Institutional responses to changing internal needs: ISM case

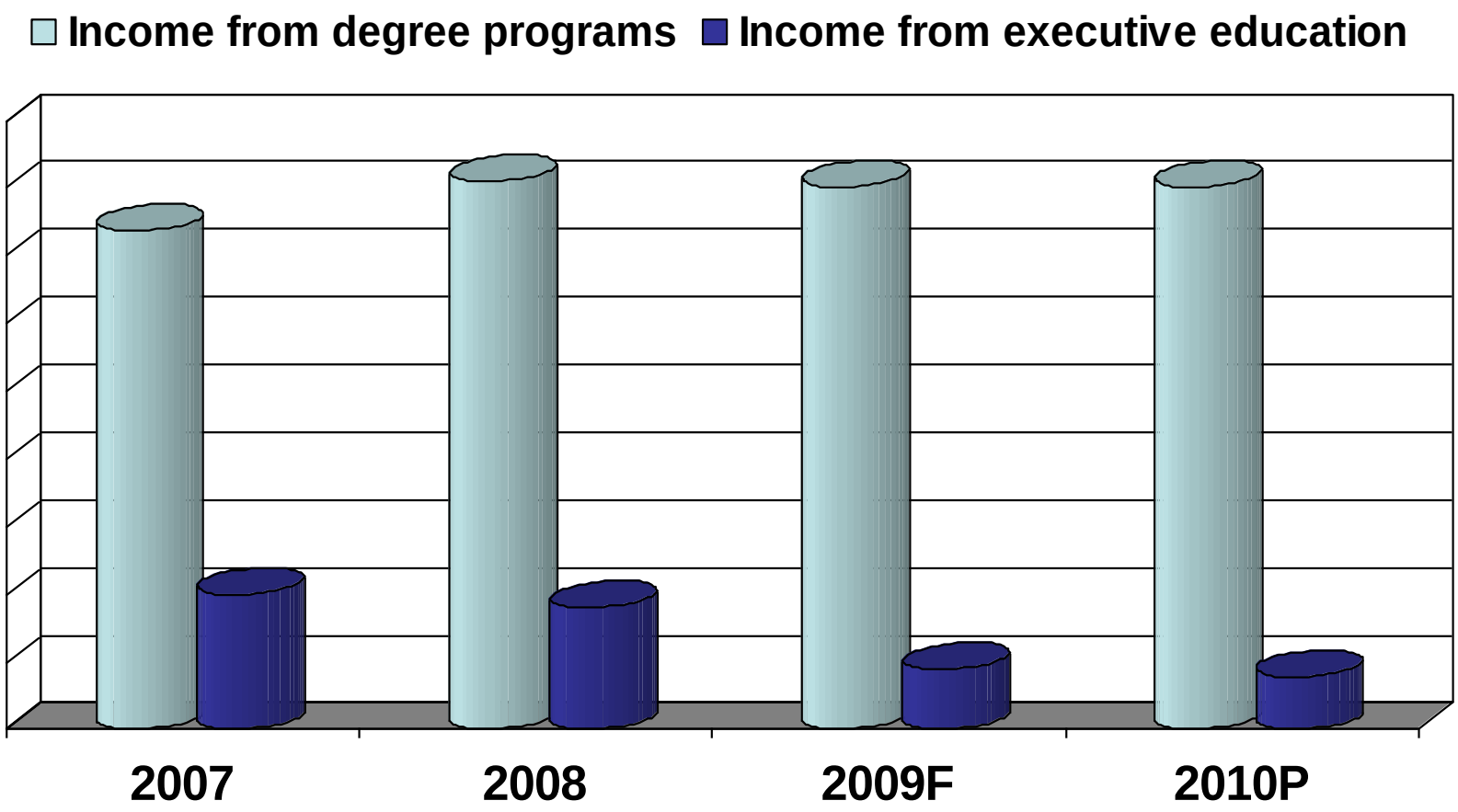
2009-09-24 Ryga

ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

ISM in a Nutshell

- **Established** in 1999 by Norwegian School of Management BI and the Innovation Norway
- **First private university** in Lithuania
- Campuses in Vilnius and Kaunas
- Close to **1800 students**
- **Executive** education**, doctoral, graduate and undergraduate studies**
- **Professors** from **across the globe**
- **Exchange programmes** in more than **20 different countries**

Income dynamics 2007 – 2010



Major trends

Degree programs

- Demographic gap;
- Stronger international competition;
- Small decrease of enrolled students;
- Big increase of high ranked students;
- High demand for quality.

Executive programs

- Strong decrease of companies programs;
- High interest in open enrolment programs;
- Stronger demand for hard skills – finance, project management;
- Demand for consulting in decision process and effectiveness.

Internal challenges in the context of change

- **Culture** is changing – from relations to results;
- **Management** is becoming more complex and diverse - functional organization does not function;
- The impact of managerial **competencies** is growing;
- **Processes** need to be optimized and effective, but still kept interrelated;
- **Information** and communication are becoming critical issues for internal efficiency;
- Right **performance** management is becoming more important;
- The need for **innovations** in managing the core activities and support functions is essential.

Short term decisions

- ***Focused process optimization*** – source of time effectiveness and cost efficiency;
- ***Structural reorganization –*** towards flat organization with high level of delegation;
- ***Flexible structural establishments*** with high responsibilities and cross functionally integrated planning, performance evaluation and control systems;
- ***Strong focus on planning*** - right results, in time and within the budget;
- ***Fostering creativity –*** do different than we did before;
- ***Involvement –*** each responsible for the contribution to the final results;
- ***Study and service quality –*** more important than ever and can not be impacted negatively by any means of efficiency.

Long term decisions

- ***Focused relevant research*** – source of knowledge creation and background for core competence development;
- ***Experienced-based teaching*** supported by highly interactive methods;
- ***Performance based*** competence development and motivation systems;
- ***Managerial competence development*** increasing professionalism, responsibility and entrepreneurial spirit;
- ***Study quality enhancement –*** development of technologically advanced and friendly learning environment and fostering creativity and entrepreneurship of students;
- ***Change of culture*** towards high involvement, individual responsibility and cooperation;
- ***High use of technologies*** for learning and managerial effectiveness and organizational competence development.

Thank you