

MUNI
ECON



HR EXCELLENCE IN RESEARCH

A woman with blonde hair tied in a bun is smiling and looking at a computer monitor. The background is a whiteboard filled with hand-drawn diagrams, including a line graph, a bar chart, and various mathematical symbols like percentages and numbers. The entire image has a pinkish-red tint.

**Information for supervisors
of students in doctoral
programmes of ESF MU**

INFORMATION FOR SUPERVISORS OF STUDENTS IN DOCTORAL PROGRAMMES OF ESF MU

Given the highly individualized form of the doctoral studies, the role of the supervisor and their relationship to the doctoral student are essential for their successful completion. Mutual cooperation begins to take shape even before the start of the studies, when the academic provides advice to the applicant during the preparation of the dissertation project, and continues with conducting the research project, sharing experiences and recommendations in the field of scientific work, presentation of research results and publications.

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1. STANDARDS OF THE SUPERVISOR

Doctoral studies are the first stage of an academic and scientific career, and it is the supervisor who accompanies students through it, who mentors them and shares their experience with them. The task and responsibility of the supervisors is to introduce the student to the research community and help them become accustomed to it. The supervisor is jointly responsible for the quality of the supervised doctoral research. Supervision also requires time and personal investment, which, on the other hand, enables the training of new colleagues for conducting scientific projects of the supervisors and the possibility of their own further scientific development.

WHAT IS EXPECTED FROM THE SUPERVISOR:

- Regular communication – The supervisor continuously advises on the progress of the doctoral research at joint meetings with the doctoral student, which take place at least once a month.
- Involvement in the supervisor's own scientific and research activity – The supervisor involves the doctoral student in their own scientific and research activity. It is good practice for the doctoral student to publish their first article as a junior co-author of their supervisor.
- Consultations about the selection of courses, external courses or summer schools and the direction of self-study – The supervisor, together with the doctoral student, defines the knowledge necessary for the preparation of the dissertation, and together they consult the course enrolment and recommendations for the direction of self-study.
- Professional and methodological guidance of scientific and research activities – The student regularly presents the progress of their research to the supervisor, who provides the student with feedback, advises on the further direction of the research and addressing research problems.
- Feedback and cooperation during publications – The supervisor reads drafts of articles and makes comments on them, and above all can participate as a co-author on the first article and thus pass on their know-how to the students.
- Consultation when choosing a journal, conference – The supervisor recommends a suitable journal or conference for the doctoral student's research.
- Consultation of a mandatory foreign internship – The supervisor advises the student on the choice of the foreign internship location and provides their contacts. The supervisor should already have a general idea of the possible places of internship at the beginning of the studies. In accordance with the principles and [recommendations for effective and high-quality doctoral studies at Masaryk University](#), they will jointly prepare a plan for a foreign internship during the first year of the studies.
- Feedback on the annual presentation of research results – The supervisor is present at the annual presentations of the student's research results and provides feedback on them.

- Checking the expertise of the doctoral research within the field of studies and its concept with an emphasis on the possibility of completing the studies in the standard period.
- Prevention of mutual misunderstandings – The student and supervisor clarify their ambitions and expectations concerning the studies and possibly write them down in a non-binding memorandum at the beginning of the studies.

What can the supervisor expect from the student?

- conscientious and timely fulfilment of duties and compliance with the study schedule,
- active communication, informing about progress and possible obstacles or problems,
- interest in the research topic, the desire to acquire new knowledge and skills,
- critical thinking, creativity and originality,
- respecting good practice in research, publication and citation,
- ability to work independently and in a team,
- openness in receiving feedback.

Other principles concerning the work of supervisors of doctoral students are available in the [Guidelines of the Research & Development Office of the MU Rector's Office No. 1/2021 Principles and recommendations for effective and high-quality doctoral studies at Masaryk University](#).

WHO CAN BE A SUPERVISOR

The supervisor's task is not only to teach the doctoral student how to conduct quality research, but also how to publish such research and communicate it to the professional public. Therefore, the supervisor can only be an active researcher who, at least at the beginning of the studies, can involve students in their own research and who can publish their results in recognized journals in the field.

Persons with the academic rank of associate professor or professor can supervise, i.e. guide doctoral students. In exceptional cases, on the recommendation of the doctoral board, non-habilitated persons can also be appointed as supervisors – they are approved by the scientific board of the faculty always for specific students and their research topics.

According to the recommendations of Board of Internal Evaluation MUNI, a habilitated supervisor can supervise a maximum of five doctoral students at the same time, whereas a non-habilitated supervisor can supervise one student. Above this rule, the total number of supervised students at ESF MU (=Faculty of Economics and Administration, Masaryk University) is closely linked to the annual evaluation of supervisors, who must meet the criterion of scientific and research performance and at the same time successful supervision of students.

The doctoral board decides on the appointment of all supervisors. The proposal for the appointment of a supervisor for a specific degree programme is submitted by the chair of the doctoral board through the department administering the doctoral studies. This proposal is always subsequently discussed by the scientific board of the faculty.

The doctoral board also decides on the possible change of the supervisor or their dismissal. In addition to the supervisor, a consultant specializing in the topic of doctoral research may also participate in the supervision of students.

2. THE RELATIONSHIP BETWEEN THE SUPERVISOR, THE DOCTORAL BOARD AND THE CONSULTANT

The role of the doctoral board in doctoral studies is crucial, as it sets the conditions of studies in the degree programme and is responsible for their inspection and compliance, as well as for the inspection of the quality of the programme. It checks not only doctoral students and their studies and scientific research activities, teaching and the professional level of the degree programme, but also supervisors, and evaluates them.

THE RELATIONSHIP BETWEEN THE SUPERVISOR AND THE DOCTORAL BOARD

The supervisor may or may not be a member of the doctoral board of the degree programme. The responsibilities of supervisors in relation to the doctoral board are set out in the [MU Study and examination regulations – section 28](#).

In relation to supervisors, the doctoral board mainly:

- Approves the research focus of dissertations and ensures that they are in accordance with the scientific and research activities of the supervisor. The supervisor submits a proposal for the research focus of the dissertation, including its title and a brief abstract, to the chair of the doctoral board. The supervisor may be invited annually by the doctoral board to revise and update the listed topics.
- Assesses the compliance of individual students' study plans with the characteristics of the relevant doctoral programme. During the first term of studies, the student draws up a plan of the entire studies in cooperation with the supervisor, which is approved by the doctoral board.
- Evaluates the course of studies of individual students based on the annual presentation of the current state of research and the term evaluation of the supervisor completed in the relevant application in IS MU. At the beginning of each term, in agreement with the supervisor, the doctoral student fills in a term content plan, which the supervisor confirms. At the end of each term, the supervisor evaluates the doctoral student's studies in the previous term.
- Performs annual evaluations of supervisors primarily on the basis of their scientific activity, the scientific activity of doctoral students and their successful advancement in the studies.

THE RELATIONSHIP BETWEEN THE SUPERVISOR AND THE CONSULTANT

The consultant is an expert on the topic of the doctoral project. They fulfil an advisory function without having the duties associated with the function of supervising or membership in the doctoral board. Consultants are familiar with the topic of the student's doctoral project and are available for consultations on expert or very specific topics.

Dual supervision of a doctoral student

The student completes part of their studies at a foreign institution with which a so-called co-tutorship or cotutelle agreement has been concluded for these purposes. In this case, the doctoral student has a supervisor at each of these institutions. The supervisor from a foreign institution usually has the same rights and obligations as the supervisor at the parent institution.

3. ANNOUNCING THE TOPIC

Supervisors propose dissertation topics that are in the same field as their own scientific research activities. Ideally, the topic of the dissertation is directly related to the research that the supervisor researches themselves. The dissertation should be written in a language that meets the standards of the given scientific field.

The topics of dissertations and related research are announced by the doctoral board based on the proposals of individual supervisors. Applicants for studies then choose the supervisor together with the announced topic directly in the application for studies. The research focus of the dissertation can also be proposed by the applicant. After mutual agreement, the supervisor forwards it to the doctoral board for approval. In addition to the title, the announced topic also contains a brief abstract. The offer of open topics is available on the website for [applicants](#), where the list of announced topics for each supervisor complements their professional profile, including information on research focus, topics of currently supervised and already completed dissertations, and publications.

Supervisors can announce only as many topics as correspond to their free capacity to supervise doctoral students and as many as result from their annual evaluation and fulfillment of the criteria of scientific and research performance and successful supervision of students.

4. ADMISSION PROCEDURE

Applicants can apply exclusively for topics announced for a specific degree programme and their supervisors. After choosing the topic of the doctoral research and before submitting the study application itself, applicants contact the potential supervisor to whom they will send their CV and motivation letter. They should then discuss with the supervisor their planned research proposal. As one of the mandatory attachments to the application, the supervisor gives their written consent to the supervision of the applicant. As part of these consultations, applicants and supervisors should clarify their ambitions and mutual expectations regarding future studies.

The admissions procedure is announced twice a year with the start of studies in the autumn semester and in the spring semester.

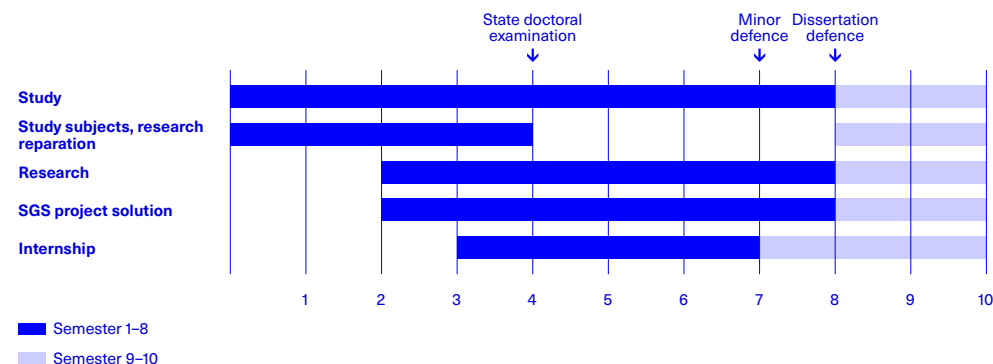
The entrance examination for all degree programmes takes place in two rounds. In the first round, the admissions committee assesses the originality and feasibility of dissertation projects, the motivation of individual applicants, their professional prerequisites and competence in English based on the content of the presented documents (dissertation project, professional CV, motivation letter, additional materials if applicable) and the consent of the supervisor. The second round takes place in the form of a discussion on the submitted dissertation project and selected research focus in front of the admissions committee. The admissions committee assesses the professional interest and level, motivation, knowledge of the field and the applicant's overall readiness for doctoral studies. Part of the entrance examination is also an assessment of the level of knowledge of English by the admissions committee according to the required standards of the given programme. The supervisor is a member of the admissions committee or is present during the discussion. In justified cases, a personal interview can be replaced by a video conference after prior agreement.

The current conditions of the admission procedure are always available on the [official notice board of the faculty](#).

5. PROGRESS OF STUDIES

PROGRESS OF STUDIES

The studies start with an enrolment for studies. The studies are highly individualized, yet they have firm rules and several milestones that must be met. The typical progress of studies showing the main activities and several milestones that must be met is evident in the following plan:



In the first year, doctoral students mainly study courses and prepare a research proposal for the Student Grant System (SGS) project. During the second year, they focus more on their dissertation. At the end of the 4th term, there is a doctoral state examination, and the next two years are fully devoted to the work on the dissertation, publications, participation in conferences, investigation of own SGS projects or involvement in other research projects. As part of their studies, students must also complete a mandatory foreign internship. After fulfilling all the obligations and conditions of the doctoral studies and after completing the doctoral research, the studies are concluded with the defense of the dissertation.

With regard to the focus of the doctoral project and the research that is carried out, supervisors can recommend to doctoral students to register specific courses and to study suitable scholarly literature. Moreover, they can actively support their publication activities (e.g. through co-authorship or assistance in choosing a journal), and they can also help in choosing a suitable conference for the presentation of research results or when choosing the most suitable institution for the foreign internship. However, the main role is played by the supervisor especially in the preparation of doctoral research.

An internal [Student Grant System](#) is available for students to support research, participation in conferences or foreign internships. Within the framework of this system, doctoral students can apply for support each year for the research that is the content of their dissertation. Supervisors appear in projects as their professional guarantors.

At the end of each term, the supervisor evaluates the fulfilment or non-fulfilment of the student's obligations. After studying the submitted materials, they assign an evaluation for the courses evaluated by the supervisor (i.e. Study of Literature, Internship, Foreign Internship, Research Workshop, Preparation of Dissertation) and then express their agreement or disagreement with the student's advancement to the next term.

Once a year, the supervisors, together with the doctoral board, must evaluate the current state of research of individual students based on their presentation. This typically takes place in the form of a conference organized annually by ESF MU (or individually at a meeting of the doctoral board).

INDIVIDUAL STUDY PLAN

At the beginning of the studies, by the end of the first term, the doctoral student, in cooperation with the supervisor, creates an Individual Study Plan (ISP) for the entire studies, which is then approved by the supervisor in IS MU and then approved by the doctoral board. The ISP is the basic document that governs the entire doctoral studies. It contains a plan of study obligations, a time schedule for the fulfilment of individual obligations and key study milestones, as well as a plan for scientific and research work, creative activities, the expected date of a mandatory foreign internship, pedagogical activities and a plan for participation in conferences, internships or summer schools for the entire period of four years of studies. The plan is completed and approved only once during the studies, unless there is a major change, such as a change in the research focus of the dissertation. In such a case, it is re-approved by the supervisor and the doctoral board after editing in the IS MU.

At the beginning of each term, students, in agreement with their supervisors, specify their plan of their study and research activities for the given term in the term content plan. The term content plan is approved by the supervisor at the beginning of each term. At the end of the term, students fill in feedback on this term content, and the supervisors then evaluate the fulfilment of the goals and agree on the advancement to the next term. Once a year, the fulfilment of the ISP is evaluated by the doctoral board, which expresses its opinion on the continuation of doctoral students in their studies. Failure to fulfil the study plan or to register for the next term may result in sanctions (for example, in the form of a reduction or withdrawal of the scholarship), or may be grounds for the termination of studies. With regard to the set milestones of the studies, the doctoral board may require mandatory fulfilment of certain conditions by a specific date. Failure to meet such a condition may be grounds for the termination of studies. If a student has problems with completing the term content plan or the individual study plan, the supervisor should be the first person the student contacts with a request for help or support in solving the situation.

THE STRUCTURE OF THE INDIVIDUAL STUDY PLAN FOR THE ENTIRE STUDIES

In the overall study plan, the student, after agreement with their supervisor, proposes a schedule of their studies for the standard study period of 4 years. They state how they will proceed with their doctoral research and plan to fulfil all the obligations of the studies, which include in particular:

- completion of compulsory and optional courses (obtaining at least 240 credits per studies)
- passing the Doctoral State Examination
- completion of a mandatory foreign internship (they specify in which period and where they plan to complete the internship)
- publications due to the mandatory preparation of 3 publications, of which 1 publication in a journal must be accepted for publication or in print before graduation, i.e. before the defense of the dissertation

THE STRUCTURE OF THE INDIVIDUAL STUDY PLAN FOR THE GIVEN TERM

The term content plan contains mandatory sections Doctoral thesis preparation, Publications/articles, Professional forums/conferences/lectures and optional sections Stays and Other, in which the student, after agreement with their supervisor, indicates what they will focus on in the given term and how they will proceed.

When evaluating the ISP, the supervisor mainly comments on the following points:

- whether the student shows sufficient progress in research and preparation of the dissertation with regard to the timely completion of the studies in the standard period of study extended by a maximum of 1 year
- the quality of the research (whether the research solves relevant questions and uses *state-of-the-art* methods and whether it is publishable in recognized journals in the field)
- whether the student presents their research at relevant conferences and research seminars
- the foreign internship, if the student has completed it

HOW TO FIND ISP APPROVAL AND EVALUATION IN IS MU:

IS MU > Personal administration > Supervisor > Doctoral students > Approval and evaluation of Ph.D. individual study plans

Detailed information about the ISP for supervisors is available in the doctoral studies information on the [MUNI Employee portal](#) or [ECON MUNI](#) or on the [Document Server in IS MU](#).

6 . PROJECTS AND PUBLICATIONS OF DOCTORAL STUDENTS SUPERVISED BY YOU

The main content of doctoral studies is research work, which doctoral students carry out under the supervision of their supervisor. Upon agreement, they can also participate in external projects led not only by their supervisors, but also by other researchers. The nature of the research work should be related to the topic and methodology of the student's dissertation. Doctoral students are required to prepare at least three articles thematically corresponding to the focus of their dissertation during their studies. Of these, at least one article must be published during the course of studies in a journal that is indexed in the [Web of Science](#) or [Scopus](#) database.

7 . DOCTORAL STATE EXAMINATION

The Doctoral State Examination is an important milestone and control point for feedback on how the doctoral research has progressed since its proposal presented at the admissions procedure. After two years of studies, students receive formative feedback on their progress so far and the current state of research. The Doctoral State Examination at ESF MU is conducted in the form of a discussion on the submitted theses of the dissertation, which doctoral students submit together with the application for the examination. Dissertations mainly contain the definition of the doctoral research, its goals and investigation procedure, proposed methods and research questions. The formal requirements for the scope, structure and content of theses are determined by the [guidelines of the Vice-Dean for Research](#).

Doctoral State Examinations are always organized in the spring and autumn terms. In the spring semester, the doctoral student must submit the application no later than on 31 March, and in the autumn semester no later than on 15 October, in order to guarantee taking the exam in the given term. In the case of belated submission of the application, the doctoral board decides on the possible completion of the exam within the given term. The specific date of the examination is proposed by the doctoral board and determined by the relevant Vice-Dean.

Course of the Doctoral State Examination

In the introductory part, the student briefly presents the goals of their thesis, solution methods and planned main results and benefits. This is followed by a discussion on the presentation, and the presented theses of the dissertation. The board also asks questions in the broader context of the given field of studies and research and tests the students' theoretical and methodological knowledge. The board discusses the result of the exam in a closed session. In a secret vote, the committee first decides whether the student passed the exam and then decides on the grade A to E. If the result of the secret vote is the grade "fail", then the exam is automatically graded "fail". The bursar of the board takes a written record of the course, voting and evaluation of the Doctoral State Examination, which the chair and members confirm with their signatures.

Further information on the Doctoral State Examination is available for supervisors in the information on doctoral studies on the [Employee Portal](#).

8 . DISSERTATION AND ITS DEFENSE

The role of the supervisor is decisive for the preparation of the dissertation and the subsequent successful defense. Continuous monitoring of the state of the doctoral research, mutual interaction between the student and the supervisor, methodological guidance and regular mutual meetings are important. When preparing the dissertation, supervisors should recommend scholarly literature to students, teach them to present research results, whether when participating in an international or national conference or when preparing expert publications.

Dissertation

The dissertation is submitted as a monograph or as a collection of essays/articles. The form of the dissertation will be clarified by the supervisor and the student as early as possible during the course of studies. The formal requirements for the scope, structure and content of the dissertation are determined by the [guidelines of the Vice-Dean for Research](#).

Dissertation defense

Students apply for the defense of their dissertation after fulfilling all study and other obligations (obligation to publish in journals to the prescribed extent, completing a foreign internship) and obtaining at least 240 credits. The overview of obligations for the completion of studies is summarized in the ESF MU [Directive No. 2/2020 – Section 6](#). The dissertation defense takes place at the ESF MU in two rounds – an internal and a major defense.

Internal defense

This is a defense of the first version of the dissertation conducted in the presence of members of the department, organized by its head. For the internal defense, the reporter's opinion is prepared, which evaluates the quality of the dissertation and the degree of fulfilment of the requirements set for dissertations in the given scientific field. The purpose of the internal defense is

the assessment of the quality of the dissertation by the academic community of the department. At the same time, it provides students with the opportunity to incorporate possible criticism and recommendations from the reporter's point of view and from the internal defense before the major defense.

Major defense

The dissertation defense marks the end of the entire doctoral studies. It consists in the presentation of the conducted research and its results and in the subsequent expert discussion with the members of the board.

It takes place in front of the doctoral defense board, for the appointment and proceedings of which the same rules apply as in the case of the Doctoral State Examination (see above). As a rule, the reviewers of the dissertation, who are appointed by the relevant Vice Dean on the recommendation of the doctoral board, also participate in the defense. There are at least two reviewers and at least one of them is not employed by the university. For students starting in the autumn semester of 2022, one of the reviewers must be from a foreign institution (except Slovakia). If the reviewers of the dissertation are not also members of the board for the dissertation defense, they participate in the non-public part of the meeting with an advisory vote only. Upon prior agreement and if required by external circumstances, reviewers may participate in the dissertation defense via video conference.

At the invitation of the coordinator for doctoral studies, the supervisor submits their opinion on the dissertation, which the student has the right to read at least 7 working days before the defense.

The doctoral student must submit the application for the defense in the spring term no later than on 31 March, and in the autumn semester no later than on 15 October, in order to guarantee taking the exam in the given term. In the case of belated submission of the application, the doctoral board decides on the possible completion of the exam within the given term. The specific date of the defense is proposed by the doctoral board and determined by the relevant Vice Dean. Along with the dissertation, the doctoral student also submits a professional CV, a list of published and accepted works and an overview of publications and scientific research activities.

Course of the defense

In the introductory part, the student briefly presents the goals of their work, investigation methods and main results and benefits. This is followed by a presentation of the reviewers' reports, their conclusions and questions for further explanation in the defense. The student first responds to the reports and questions of the reviewers, the dissertation defense then continues with the discussion of all participants. The board asks questions in the broader context of the given field of studies and research and tests the students' theoretical and methodological knowledge. The board discusses the result of the defense in a closed session. In a secret vote, the committee first decides whether the student passed the defense and then decides on the grade A to E. If the result of the secret vote is the grade "fail", then the defense is automatically graded "fail". The bursar of the board takes a written record of the course, voting and evaluation of the dissertation defense, which the chair, members and reviewers confirm with their signatures.

Further information on the dissertation defense is available for supervisors in the information on doctoral studies on the [Employee Portal](#).

9 . COMPLETION OF STUDIES

During the entire course of studies, the supervisor comments on the fulfilment of the study conditions and the fulfilment of the individual study plan. These statements by the supervisor are authoritative for the advancement of students to the next terms and phases of studies. The role of the supervisor is also crucial for the successful completion of studies of the student, providing them with methodological and moral support. The supervisor is also present during the annual presentation of the current results of the students' research, the Doctoral State Examination and the dissertation defense.

If the supervisor finds deficiencies in the fulfilment of the individual study plan and study conditions, they must inform the doctoral board. The doctoral board discusses the case in the presence of the student and the supervisor and, in justified cases, proposes termination of studies due to the failure to meet the requirements.

10 . SUPPORT

Comprehensive administrative support for supervisors is provided by the [Research and Projects Office](#), specifically the coordinator for doctoral studies.

ESF MU supervisors have the opportunity to use a wide range of all faculty and university services.

IT services

Access to [MS Office 365](#) is automatically provided to all employees at MU. The faculty offers various programmes for study or work use. You can use various repositories for data storage, as well as for their backup and archiving.

Language Centre (LC)

Do you need to strengthen your language skills, help with the correction of the translation of an expert article or a grant applications in a foreign language? Then the Language Centre is here for you.

Pedagogical Competence Development Centre (CERPEK)

Do you lack confidence in your pedagogical competence and would you like to strengthen and further develop it? Then use the services of CERPEK MU. An elaborate mentoring concept is available to you.

MU Technology Transfer Centre (CTT)

The assistance with the transfer of research results into practical applications (software, methodologies, results of applied research) is offered by the MU Technology Transfer Centre. CTT also provides advice on the intellectual property and ensuring its protection.

Centre for International Cooperation (CIC)

The Centre for International Cooperation of Masaryk University provides methodological support and at the same time coordinates MUNI's activities in the field of international cooperation. CIC administers international exchange stays of students, teachers, researchers and other employees and maintains bilateral relations with foreign universities.

Discrimination and specific needs

Support Centre for Students with Special Needs [Teiresiás](#)

The Teiresiás University Centre is available to students with specific needs.

Students' Advisory Services / [psychological support](#)

A psychological counseling service is available free of charge for MU students in the form of personal or online consultations. It is intended for students in a difficult life situation, which complicates their studies.

PARTNERS OF ESF MU

ESF MU is supported by a number of partner companies, especially from the field of finance, banking and personnel management. Partners choose the possibilities of involvement in faculty activities or cooperation on research topics. Detailed information can be found at www.econ.muni.cz/en/cooperation/contact-us/faculty-partners

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EUROPEAN UNION
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Operational Programme Research,
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DEVELOPMENT OF HUMAN RESOURCES AND OTHER
STRATEGIC AREAS TO SUPPORT RESEARCH AT MU (HR4MU11)
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