



Univerza v Mariboru

Ekonomsko-poslovna fakulteta



**STRATEGIJA  
EKONOMSKO-POSLOVNE FAKULTETE  
UNIVERZE V MARIBORU  
2022-2030**

–  
STRATEGY OF THE  
FACULTY OF ECONOMICS AND BUSINESS  
OF THE UNIVERSITY OF MARIBOR  
2022-2030





UNIVERZA V MARIBORU EKONOMSKO-POSLOVNA FAKULTETA

**STRATEGIJA  
EKONOMSKO-POSLOVNE  
FAKULTETE UNIVERZE V  
MARIBORU  
2022-2030**

–  
STRATEGY OF THE  
FACULTY OF ECONOMICS  
AND BUSINESS OF THE  
UNIVERSITY OF MARIBOR  
2022-2030



**Senat Ekonomske-poslovne fakultete Univerze v Mariboru je novembra 2022 sprejel Strategijo 2022-2030.**

The Senate of the Faculty of Economics and Business of the University of Maribor approved the Strategy 2022–2030 in November 2022.

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slovenskega jezika), TAIA INT d.o.o.

**Tehnični urednik**  
Technical editor  
Univerza v Mariboru, Ekonomsko-poslovna  
fakulteta  
Jan Perša (Univerza v Mariboru,  
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Univerza v Mariboru, Ekonomsko-poslovna  
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**SLO** | Strategija Ekonomsko-poslovne fakultete Univerze v Mariboru sloni na poslanstvu fakultete in mnogih prednostih, znanju in izkušnjah ljudi, zaposlenih in študentov, ki so v sodelovanju z gospodarstvom v več kot šestdesetletnem obdobju izoblikovali tradicijo odličnega ekonomsko-poslovnega izobraževanja.

Strateške usmeritve fakultete se osredotočajo na priložnosti, ki jih prinaša sodobno, hitro spreminjajoče se okolje, ki postaja v vseh razsežnostih digitalno, hkrati pa v ospredje postavljamo družbeno odgovorno delovanje in trajnostni razvoj.

Pri tem ohranjamo svoje ključne vrednote in etična načela, na katerih temelji vse naše delovanje.

**EN** | The strategy of the Faculty of Economics and Business of the University of Maribor is based on the mission of the Faculty, as well as the many advantages, knowledge and experience of its employees and students, who, in cooperation with the business environment, have created a tradition of excellent economic and business education over a period of more than sixty years.

The Faculty's strategic orientations focus on the opportunities brought by the modern, rapidly changing environment, which is becoming digital in all dimensions. At the same time, we prioritise socially responsible operations and sustainable development.

In everything we do, we maintain our core values and ethical principles, which are the basis for all our operations.





Strateški razvojni dokumenti Ekonomsko-poslovne fakultete za obdobje od 2022 do 2030 temeljijo na globalnih raziskovalno-razvojnih trendih na področju ekonomsko-poslovnih in drugih ved ter na strateških razvojnih dokumentih Univerze v Mariboru, ki temeljijo na zavezi univerze k ustvarjalnemu povezovanju raziskovanja in izobraževanja, k vključevanju v reševanje družbenih izzivov v lokalnem in globalnem okolju, k skrbi za medsebojne odnose in ustvarjalno delovno okolje.

V posodobitvi poslanstva Ekonomsko-poslovne fakultete, ki predstavlja izhodišče pripravljene strategije razvoja, smo upoštevali določila mednarodnih standardov kakovosti v okviru mednarodne akreditacije AACSB in zaveze k inovativnosti, upoštevanju načel trajnostnega razvoja ter nenehnemu izboljševanju kakovosti v vseh naših aktivnostih in procesih.

V procesu oblikovanja strategije Ekonomsko-poslovne fakultete je Senat fakultete decembra 2021 ustanovil Delovno skupino za pripravo strategije. Na seji Senata Ekonomsko-poslovne fakultete, dne 18. 11. 2022, ki je sledila obravnavam z različnimi skupinami deležnikov, je Senat obravnaval in potrdil poslanstvo, vizijo, ključne vrednote, strateške usmeritve ter dokument Strategija Ekonomsko-poslovne fakultete 2022–2030 in Akcijski načrt Ekonomsko-poslovne fakultete 2022–2025.

The Faculty's strategic development documents for the period 2022–2030 are based on global research and development trends in the field of economics, business and other sciences, as well as on the strategic development documents of the University of Maribor. The latter centre around the University's commitment to the creative integration of research and education, as well as its involvement in solving social challenges in the local and global environment, and care for mutual relations and a creative work environment.

The mission of the Faculty of Economics and Business, which forms the starting point of the strategy, is based on the standards of the international professional accreditation AACSB, as well as on the commitment of the Faculty to innovation, principles of sustainable development, and to continuous quality improvement across all activities and processes.

The process of creating strategic documents started in December 2021, when the Senate of Faculty of Economics and Business established a working group for strategy development. During its meeting on November 18<sup>th</sup>, 2022, and following discussions, involving various groups of stakeholders, the Senate discussed and approved the mission, vision, key values, and strategic directions, as well as the Strategy of the Faculty of Economics and Business 2022–2030 and the Action Plan of the Faculty of Economics and Business 2022–2025.



# NAŠE VREDNOTE OUR VALUES

**ZNANJE IN KRITIČNO  
RAZMIŠLJANJE**

KNOWLEDGE AND  
CRITICAL THINKING

**INOVATIVNOST IN  
PODJETNOST**

INNOVATIVENESS AND  
ENTREPRENEURSHIP

**ENAKOPRAVNOST IN  
DEMOKRATIČNOST**

EQUALITY AND  
DEMOCRACY

**TRAJNOSTNO  
DELOVANJE**

SUSTAINABILITY

**OSEBNA IN DRUŽBENA  
ODGOVORNOST**

PERSONAL AND  
SOCIAL RESPONSIBILITY

**SODELOVANJE**

COOPERATION

**VERODOSTOJNOST IN  
ETIČNOST DELOVANJA**

CREDIBILITY AND  
ETHICAL BEHAVIOUR





## POSLANSTVO MISSION

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Ekonomsko-poslovna fakulteta s povezovanjem inovativnega raziskovanja in izobraževanja na področju ekonomskih in poslovnih ved prispeva k celostnemu razvoju posameznikov in k trajnostnemu razvoju gospodarstva in družbe v nacionalnem in širšem evropskem ter globalnem okolju.

The Faculty of Economics and Business contributes to the holistic development of individuals and the sustainable development of the economy and society in the national, broader European and global environment through innovative research and education in economics and business.

## VIZIJA VISION

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Vizija Ekonomsko-poslovne fakultete je biti na nacionalni in širši evropski ravni uveljavljena kot odlična raziskovalna, izobraževalna in globalno povezana ekonomsko-poslovna šola.

The Faculty of Economics and Business aspires to be renowned at the national and broader European level as an excellent research-oriented and globally-connected school of economics and business.







**ORGANIZACIJA**  
-  
ORGANISATION



**IZOBRAŽEVALNA  
DEJAVNOST**  
-  
EDUCATION



**ZNANSTVENO  
RAZISKOVANJE**  
-  
RESEARCH



**SPODBUDNO  
DELOVNO  
OKOLJE**  
-  
STIMULATING  
WORKING  
ENVIRONMENT



**ŠTUDENTI**  
-  
STUDENTS

## DESET STRATEŠKIH CILJEV

V skladu s poslanstvom Ekonomske-poslovne fakultete in strateškimi razvojnimi izhodišči Univerze v Mariboru sestavlja strategijo fakultete splet desetih strateških ciljev, usmerjenih v krepitev vključujočega, inovativnega in povezanega visokošolskega prostora, ki bo usposabljal aktivne, kritične in odgovorne posameznike, zagotavljal kakovost izobraževanja in raziskovanja, akademsko integriteto in skrbel za trajnostni razvoj družbe, s čemer sledimo usmeritvam Rimskega ministrskega komunikeja 2020 ter načelom Magna Charte Universitatum 2020. S tem sledimo tudi nacionalnim strateškim usmeritvam na področju razvoja visokega šolstva, opredeljenim v leta 2022 sprejeti Resoluciji o nacionalnem programu visokega šolstva v Sloveniji do leta 2030.



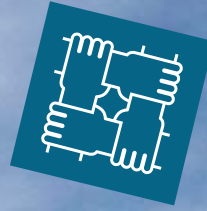
**INTERNACIO-  
NALIZACIJA**

-  
INTERNATIO-  
NALISATION



**RAZVOJ  
SKOZI SISTEM  
KAKOVOSTI**

-  
DEVELOPMENT  
THROUGH THE  
QUALITY SYSTEM



**VPETOST V  
OKOLJE**

-  
EMBEDDEDNESS  
IN THE  
ENVIRONMENT



**PROSTORSKI RAZVOJ  
IN INFRASTRUKTURA**

-  
FACULTY PREMISES  
DEVELOPMENT AND  
INFRASTRUCTURE



**INFORMACIJSKA  
PODPORA**

-  
IT  
SUPPORT

## TEN STRATEGIC ORIENTATIONS

In line with the mission of the Faculty of Economics and Business and the strategic development baseline of the University of Maribor, the Strategy consists of a set of ten strategic objectives aimed at fostering an inclusive, innovative and cohesive higher education space to train active, critical and responsible individuals. It also seeks to ensure the quality of education and research, along with the academic integrity and care for the sustainable development of society, thus following the guidelines of the Rome Ministerial Communiqué 2020 and the principles of the Magna Charta Universitatum 2020. By that, the Faculty also follows the national strategic orientations in the field of higher education development, as defined in the Resolution on the National Program for Higher Education in Slovenia until 2030, adopted in 2022.



## ORGANIZACIJA

- **Krepitev ugleda oziroma celostne podobe in prepoznavnosti EPF v javnosti**
- **Zagotavljanje dolgoročno stabilnega systemskega financiranja fakultete**
- **Aktivna vpetost EPF v razvoj univerzitetnega sistema**
- **Agilen sistem vodenja in organiziranja fakultete**

Organizacija fakultete zagotavlja uresničevanje poslanstva fakultete in gradi ugled fakultete na njenih dosežkih.



## ORGANISATION

- Strengthening the reputation and overall image and visibility of the Faculty in the public eye
- Ensuring long-term stable systemic funding of the Faculty
- Active involvement of the Faculty in the development of the university system
- Agile management and organization system of the Faculty

The Faculty's organization supports the mission of the Faculty and builds the reputation of the Faculty based on its achievements.





## IZOBRAŽEVALNA DEJAVNOST

- Dolgoročno načrtovanje razvoja študijskih programov in vpisne politike
- Stalno izboljševanje kakovosti doktorskega študija in doseganje znanstvene odličnosti
- Povečanje uspešnosti in zavzetosti študentov v izobraževanju
- Pozitiven vpliv na okolje – izvajanje oblik vseživljenjskega izobraževanja ter neformalnega izobraževanja in usposabljanja

Študijski programi in vseživljenjsko izobraževanje, ki temeljijo na kakovosti in inovativnosti, naslavlja trajnostne in družbeno odgovorne vidike in so skladni s spremembami v poslovnem okolju ter potrebami trga dela.





## EDUCATION

- Long-term planning of the development of study programs and enrollment policy
- Constantly improving the quality of doctoral studies and achieving scientific excellence
- Increasing the performance and engagement of students in education
- Exerting a positive impact on the environment through the implementation of forms of life-long education and informal education and training

Study programs and life-long education, based on quality and innovativeness, address the sustainable and socially responsible aspects, and are in line with changes in the business environment and the needs of the labour market.





## ZNANSTVENORAZISKOVALNO PODROČJE

- Doseganje trajnostnega, družbeno odgovornega in kakovostnega razvoja raziskovalnih ved, področij in podpodročij
- Krepitev povezovanja raziskovanja s potrebami okolja
- Pozitiven vpliv na okolje z doseganjem znanstvene odličnosti na vseh področjih raziskovanja
- Skrb za razvoj človeških virov v raziskovanju in dvig kulture ustvarjalnosti in inovativnosti
- Spodbujanje raziskovalne prepoznavnosti EPF v regionalnem, nacionalnem, evropskem in širšem raziskovalnem prostoru

Doseganje pomembnih in vplivnih raziskovalnih rezultatov, ki temeljijo na inovativnosti ter trajnostnem in družbeno odgovornem razvoju raziskovalnih področij fakultete.



## RESEARCH

- Achieving sustainable, socially responsible and quality development of research sciences, fields and subfields
- Strengthening the integration of research with the needs of the environment
- Exerting a positive impact on the environment through achieving scientific excellence in all areas of research
- Demonstrating care for the development of human resources in research and promoting a culture of creativity and innovativeness
- Promoting the Faculty's research visibility in the regional, national, European and broader research area

Achieving meaningful and impactful research results based on innovativeness and sustainable and socially responsible development of the Faculty's research areas.





# EKONOMSKO-POSLOVNA FAKULTETA

## SPodbudno delovno okolje

- Krepitev družbenega ugleda EPF kot zaposlovalca
- Ustrezna in stabilna kadrovska struktura
- Zagotavljanje spodbud pri kariernem razvoju zaposlenih
- Spodbujanje k odličnosti naravnane delovne kulture



Zagotavljanje nenehne podpore razvoju visokošolskih učiteljev in sodelavcev ter zaposlenih v strokovnih službah in za ustvarjanje spodbudnega delovnega okolja.

## STIMULATING WORKING ENVIRONMENT



- Strengthening the reputation of the Faculty as an employer
- Ensuring an adequate and stable personnel structure
- Providing incentives in terms of the career development of employees
- Encouraging an excellence-oriented work culture

Providing ongoing support for the development of both higher education teachers and professional staff, as well as a stimulating working environment.



# ŠTUDENTI

- Partnersko sodelovanje študentov pri upravljanju in razvoju fakultete
- Spodbujanje aktivnega vključevanja študentov v znanstvenoraziskovalno dejavnost ter spodbujanje praktičnega usposabljanja, ki temelji na sodelovanju z gospodarstvom
- Skrb za celostni razvoj študentov z zagotavljanjem kakovostnih študijskih in občudijskih vsebin
- Skrb za zdrav življenjski slog



Prispevanje k celostnemu razvoju študentov in doseganje poslanstva fakultete v partnerskem sodelovanju s študenti.



## STUDENTS



- Ensuring the mutual cooperation of students in the management and development of the Faculty
- Encouraging the active involvement of students in scientific and research activities and promoting practical training based on cooperation with the business
- Caring for the holistic development of students by providing high-quality study and extracurricular content

Contributing to the holistic development of students and achieving the Faculty's mission in partnership with students.



## INTERNACIONALIZACIJA

- Krepitev mednarodne prepoznavnosti fakultete
- Internacionalizacija doma
- Mednarodnost študijskih programov
- Spodbujanje mednarodnih izmenjav zaposlenih in študentov

Krepitev prepoznavnosti fakultete v evropskem in globalnem okolju, ki temelji na inovativnosti ter uresničevanju načel trajnosti v raziskovanju in izobraževanju.





## INTERNATIONALISATION



- Strengthening the international position and impact of the Faculty
- Internationalisation at home
- Internationalisation of study programs
- Promotion of international exchanges involving both employees and students

Strengthening the international recognition of the Faculty in the European and global environment centred on both innovation and the implementation of the sustainability principles in research and education.



## RAZVOJ SKOZI SISTEM KAKOVOSTI

- Uveljavljanje mednarodnih standardov kakovosti v visokošolskem izobraževanju na področju ekonomskih in poslovnih ved
- Izvajanje in nadgrajevanje sistema notranjega spremljanja kakovosti, ki podpira doseganje strateških razvojnih prioritiet
- Spodbujanje kulture kakovosti in usmerjenost v razvoj kakovosti s trajnostnim delovanjem fakultete (upoštevanjem načel trajnostnega razvoja)

Krepitev kulture kakovosti kot temelja dolgoročno uspešnega delovanja in razvijanja fakultete.



## DEVELOPMENT THROUGH THE QUALITY SYSTEM



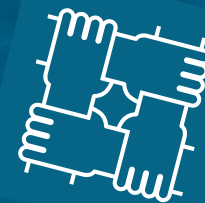
- Implementing international quality standards in higher education in the field of economic and business sciences
- Implementing and upgrading of the internal quality assurance system, which supports the achievement of strategic development priorities
- Promoting of a culture of quality and orientation towards quality development through the sustainable operation of the Faculty (demonstrating adherence to the principles of sustainable development)

Strengthening the culture of quality as the foundation of the long-term successful operation and development of the Faculty.

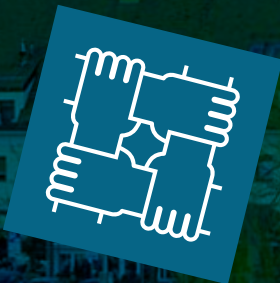
## VPETOST V OKOLJE

- Sodelovanje na UM v razvijanju inovacijskega ekosistema z okoljem v smeri zelene in digitalne transformacije
- Krepitev prenosa znanj in izkušenj v okolje
- Upoštevanje načel družbene odgovornosti in trajnostnega razvoja pri vseh aktivnostih fakultete
- Krepitev delovanja fakultetnega Kariernega centra

Nadaljnja krepitev inovacijskega ekosistema, ki temelji na prenosu znanja v okolje in družbeno odgovornem delovanju fakultete, kar prispeva k trajnostnemu razvoju gospodarstva in širše družbe.



## EMBEDDEDNESS IN THE ENVIRONMENT



- Cooperating at UM in developing an innovation ecosystem with the environment, moving towards a green and digital transformation
- Strengthening the transfer of knowledge and experience to the environment
- Complying with the principles of social responsibility and sustainable development in all activities of the Faculty
- Strengthening the operation of the Faculty's Career Centre

Further contribution to the strengthening of the innovation ecosystem that is based on knowledge transfer to the environment and the socially responsible action of the Faculty, which contributes to the sustainable development of the economy and society.



UNIVERZA V MARIBORU EKONOMSKO-POSLOVNA FAKULTETA

## PROSTORSKI RAZVOJ IN INFRASTRUKTURA

- Trajnostno in družbeno odgovorno izboljševanje infrastrukture
- Prilagajanje prostorov potrebam zaposlenih, študentov in delovnim procesom
- Razpoložljivost in opremljenost knjižnice in čitalnice

Razvoj fakultetne infrastrukture, ki sledi potrebam uporabnikov in načelom trajnosti.



## FACULTY PREMISES DEVELOPMENT AND INFRASTRUCTURE



- Sustainable and socially responsible improvement of infrastructure
- Adapting the premises to the needs of employees, students and work processes
- Availability and equipment of the library and reading room

Developing the Faculty's infrastructure in line with the needs of users and the principles of sustainability.



## INFORMACIJSKA PODPORA

- Digitalna optimizacija za celovito informacijsko podporo temeljnim, upravljaljskim in podpornim procesom
- Krepitev digitalnih kompetenc zaposlenih in študentov
- Zagotavljanje ustrezne strojne in programske opreme, informatizacijska podpora raziskovalnemu procesu
- Upravljanje informacijske varnosti v skladu z informacijsko varnostno politiko

Zviševanje ravni digitalizacije fakultete ter krepitev informacijske podpore notranjemu in zunanjemu okolju fakultete.





## IT SUPPORT



- Digital optimization for comprehensive information support for fundamental, management and support processes
- Strengthening the digital competences of employees and students
- Provision of appropriate hardware and software, IT support for the research process
- Management of information security in accordance with the information security policy

Increasing the digitalisation of the Faculty and strengthening IT support for the Faculty's internal and external environment.



# STRATEGIJA EKONOMSKO-POSLOVNE FAKULTETE UNIVERZE V MARIBORU 2022-2030

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# STRATEGY OF THE FACULTY OF ECONOMICS AND BUSINESS OF THE UNIVERSITY OF MARIBOR 2022-2030

## Ključne besede

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Maribor, Slovenija

## Povzetek

Strategija Ekonomsko-poslovne fakultete Univerze v Mariboru sloni na poslanstvu fakultete in mnogih prednostih, znanju in izkušnjah ljudi, zaposlenih in študentov, ki so v sodelovanju z gospodarstvom v več kot šestdesetletnem obdobju izoblikovali tradicijo odličnega ekonomsko-poslovnega izobraževanja.

Strateške usmeritve fakultete se osredotočajo na priložnosti, ki jih prinaša sodobno, hitro spreminjajoče se okolje, ki postaja v vseh razsežnostih digitalno, hkrati pa v ospredje postavljamo družbeno odgovorno delovanje in trajnostni razvoj. Pri tem ohranjamo svoje ključne vrednote in etična načela, na katerih temelji vse naše delovanje.

University of Maribor, Faculty of Economics and Business, Maribor, Slovenia

## Abstract

The strategy of the Faculty of Economics and Business of the University of Maribor is based on the mission of the Faculty, as well as the many advantages, knowledge and experience of its employees and students, who, in cooperation with the business environment, have created a tradition of excellent economic and business education over a period of more than sixty years.

The Faculty's strategic orientations focus on the opportunities brought by the modern, rapidly changing environment, which is becoming digital in all dimensions. At the same time, we prioritise socially responsible operations and sustainable development, by maintaining our core values and ethical principles, on which all our operations are based.

Ta in ostali strateški dokumenti so na voljo tudi na spletu  
This and other strategic documents are also available online

[www.epf.um.si/o-fakulteti/predstavitev-fakultete/poslanstvo-in-vizija](http://www.epf.um.si/o-fakulteti/predstavitev-fakultete/poslanstvo-in-vizija)





Univerzitetna založba  
Univerze v Mariboru