonged period of distance learning. A total of over 100 people participated in the workshops. In addition to two faculty members, the activities were also conducted by two external psychologists and coaches. The project was supported by the Polish Psychological Society (PTP).

3.2 Medical support

The University of Warsaw employees and doctoral students could take advantage of **free tests** for the presence of antibodies to the SARS-CoV-2 virus. The tests were first performed from June 29 to August 28, 2020 and were periodically resumed: the next tests were scheduled between October 26 and November 25, 2020, later extended till the end of July 2021, and further until the end of September 2021. Along with the tests, as soon as the vaccine became available, UW's faculty and their closest family members, doctoral students, and other employees conducting classes **could get vaccinated** against COVID-19 at the University Vaccination Point, located in the University of Warsaw Library building. It was possible to get vaccinated until 14th of June. All other not yet vaccinated employees and students could participate in vaccinations organized at the University Vaccination Point between May and June 2021.

3.3 Technological support

The FoM IT **department** supported all of the stakeholders and remains at their disposal, should any IT-related issues arise. **Necessary hardware (e.g. computers, webcams)** were also made available to stakeholders present at the FoM. In the early period of the transition to distance learning, as mentioned earlier, two professional staff members were appointed and **available by phone to provide support** regarding teaching delivery via video conferencing platforms and conducting exams via e-learning platforms.

3.4 Remote and flexible work conditions

Due to the epidemic threat, and to protect the FoM employees, students and any stakeholders, based on the UW Rector's order from March 17, 2020 and other regulations, the FoM authorities decided to implement a **remote and duty-based work system**. According to the ordinance, the number of employees per office or room were limited to one at a time, with the remaining **professional staff** working remotely and exchanging duty by the day. The office hours for the person working on-campus were shortened. Such a



system was implemented twice, from March till the end of August 2020, and from October 2020 till the end of July 2021.

Faculty staff, although mostly working remotely, were also given the **opportunity and necessary hardware to conduct distance teaching from the FoM classrooms**.

Currently the FoM employees **work on-campus** by default. However, from September 1, 2021 a **hybrid work mode** was made available. The Dean's ordinance of August 19 defines the eligibility requirements a for hybrid work mode (part on-campus, part remote): consent of the immediate supervisor, 20 hours per week limit of remote work, preparing an adequate schedule, utilizing VDI (remote infrastructure used by FoM), and preparing daily reports while working remotely.

UN PRME Six Principles



Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The Ethics, Responsibility and Sustainability (ERS) exist in the Faculty of Management University of Warsaw life. In the last 15-years the FoM authorities have tried to incorporate unwritten elements of the ERS into its organizational culture, e.g.: responsibility for natural resources, limiting paper usage with e-books and e-journals, promoting electronic presentation and submission of student projects and final papers, helping youths from orphanages become FoM students, passing older computer equipment to primary schools, **supporting any responsible community-oriented actions proposed by the students, building supportive environment for student organizations, especially student research groups.** The ethical standards are well provided for in the University rules and regulations. Students are faced with ethical issues from the beginning of their studies when they take the student oath, and then in their first courses which cover intellectual property protection issues. The FoM pays special attention to the protection of intellectual property, one of students' first courses is dedicated to this subject. This way students are familiarized with the values professed by the FoM. The FoM uses "JSA", a uniform anti-plagiarism system, not only for verifying the final theses, but also for all of the essays submitted by the students. Lecturers find it very important to mark the importance of proper citing and using literary sources in the proper and legal way.

The FoM UW is interested in **building social responsibility and ethical behavior of students and alumni.** Students can join the FoM's Student Union. Then they can be elected to be a student representative in the Faculty Council and Didactic Council.

The Student Union is also responsible for:

- expressing opinions of the students community,
- appointing the delegates for Faculty Council and various Faculty committees,
- protecting student rights,
- making co-decisions with the authorities of the Faculty especially by casting votes for delegates,
- expressing opinions and approving projects and decisions made by the authorities of the Faculty,
- helping international students to acclimatize.

- Students are also increasingly involved in research and other projects, such as:



- appointing the delegates for Faculty Council and various Faculty committees,
- blood donation, bone marrow donations and various charity events, like Christmas gifts for the poor. The FoM also conducts other charity activities. During the celebrations (at the beginning and at the end of the academic year, Christmas, Easter), for example, children from the local orphanages receive gifts collected during the FoM basketball matches in December.
- providing financial support to various social groups, e.g. mining families who suffered in the mine disaster (children from these families can study for free); there was also a fundraiser to help flood victims.
- social projects, e.g. “Zwolnieni z teorii” („Exempt from Theory”) – by running social impact projects, our students gain management and experience that will help them with their future careers.
- organization of many conferences.

The social impact on the FoM students is mainly implemented as part of the education process. Student societies and projects are carried out by students both in-class and beyond.

Courses are meant to generate a positive social impact on students. It is achieved through real-life projects which are implemented and assessed throughout students’ coursework. The Business Seniors project carried out as a part of the Basics of Management course (supervised by Michał Mijal, PhD) is an example of this type of social impact transfer from FoM to the society through students. Business Seniors is a project carried out by the first-year Management students who wanted to save the legacy of older entrepreneurs who are not able to master the Internet themselves. The aforementioned project won the 2021 competition of Social Wolves, which is FoM’s external partner social organization. Information about this success and the generated influence was published by multiple media, including interviews for several TV channels and radio stations.

Every year, over 100 student projects are carried out during the Basics of Management course. Projects are developed in groups of 4-8 students, each group has a supervisor who is a FoM employee, and an additional mentor from Social Wolves.

In September 2021 an “Arm in Arm” promotional campaign has started at the University of Warsaw.

“I care about others”, “I believe in science”, “I want to travel around the world”, “I want to study normally”, “I want to live a normal life”, “I want to live” – these are the reasons to get vaccinated against COVID-19.





Principle 2 | Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Ethics, Responsibility and Sustainability are reflected in the mission and vision of the Faculty of Management, but above all in its values and strategy.

ERS problems are integrated with all processes happening at the FoM UW, from enrolment, through the process of teaching and promoting students, hiring and development of both faculty and administrative staff. We are also life-long learning-oriented community. Each year 3-6 administrative staff take part in various training and workshops. Majority of administrative staff participates in the English classes conducted by the UW English lectures. Administrative staff also take part in the Erasmus/Erasmus+ exchange programmes.

Each employee who becomes involved in an activity for the benefit of the local community or in public activity has full access to the Faculty's infrastructure and is helped in arranging a time for the new tasks. The FoM actively participates in all activities of the University and in particular: its academic staff serve the University community as members of the governing and advisory bodies, its lecturers support the educational process conducted in other university units, like the Faculty of Physics, Faculty of Chemistry, Faculty of History and many others. Since 2015, the Centre for Entrepreneurship Centre at the FoM has been organizing general university classes on various aspects of running its own business and entrepreneurship, i.e. legal and accounting aspects, business plan, negotiations, obtaining financing. Classes are very popular among students of other UW faculties, and their substantive level and practical usefulness are very highly rated. Apart from teaching, the FoM supports the University in all possible ways. For example, the FoM organizes and finds sponsors for World Championship in Team Computer Programming (Top Codder) as well as Polish Championship in Computer Programming.

In our research and development activities Ethics, Responsibility and Sustainability (ERS) issues at the FoM should be considered from two perspectives. The first of these are the requirements for those conducting research activities regarding ethical and socially responsible behaviour. The other dimension is the incorporation of the ERS issues to academic as well as practice-oriented research. The FoM UW, in its policies regarding research, draws special attention to issues concerning the social responsibility of the researchers, the ethics of the research, publication and results. Our Faculty Publishing House and our Faculty Journals have implemented ethical guidance for research and publishing.



Ethical research and publication standards are an essential building block in the development of a coherent and honest scholarly and scientific knowledge. To assure the highest quality and integrity of research our Publishing House and Journals follows international standards of expected ethical behaviour for all parties involved in the process of publishing: the author(s), the journal editor(s), the peer reviewer(s) and the publisher. Each of the parties have their responsibilities and related duties, which help to achieve the highest ethical standards, i.e.:

- Authors reports of original research should present an accurate account of the work performed as well as an objective discussion of its significance.
- Authors may be asked to provide the raw data in connection with a paper for editorial review. Therefore, all data for a specific paper should be retained for a reasonable time after publication.
- Authors are obliged to avoid any form of research misconduct i.e.: Fabrication, Falsification, Plagiarism.
- The authors should ensure that they have written entirely original works, and if the authors have used the work and/or words of others, that this has been appropriately cited or quoted. Plagiarism has varying different levels of severity.
- The Publishing House and Journals actively checks manuscripts for plagiarism via online software.
- Authors have an obligation to make sure their paper is based on original–never before published–research. Intentionally submitting or re-submitting work for duplicate publication is considered a breach of publishing ethics.
- Three types of authorship are considered unacceptable: “ghost”, “Guest” and “Gift”.
- All submissions must include disclosure of all relationships that could be viewed as presenting a potential conflict of interest. Authors are obliged to report any potential conflicts of interest at the time of submission to the Editorial Board in the Submission Declaration Form.
- Any interest or relationship, financial or otherwise, that might be perceived as influencing the author’s objectivity is considered a potential source of conflict of interest. These must be disclosed when directly relevant or indirectly related to the work that the authors describe in their manuscript. The existence of a conflict of interest does not preclude publication.
- If the authors have no conflict of interest to declare, they must also state this at submission.
- Author(s) discovering a significant error or inaccuracy in his/her/their own published work, are obliged to promptly notify the journal editor or publisher and cooperate with the editor to retract or correct the paper.
- Editors’ decisions to accept or reject a paper for publication are based on the paper’s importance, originality and clarity, and the study’s validity and its relevance. Publication decision about acceptance is final but may be reversed if serious problems are identified with the submission.
- Editors are responsible for ensuring timely peer review and publication and should avoid unnecessary delays.



- Editors are responsible for setting consistent and fair standards of peer review process and selection of submitted manuscripts.
- To achieve high ethical standards, we are a member of CrossRef and CrossCheck.
- Manuscript checking is done using iThenticate which provides plagiarism prevention services to publishers around the world.

In case of violation of employee obligations or the principles of academic ethics, an employee may be subject to a disciplinary penalty imposed by the Disciplinary Commission for academic teachers at the UW.

For a long time, the FoM was implementing - even without them being put in formal strategies - ERS issues when it comes to infrastructure and management. Our buildings are disabled friendly, infrastructure is equipped with energy saving and waste reduction systems, our gardens and sports halls help in the relaxation and recreation of our students, employees, and are also open to the local communities. It should be emphasized that the FoM campus is accessible for people with special needs, they have elevators and bathrooms accessible to such persons, they are also equipped with ramps for people in wheelchairs. In the future FoM plans to prepare infrastructure for LGBT+ persons.

The building infrastructure is designed in a way to help save energy, and the bathrooms are equipped with automatic water usage reduction systems. All rubbish is segregated in the FoM UW buildings. For a couple of years, there is also a paper usage reduction policy in place, both on the FoM UW and outside it. This means information screens, e-books with students' manuals, sending in written assignments by e-mail. All this has led to a decrease in the usage of water and paper. The usage of energy is rising though, due to the weather changes - each year the late spring and summer months are hotter, which increase the need to use more energy to cool the buildings and didactic classes.



Principle 3 | Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

The FoM actively develops ways to make it easier for students to become acquainted with the ERS issues. The FoM attaches particular importance to the issues of ethics, responsibility and sustainability of the teaching process. There are courses in BA studies and MA studies that directly address these issues (each of the Polish programmes was enriched with a course entirely dedicated to ethics-related issues: CSR - Ethics in Business. It will be delivered for all English and Polish programmes)

For the Executive MBA Programme in addition to the dedicated section in OB class there is also a requirement that one session in each course would be used for an illustration and discussion of ethics. This could be a separate topic or a case study and even an exercise to discuss those matters. This way we want to put ethics into the context of everyday and strategic business decisions. In other studies (MA in International Business, Master in Food Systems), classes on this subject are conducted as an elective. At BA studies, all students participate in copyright protection course for one year of study. In addition, there is a requirement at the MBA programme to include one class in ethics to every module in the form of a dedicated case study, exercise, class discussion or guest speaker. All studies have a straightforward definition of the learning outcome associated with these issues, which is then implemented in many courses.

The FoM policy assumes that the issues of ethics, responsibility and sustainability are not perceived as separate categories in the evaluation of the recruited students, although more socially responsible students are much desired. We have designed and implemented students' ethical attitudes assessment; our students take part in several activities connected with ERS. We also care and monitor the diversity of our students and diffusion of inclusive and open society approaches.

The FoM personnel development policy refers, in line with the faculty strategy, also to sustainable and responsible development. The Faculty strives to develop its members as responsible persons who show concern for the resources. As part of the University of Warsaw, the FoM has a code of conduct and rules of teaching, which reflect the current stand on ethics and responsibility. Members of the faculty are encouraged to conduct their teaching and research activities in an ethical and socially responsible way, maintaining the highest standards of ethical behaviour and avoidance of plagiarism. These issues are featured in the process of education as the integral part of the doctoral programmes run by the FoM, which supply most of the new employees.



In the 2019/2020 academic year we implemented Ethical Attitudes Assessment (EAA) of all our students. It is performed as an exit test. We have decided to check whether the student during decision-making process is guided by values and recognizes their significance from an ethical point of view. For this purpose, special case studies, describing situations in which main characters observe unethical behaviour of their colleagues, have been prepared.

Students participating in the EAA received a questionnaire checking the achieved learning goals and objectives in terms of ethical attitudes. An anonymous questionnaire (tailored to the programme in which students participated) was filled out by students after completing the study programme.

Students of BA programmes were asked to assess the behaviour and decisions made by the main character described in the cases in terms of the impact of their decisions for the company. The Likert 7-point scale where 1 – not important at all, 7 – very important to the cases. The questionnaire and answer options were designed in a way that the higher score indicates the importance of ethics in business decisions. The findings are presented below in [Table 3.1](#).

Table 3.1 Summary of BA students' assessment of the main character behaviour presented in the ethical case studies in the context of importance in terms of competitive position and profits.

SCALE	M, BA f-t	M, BA p-t	FAI, BA f-t	FAI, BA p-t
1	0%	0%	0%	0%
2	0%	0%	4%	11%
3	0%	9%	5%	0%
4	6%	0%	17%	22%
5	36%	55%	32%	17%
6	34%	18%	19%	22%
7	24%	18%	23%	28%
answers 6 + 7	58%	36%	42%	50%

Notes: "M" indicates Management programme, "FAI" Finance, Accounting and Insurances programme, "f-t" full-time mode and "p-t" part-time mode. The assessment was made on the Likert 7-point scale where 1 – not important at all, 7 – very important.

The benchmark that was to be achieved was that the sum of answers 6 & 7 reached 50% of all interpretations given by students. Two out of four study programmes participating in the pilot of that measurement reached that benchmark: Management BA full-time; Finance, Accounting and Insurances BA part-time. Students of the other two study programmes tend to choose 5 quite often, which shows that students are hesitant in indicating a strong view of ethical issues. After evaluation of the methodology and the findings, the decision was made to offer 5-point Likert scale in the cases presented next year to ensure more unambiguous students' answers.

The second case challenged students to evaluate whether organizing a training promoting very aggressive selling strategy developed by one of the salespersons is the right decision. Likert 5-point scale was available for the students to provide their assessment: *yes/rather yes/I can't say/rather no/no*. The benchmark was set at 50% of answers "rather no" and "no". The goal was achieved more than expected (see [Table 3.2](#)).



Table 3.2 Summary of BA students' assessment of the idea concerning encouragement other employees to use unethical working methods.

ANSWERS	M, BA f-t	M, BA p-t	FAI, BA f-t	FAI, BA p-t
Yes	1%	0%	1%	0%
Rather yes	4%	27%	10%	0%
I can't say	6%	9%	9%	17%
Rather no	37%	36%	36%	44%
No	51%	27%	45%	39%
"rather NO" + "NO"	88%	64%	81%	83%

Notes: "M" indicates Management programme, "FAI" Finance, Accounting and Insurances programme, "f-t" full-time mode and "p-t" part-time mode.

The students of MA programmes were asked to (a) determine their behaviour in the situation and assess the behaviour from the viewpoint of various stakeholders, i.e. (b) from the customer's point of view, (c) from the restaurant owners' point of view, (d) from the employees' point of view. [Table 3.3](#) presents the percentages of the "desirable" answers - expected results (a) describing their behaviour in the defined situation and assessing the situation from the viewpoint of various stakeholders, i.e. (b) from the customer's point of view, (c) from the restaurant owners' point of view, (d) from the employees' point of view. If all students indicate desired answer, the result is 100%.

Table 3.3 Summary of MA students' answers.

EXPECTED ANSWER		M, MA f-t	M, MA p-t	FAI, MA f-t	FAI, MA p-t	IPB, MA f-t
(a)	You let your supervisors know about it.	87%	71%	93%	89%	100%
(b)	The customer has been cheated by an employee, so the employee and the company are to blame.	100%	88%	93%	94%	87%
(c)	If the company works like this, nothing is right.	96%	88%	86%	94%	80%
(d)	It's extremely unfortunate situation, no one should do that.	91%	88%	93%	72%	73%

Notes: "M" indicates Management programme, "FAI" Finance, Accounting and Insurances programme, "IPB" International Business Programme, "f-t" full-time mode and "p-t" part-time mode.

Students from all of the programmes reached the benchmark, which was 50% of the answers listed above.

To sum up, the pilot of the Ethical Attitude Assessment has either reached the expected results or exceeded it. The methodology worked well; however, simplifying the Likert scale from 7 to 5 in one of the cases should prove to provide more precise results. The continuation of the Ethical Attitude Assessment is planned for next years, as the ethical dimension of the business professions is of great importance.



Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

The faculty members of the FoM are very active in the area of research, which is dominated by academic studies. The employees of the FoM have published 2110 publications in the last five years. The FoM faculty published 30 and 29 articles with IF in 2020 and 2021 respectively.

The number of national and international grants is visibly growing. The FoM also has a record of achievements in fundraising and implementing impactful grants from the EU sources under the **EIT Food initiative**. In 2020 alone, the FoM ran 12 research, implementation and teaching projects that had a wide social impact. Projects and their social impact are related to the food sector and such areas as the regional innovation scheme. More information can be found on the [EIT food website](#).

The EIT Food Programme had the largest budget among all the projects at the University of Warsaw in 2021 (more than 15 million EUR in 14 projects).



A new research initiative, included in the new Strategy 2023 is establishing an **Olympic Studies and Research Centre (OSRC)** until 2023 and is under development since 2021. It will be 10th research center at the FoM and It is going to be the first center of such scope and nature in Poland. The OSRC objective will be to promote research and education of managers in the field of sports, with a particular focus on the governance of sports federations, social and economic impact of sport and policy making at national and European level. The OSRC will promote international cooperation by research and implementation projects in the field of sports management and governance under the IOC and EU frameworks.



Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

The essence of the FoM UW due to mission and new Strategy 2030 is in its deep association with industry, the public and NGOs sector, managerial practice and professional bodies as a driver to underpin our employability agenda. The new strategy designates the following goals:

- “Synergia” online platform which allows businesses and alumni to cooperate (launched in March, 2022, more information included in Principle 6),
- Creating a student path that will facilitate access to information, transparency of procedures in the course of education, development opportunities at the FoM and the UW, etc. The manuals and instructions are meant to be prepared in 2023.
- Increasing the number of internships offered by the FoM partners via Career and Alumni Relations Office. The goal is to obtain 80 internship offers by 2023, improving from current 60.
- Strengthening the cooperation with the Business Incubator of the University of Warsaw,
- To introduce academic and business mentor programs for students. It is meant to be launched in 2025.

Managers of business corporations are frequent visitors at the FoM UW lectures (such as Citi Global Financial Services, L'Oreal).

FoM UW provides **physical space in the campus for corporate partners** (corporate stands plus corporate zones – Citi, EY, Santander); students can enjoy full access to such spaces. Also, relaxation zones funded by the partners are available to the students.

Santander Universidades Scholarship Program for FoM students - the founders' intention is to reward students of the Faculty of Management for their involvement in initiatives at the University of Warsaw, social activity and for outstanding achievements in scientific and non-university activities.





Student initiatives are another pillar of connection with practice. These are both individual initiatives (company ambassadors) and student organizations - such as student council and research clubs. Student activities include: organization of meetings with entrepreneurs and professionals (8-10 per year), organization of specialist workshops with business partners (5-7 per year), case study competition with EY (1 per year), organization of student business conferences (1-3 per year).

In the last three years (2019-2022), student organizations raised around 11,800 USD for their activities from external sponsors. The FoM organizes free financial services for operating those funds.

One of the examples of cooperation with business, students and FoM's Career Office are job fairs organized at the FoM UW campus – the biggest one so far has been held on March 7, 2022.



DZIEŃ KARIER WZ UW

07.04.2022

WYDZIAŁ ZARZĄDZANIA
UNIwersYTETU
WARSZAWSKIEGO

KORYTARZ na 2. piętrze przy Auli A
9:00-16:00



WZBOGAĆ SIĘ O NOWE
DOŚWIADCZENIE!



The Job Fair held on 07.04.2022. Over 13 companies participated in the event: Accenture Polska, Bank BNP Paribas, Bank Millennium, Bank Pekao S.A., Deloitte, EY Polska, Fundacja Think!, Santander Universidades, JTI Poland, Henkel Polska, Mars Polska, Procter & Gamble Polska, PwC Polska



Principle 6 | Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The Faculty of Management University of Warsaw is continuing to extend its connection with business organizations in Poland by implementing the new Strategy 2030.

One of its already realized goals was launching a Synergy WZ UW online portal in March 15, 2022.

[Synergy Portal](#) is a modern platform connecting business with science and employers with students and graduates of the Faculty of Management at the University of Warsaw.

Its main goal is to provide information and maintain contact with students and alumni of the Faculty, academics, business partners, and other interested institutions.



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NEWS

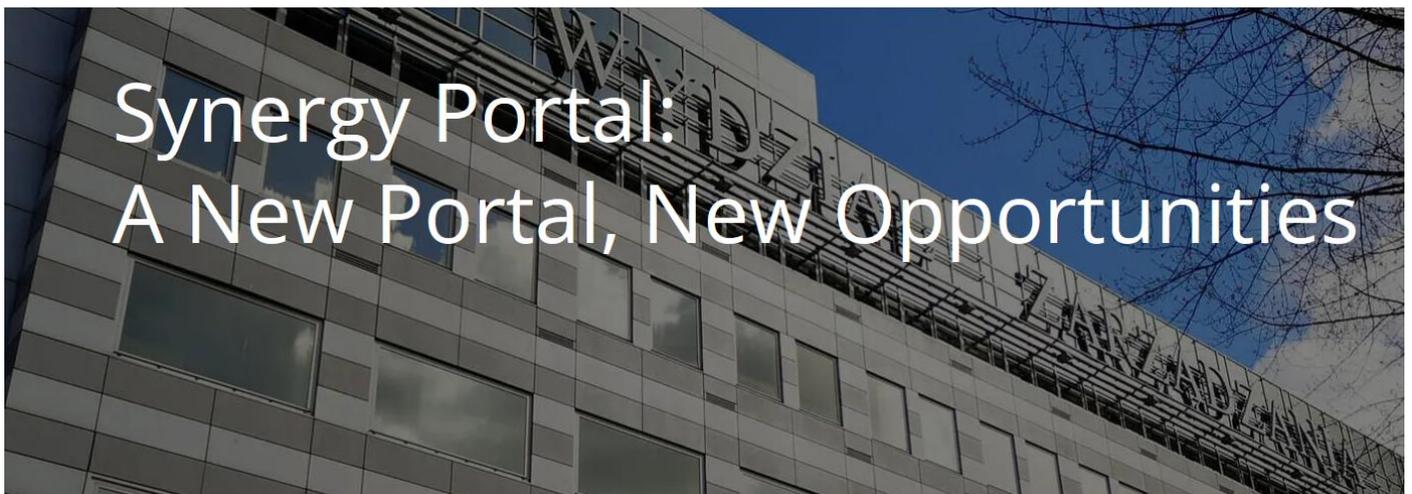
CAREER ADVISOR

FOR EMPLOYERS

CAREER AND ALUMNI OFFICE

FOM UW CORPORATE PARTNERS

FOM UW EXPERTS



Students may find current job offers, internships, and traineeships. Every logged in user can generate his or her professional CV. Moreover, there are posted useful links, recommending interesting portals and websites, thanks to which everything can be found in one place.

Over 130 academic teachers, specialising in many business and management areas, constitute Academic Experts of the Faculty of Management of the University of Warsaw. Most of them are also practitioners with



Key objectives for period 2022-2024

Table 4. FoM UW key objectives for period 2022- 2024

Item	Actions to be implemented:	Person(s) responsible:	PRME Principle	Expected outcomes
Inclusive environment	Creating a student path that will facilitate access to information, transparency of procedures in the course of education, development opportunities at the FoM and the UW, etc.	Vice Dean for Students' Affairs and Quality of Teaching	#1	Increasing the quality of student service
Inclusive environment	Further staff integration and strengthening of the FoM's organizational culture, preparing common spaces for faculty, professional staff and students	Vice Dean for Development	#1	Common spaces for faculty, professional staff and students
Inclusive environment	Increasing the number of joint classes in English for Polish and foreign students	Vice Dean for Students' Affairs and Quality of Teaching	#1	Increasing the integration of Polish and foreign students. Increasing the language skills of Polish students.
Sustainability in teaching and learning (STL)	To further develop the FoM's case study database	Vice Dean for Research	#1 and #3	FoM case study database to (1) enhance practical aspects of teaching (2) broaden the portfolio of cases, with special attention on SDG - content
Sustainability in teaching and learning (STL)	Increasing the number of practitioners invited to classes	Vice Dean for Students' Affairs and Quality of Teaching, Career and Alumni Relations Office	#1 and #3	20% more practitioners invited to classes,(1) strengthening the practical aspects of teaching, (2) creating environment supporting discussions on sustainability and CSR related content with practitioners
Teaching Excellence & Professionalism	Introduction of a reward system for the best lecturers	Vice Dean for Students' Affairs and Quality of Teaching	#2	Increasing faculty members' motivation in teaching. Awarding the best lecturers



Stakeholders support	Increasing the FoM's financial support for students' initiatives	Faculty Board, Career and Alumni Relations Office	#3	Integrating students and strengthening their ties with FoM
Inclusive environment	Further development of IT infrastructure for remote and hybrid work	Vice Dean for Development, IT Center	#3	New IT infrastructure to (1) increase the effectiveness of teaching and learning, (2) building inclusive environment for students and other stakeholders
Teaching Excellence & Professionalism	Increasing the number of faculty members with business and international experience	Dean, Heads of Academic Units	#3	10% more faculty members with business experience, 10% more faculty members with international experience
Research	To establish an Olympic Studies and Research Centers	Vice Dean for Research	#4	Olympic Studies and Research Centers
Learning experience	To increase the number of internships offered by the FoM partners via Career and Alumni Relations Office	Career and Alumni Relations Office	#3 and #6	More opportunities for students to gain practical experience
Learning experience	Strengthening the cooperation with the Business Incubator of the University of Warsaw	Vice Dean for Development, Career and Alumni Relations Office	#3 and #6	More opportunities for students to gain practical experience
Stakeholders involvement	Intensification of Advisory Board activities	Dean / Director for Executive Education	#5 and #6	Inputs and collaboration with AB



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