Institutional responses to changing internal needs: ISM case

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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

- Income from degree programs
- Income from executive education

2007 2008 2009F 2010P
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

Starts with knowledge. Leads to success.