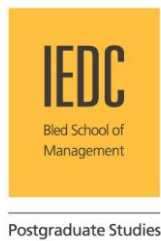


IEDC-Bled School of Management, Postgraduate Studies



Self-Assessment Report for 2016

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Approved by the Senate of IEDC-Bled School of Management, Postgraduate Studies, on April 19, 2017.

Table of contents

1.	INTRODUCTION	4
2.	ABOUT IEDC-BLED SCHOOL OF MANAGEMENT, POSTGRADUATE STUDIES	5
2.1.	VISION	6
2.2.	MISSION	6
2.3.	STRATEGIC OBJECTIVES	6
2.3.1.	INTEGRATION WITH THE ENVIRONMENT	6
2.3.2.	EDUCATION	7
2.3.3.	RESEARCH	7
2.3.4.	RESOURCES.....	7
2.3.5.	CONTINUOUS IMPROVEMENT	7
2.4.	GOVERNANCE AND BODIES.....	8
3.	INTEGRATION WITH THE ENVIRONMENT	10
3.1.	Activities and events organized by IEDC Faculty with national and international organizations and prominent individuals in 2016.....	10
3.2.	BRIEF ANALYSIS OF STRATEGIC AREA	17
3.3.	RECOMMENDATIONS FOR IMPROVEMENT	18
4.	EDUCATION	19
4.1.	MASTER PROGRAM IN MANAGEMENT / EXECUTIVE MBA PROGRAM.....	19
4.1.1.	Curriculum of the Master Program in Management (Executive MBA Program)	19
4.1.2.	Composition of the Master in Management Program (Executive MBA Program) Teaching Delivery Team.....	20
4.1.3.	Participants Enrolled in the Master Program in Management (Executive EMBA).....	21
4.1.4.	Mobility of Participants Associated with International Student Exchange Programs.....	22
4.1.5.	Guest Lectures	23
4.1.6.	Master projects	23
4.1.7.	Graduates in the Master in Management Program (Executive EMBA Program).....	25
4.1.8.	Quality Management Processes	26
4.1.9.	Master in Management (Executive EMBA) Program Evaluation Survey Data	26
4.1.10.	Participant Suggestions for Improvement Opportunities from Written Evaluation Comments and Oral Module Wrap-Up Sessions During 2016.....	30
4.1.11.	Quality Assurance Initiatives and Achievements During 2016.....	30
4.2.	EXECUTIVE PhD PROGRAM IN MANAGEMENT	31
4.2.1.	Curriculum of the Executive PhD Program in Management	31
4.2.2.	Composition of Executive PhD Program in Management Teaching Delivery Team.....	32
4.2.3.	Participants enrolled in the Executive PhD Program in Management	32
4.2.4.	Research Seminars.....	33
4.2.5.	Doctoral dissertations and defences in 2016	34
4.2.6.	Quality Assurance Processes	34
4.2.7.	Executive PhD Program in Management Evaluation Survey Data	35
4.3.	MARKETING AND SALES ACTIVITIES OF ACADEMIC PROGRAMS	38
4.4.	BRIEF ANALYSIS.....	39
4.5.	RECOMMENDATIONS FOR IMPROVEMENT	40
5.	RESEARCH	41
5.1.	RESEARCH GROUP	41
5.2.	INTERNATIONAL AFFILIATE RESEARCHER NETWORK COMPRISED OF PHD VISITING FACULTY, PHD MENTORS AND RESEARCH PARTNERS.....	43

5.3.	FULBRIGHT SCHOLAR AT IEDC FACULTY.....	44
5.4.	PHD CANDIDATES	44
5.5.	RESEARCH PROJECTS	45
5.5.1.	Management and Leadership Development Needs in Dynamically Changing Societies (2015 – 2018).....	45
5.5.2.	Skilled Business Leaders for Skilled Europe (2016 – 2018).....	45
5.5.3.	Integrated vocabulary for promoting responsible sustainable business	46
5.5.4.	Submissions for research projects in process:	46
5.6.	BRIEF ANALYSIS.....	47
5.7.	RECOMMENDATIONS FOR IMPROVEMENT	48
6.	RESOURCES.....	49
6.1.	FACULTY.....	49
6.2.	PROFESSIONAL STAFF	51
6.3.	MATERIAL CONDITIONS.....	51
6.3.1.	Facilities and equipment	51
6.3.2.	Equipment	51
6.3.3.	Library.....	52
6.4.	BRIEF ANALYSIS.....	53
6.5.	RECOMMENDATIONS FOR IMPROVEMENT	53
7.	CONTINUOUS IMPROVEMENT	54
7.1.	Quality Management System	54
7.2.	Accreditations.....	55
7.3.	Quality Assurance and IEDC Faculty Bodies	56
7.3.1.	Postgraduate Studies and Quality Commission	56
7.3.2.	Senate	56
7.3.3.	Habilitation Committee	56
7.3.4.	Faculty Council.....	58
7.3.5.	Management Board.....	58
7.3.6.	Academic Assembly	58
7.3.7.	Student Council	58
7.3.8.	BRIEF ANALYSIS.....	59
7.4.	RECOMMENDATIONS FOR IMPROVEMENT	59

1. INTRODUCTION

IEDC-Bled School of Management, Postgraduate Studies has always put great emphasis on quality of its programs, research activities, human resources and other services in order to fulfil the main mission to attract the most promising potential leaders, provide them with research based world class management education in a truly international and creative context, inspire them for life-long-learning and prepare them to act and add value as competent and responsible transformational leaders in their organizations and society at large. It has developed a lauded international reputation for pedagogical excellence; therefore, its aspiration is to become also recognized as the institution for creation of knowledge in the fields of management and leadership studies.

In order to achieve its mission, IEDC-Bled School of Management, Postgraduate Studies introduced robust quality enhancement processes, which help to evaluate how activities and improvement initiatives implemented on a yearly basis support the achievement of strategic goals of IEDC-Bled School of Management, Postgraduate Studies.

This Self-Assessment Report represents only one part of the quality management system of IEDC-Bled School of Management, Postgraduate Studies. Its aim is to identify whether activities implemented on a yearly basis support the strategic goals set for IEDC-Bled School of Management, Postgraduate Studies and to initiate recommendations for improvement for the following year. Yet another purpose of preparing this report on a yearly basis lies in enhanced engagement of all stakeholders (professors, employees, students, employers) in discussing activities and future strategic goals of IEDC-Bled School of Management, Postgraduate Studies. From methodological point of view, the report firstly presents IEDC-Bled School of Management, Postgraduate Studies and its strategic goals in five strategic areas set in 2015: 1) Integration with environment, 2) Education, 3) Research, 4) Resources and 5) Continues Improvement. Each strategic area is explained in separate chapters where we firstly list activities implemented in 2016, then analyse how those activities followed strategic goals, and recommend further improvement initiatives which will be included in the Action Plan for 2017.

Based on this approach, IEDC-Bled School of Management, Postgraduate Studies follows the Deming Cycle (or PDCA Cycle), which is a continuous quality improvement model consisting of a logical sequence of four repetitive steps for continuous improvement and learning: **Plan, Do, Check and Act**. Within IEDC-Bled School of Management, Postgraduate Studies strategic goals represent - **Plan, Do** part is defined in the Action plan; **Check** by the present Self-Assessment Report; **Act** by the updated Action Plan. The quality management system, as detailed in the Quality Manual, guarantees the quality loop is closed and continuously improved.

2. ABOUT IEDC-BLED SCHOOL OF MANAGEMENT, POSTGRADUATE STUDIES

IEDC–Bled School of Management (hereafter IEDC) was originally founded in 1986 by the Slovenian Chamber of Economy and is from 1995 independent private management education centre owned at present by 33 companies. Since the very beginning, IEDC focused on providing executive education to local and international audience. In 2001, IEDC founded the IEDC-Bled School of Management, Postgraduate Studies (IEDC-Poslovna šola Bled, Fakulteta za podiplomski študij managementa) (hereinafter IEDC Faculty), which operates as the private higher education institution in accordance with Higher Education Act in Slovenia. In 2003, the IEDC Faculty in accordance to the legal situation started to offer an accredited Master in Management program (MSc), according to Slovene legislation on higher education.

When the Slovenian legislation was changed again to introduce Bologna reform into the Slovene higher education, the IEDC Faculty had to discontinue the Master in Management program (MSc) and accredit its program as a Master Program in Management (Magistrski študijski programa Managementa; hereinafter Master Program) (Slovene Qualifications Framework (SQF): 8; European Qualifications Framework (EQF): 7)). In February 2010, IEDC Faculty received the national accreditation for the Executive PhD Program in Management (Doktorski študijski program Managementa; hereafter PhD Program) (Slovene Qualifications Framework (SQF): 10; European Qualifications Framework (EQF): 8)).

External quality assurance of IEDC Faculty is provided by the Slovenian Quality Assurance Agency for Higher Education, based on Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes and Higher Education Act. Internal quality assurance is in the domain of IEDC Faculty (according to Standards and guidelines for quality assurance in the European Higher Education Area). It involves all internal procedures and processes undertaken to ensure that the quality of IEDC Faculty's programmes and qualifications, research activities and services to society meet internal quality standards set by IEDC Faculty's Senate and those of Slovenian Quality Assurance Agency for Higher Education and other European relevant bodies, such as European Association for Quality Assurance in Higher Education (ENQA) and the Association of MBAs. The IEDC Faculty's Master Program in Management was re-accredited by the Slovenian Quality Assurance Agency for Higher Education in 2014 for the subsequent seven years and by the Association of MBAs in 2015 for the subsequent five years. Documents for re-accreditation of IEDC Faculty were submitted to the Slovenian Quality Assurance Agency for Higher Education in September 2015. The site visit was held one and a half years later (on 20-21 February 2017). Because additional documents for re-accreditation of the PhD Executive Study Program were submitted to the Slovenian Quality Assurance Agency for Higher Education in September 2016, IEDC Faculty suggested that both re-accreditation procedures should be combined. The Peer Review Team of the Slovenian Quality Assurance Agency for Higher Education visited IEDC Faculty in February 2017 and had interviews with all stakeholders. The procedure is still ongoing.

2.1. VISION

IEDC Faculty's vision is to be:

- **CENTRE OF EXCELLENCE IN INNOVATIVE LEADERSHIP DEVELOPMENT**
- **CHANGE AGENT**
- **A MAJOR LEADERS' (BUSINESS, GOVERNMENT AND NGO) MEETING PLACE IN EUROPE**
- **CREATIVE ENVIRONMENT FOR CREATIVE LEADERSHIP.**

2.2. MISSION

The mission of IEDC Faculty, as an agent of change and a learning partner, is to attract the most promising potential leaders, provide them with research based world class management education in a truly international and creative context, inspire them for life-long-learning and prepare them to act and add value as competent and responsible transformational leaders in their organizations and society at large.

2.3. STRATEGIC OBJECTIVES

Strategic objectives of IEDC Faculty were set out in 2015 in the document "Context, Mission and Strategy of the IEDC-Bled School of Management and of the IEDC Faculty of Postgraduate Studies". For the purpose of this document and for better clarity, the most important objectives are divided into five strategic areas set in 2015: 1) Integration with the environment, 2) Education, 3) Research, 4) Resources, 5) Continuous improvement. Strategic objectives of IEDC Faculty are listed in the following paragraphs, for each strategic area.

2.3.1. INTEGRATION WITH THE ENVIRONMENT

- *Contribution to the community*
- *International academic and other partnerships and corporate relations*

1. Development of knowledge, skills and competences for sustainable development of companies and countries in Central and Eastern Europe.
2. International expansion of the partners and sponsors network and strengthening the relations with existing corporate partners and develop new ones, both from the ranks of important multinational companies and successful regional companies.
3. Continuous support with scholarships and mentoring the students and young managers, from Central and Eastern Europe, Africa, and other less developed parts of the world. IEDC Faculty cares also for young refugees that would like to enrol in IEDC Faculty's programs.

2.3.2. EDUCATION

- *Program quality*
- *Students / Participants*

1. Innovations in methodology of leadership development in all programs will continue to be encouraged in order to maintain pedagogical excellence.
2. Overall participant satisfaction measured through program evaluation is least 4.5 (out of 5).
3. Increased diversification (nationality) of IEDC Faculty students.

2.3.3. RESEARCH

1. Engagement with an international community of researchers and practitioners will reflect in the research that bridges gaps between theory and practice in meaningful and impactful ways and enhance institutional research culture.
2. IEDC Faculty enhances learning activities across the Masters in Management and PhD Programs through research, both by bringing research to the classroom and students into research.

2.3.4. RESOURCES

- *Faculty*
- *Material resources*

1. More permanent faculty stays one of the main priorities.
2. Rejuvenation of the visiting faculty network with the aim to keep it balanced across disciplines.
3. Further investment in the facilities, information systems and services.

2.3.5. CONTINUOUS IMPROVEMENT

1. Internal quality management system will be embedded in all aspects of IEDC Faculty's programs, research activities, human resources and other services to society.

2.4. GOVERNANCE AND BODIES

IEDC Faculty governance consists of the bodies as required by the Higher Education Act: Academic Assembly (comprising all the academic staff and student representatives), Senate, Dean, Postgraduate Studies and Quality Commission, Habilitation Committee, Management Board, Students Council and Faculty Council.

IEDC Faculty governance	
The Dean is an academic and managing leader of the IEDC Faculty.	
Dean	The Dean of IEDC Faculty is Professor Dr. Danica Purg.
The Faculty Senate is the highest academic body of the IEDC Faculty and is composed of the IEDC Faculty higher education teachers and research staff elected by the Academic Assembly at the Dean's proposal.	
Senate	Members: Danica Purg, Chair Derek Abell, member Nina Bandelj, member Pierre Casse, member Jim Ellert, member Arnold Walravens, member Marin Odak, student Tatjana Rakovec Škof, student
The PSQC is responsible for study related and quality related issues. It is composed of three academics appointed for the four-year term and a representative of the students.	
Postgraduate Studies and Quality Commission (PSQC) (standing committee of the Senate)	Members: Arnold Walravens, Chair Rasto Ovin, member Draško Veselinovič, member Toni Balažič, student Alenka Nedelko (ex-officio)
The Habilitation Committee decides on the promotion to higher positions and titles. The Commission conducts the habilitation procedure for higher education teachers (in accordance with the Statute and Rules, Standards and Procedures for the Award of Titles to Higher Education Teachers, Researchers and Faculty Assistants at IEDC Faculty).	
Habilitation Committee	Members: Rasto Ovin, Chair Alenka Braček Lalić, member Arnold Walravens, member
The Management Board is a management body of the IEDC Faculty, dealing with issues of the material nature.	
Management Board	Members: Nenad Filipović, Chair Franjo Bobinac, member Iztok Seljak, member

	Alenka Braček Lalić, member Marin Odak, student
The Students Council represents IEDC Faculty students and is composed of Faculty students who are also participating as members in Postgraduate Studies Quality Commission, Management Board and Academic Assembly. Their mandate ends with the end of their student status	
Students Council ¹	Members: Marin Odak, Chair Toni Balažič, member Tatjana Rakovec Škof, member Bojana Zupanič, member Nataliya Zangl, member
The IEDC Faculty Council has the responsibility of ensuring compliance with the Program's academic standards and regulations..	
Faculty Council	Members: Nenad Filipović, Chair Jim Ellert, member Drikus Kriek, member Alenka Braček Lalić, member Alenka Nedelko (ex-officio)
The Academic Assembly elects the Senate and performs other tasks in accordance with the Statute. It is composed of all higher education professors, researchers and faculty assistants. Student representatives also participate in the work of the Academic Assembly with at least one-fifth of all the members of the Academic Assembly.	
Academic Assembly	Academy Assembly is consisted of all higher education teachers, researchers and faculty assistants at IEDC Faculty, including five student representatives: Toni Balažič, Marin Odak, Tatjana Rakovec Škof, Bojana Zupanič, Nataliya Zangl

Management Team of IEDC Faculty is consisted of:

- Dean
- Vice Dean for Pedagogy and Vice Dean for Research
- Program Directors.

¹ Nominated on 24 February 2017.

3. INTEGRATION WITH THE ENVIRONMENT

Strategic objectives related to integration with the environment set for IEDC Faculty are the following:

1. Development of knowledge, skills and competences for sustainable development of companies and countries in Central and Eastern Europe.
2. International expansion of partners and sponsors network and strengthen the relations with existing corporate partners and develop new ones, both from the ranks of important regional companies and successful international companies.
3. Continuing support with scholarships and mentoring to the students and young managers, from Central and Eastern Europe, Africa, Asia and other less developed parts of the world. The IEDC Faculty cares also for young refugees that would like to enrol in IEDC Faculty's programs.

3.1. Activities and events organized by IEDC Faculty in cooperation with national and international organizations and prominent individuals in 2016

In order to reach strategic objectives listed above, IEDC Faculty organized several activities and events in 2016 with national and international scope and prominent individuals. Most important are listed chronographically (from January 2016 to December 2016), and brief information about each event in and its outreach is added.

January 2016

■ **Scholarship Fund of Young Managers Section of Managers' Association of Slovenia**

The Scholarship Fund of Young Managers Section of Managers' Association of Slovenia (MAS) awarded scholarship 2015/2016 to two IEDC Alumni.

The Scholarship Fund of Young Managers Section of MAS is awarded to foreign postgraduate students from the Economics Faculty in Ljubljana (International MBA) and IEDC Faculty, who have studied in Slovenia, and who, upon returning to their home countries, would take over an important function within the Slovenian business or would function as a liaison between the Slovene business and their home country. Selection Committee of The Scholarship Fund of Young Managers Section decided that participants of EMBA at IEDC Alumni Sami Zoya, Croatia, and Rodney Douglas, South Africa, won the

scholarships (for IEDC) for 2015/2016. The scholarships were conferred on 21 of January 2016 in Ljubljana on the occasion of January gathering, participated by more than 300 members of MAS.

March 2016

■ **Zlata Nit (“Golden thread”)**

IEDC has been a partner of Golden Thread - project run by the daily newspaper Dnevnik for several years. The research behind the project Golden Thread shows and proves why human resources department must be considered a company's most valuable strategic function. In 2016, IEDC Faculty took this cooperation to a higher level: Vice Dean for Research and Director of PhD studies, Dr. Ian Sutherland was the keynote speaker of the conference Zlata Nit, that took place on 24 March 2016 in Ljubljana. His lecture was titled “HR to the front. Motivate yourself and others”.

■ **The IEDC won the 2016 AMBA Milestone Award**

On March 22, 2016, IEDC won the 2016 AMBA Milestone Award, which is awarded annually as a recognition the on-going success of accredited business schools worldwide by The Association of MBAs (AMBA), the international authority on postgraduate business education, established in 1967.

April 2016

■ **International Conference: Women Leaders, Agents of Change in Europe**

On April 14-15, 2016, IEDC in cooperation with IEDC Coca-Cola Chair for Sustainable Development and The European Leadership Centre (ELC) and under the patronage of Nova KBM organized the international conference entitled: Women Leaders, Agents of Change in Europe. The conference gathered 30 eminent speakers with Dr. Susan Madsen, a world-renowned expert in women leadership from USA, and over 130 top women leaders from 26 countries as participants, including important media representatives, ambassadors, etc. Conference was opened by the Slovenian Prime Minister Dr. Miro Cerar.

May 2016

■ **Prof. Danica Purg was elected as a member of the International Advisory Board of the School of Management, Zhejiang University**

On May 10, 2016, Prof. Danica Purg was appointed as a member of the International Advisory Board of the School of Management, Zhejiang University, a leading academic institution focusing on innovation and entrepreneurship in China, led by Dean Prof. Wu Xiaobo. She was invited to the board with the aim

of advising the school on enhancing global positioning and increase global exposure. Prof. Danica Purg is the only representative of Central and Eastern Europe and the only woman in the board, which consists of 23 influential business and academic representatives from China, USA, Japan, Europe and Australia. Among them are Mr. Zhang Xinsheng, Former Vice Minister of Education in China; Mr. Zong Qinghou, Chairman and CEO Wahaha Group, China's largest beverage enterprise; Mr. Wang Jianzhou, the former Chairman, President of China Mobile Communications Corporation, and Chairman and CEO of China Mobile Limited; Mr. Masataka Ota, Former Vice President, WASEDA University, Japan; Mr. Zhou Chengjian, Chairman of Shanghai Metersbonwe Fashion and Accessories Co., Ltd. - a leading name in the Chinese domestic leisurewear market.

■ **Leadership roundtables in consortium with 11 schools**, of which IEDC Faculty is a member:

- 1) McGill University, Canada,
- 2) EGADE Business School, Tec de Monterrey, Mexico,
- 3) University of Exeter, United Kingdom,
- 4) University of Stellenbosch Business School, Republic of South Africa
- 5) Business School Lausanne, Switzerland,
- 6) UCD Michael Smurfit Graduate Business School, Ireland,
- 7) Universidad del Rosario, Colombia,
- 8) Kedge Business School, France,
- 9) Audencia Nantes School of Management, France,
- 10) Yokohama National University, Japan
- 11) IEDC-Bled School of Management, Postgraduate Studies, Slovenia.

Every year the consortium organizes »International Roundtables for Practicing Managers (so called "Leadership Roundtables"). The Roundtable concept was developed and is led by professors Henry Mintzberg and Jonathan Gosling and is built within the framework of experiential learning, supporting the development of different leadership mind-sets. In 2016, Leadership roundtables took place at McGill University, Montreal, Canada. Four IEDC students and one IEDC Alumnus participated on the side of IEDC Faculty.

June 2016

■ **Prof. Danica Purg received the Order of Merit Award**

On the occasion of MBA & Business Gala (June 3, 2016), an international annual gathering of Slovenian and international business professionals, entrepreneurs, CEO's and MBA's, IEDC President and Dean of IEDC Faculty Prof. Danica Purg received the Order of Merit Award. This is a crown award for a lifetime or career devoted achievements in MBA field. Winners are individuals, who have significantly contributed to the MBA program in their environment as well as internationally.

■ **Conference on Trends in Corporate Social Resonisibility**

In June 2016, UNGC Slovenia and its partner Ekvilib Institute held, at IEDC, a conference on Trends in Corporate Social Responsibility. Over 80 participants from business and institutions gathered for the talks and workshops by Prof. Mollie Painter-Morland (Head of Coca-Cola Chair of sustainable development at IEDC) and Tomás Sercovich (Director of External Relations at Forética, Spain). The two experts delivered on the questions of how to encourage positive/ethical habits while dis-incentivizing unethical and unsustainable ones and what is the correlation between Sustainable Development Goals and business and how the former can contribute to the latter.

■ **Prof. Danica Purg became the new Ambassador of Knowledge**

On the occasion of Academic Economic Congress, IEDC President and Dean of IEDC Faculty Prof. Danica Purg became the new Ambassador of Knowledge. All 16 Ambassadors of Knowledge visited IEDC, among them also Edward de Bono, renowned expert on creative thinking, who originated the term lateral thinking, and he has written 57 books with translations into 34 languages, and Dr. Akkan Suver, President of Marmara Group Foundation from Turkey.

August 2016

■ **Prof. Danica Purg received the Certificate of the Lifetime Achievement in the field of CSR, Sustainability, Ethics and Governance**

On August 2, 2016, IEDC President and Dean of IEDC Faculty Prof. Danica Purg participated at the third International Conference on CSR, Sustainability, Ethics & Governance, hosted by the Cologne Business School (CBS), entitled “Sustainability as New Business Paradigm”, where she held a keynote speech “Why does the future of sustainable management depend on universities?” The conference was attended by 500 participants from academia and business, from 50 countries. In the frame of the conference, Prof. Purg was awarded the Certificate of the Lifetime Achievement in the field of CSR, Sustainability, Ethics and Governance.

September 2016

■ **Academic conference: AoMO – the Art of Management & Organization**

On 1-4 September 2016, IEDC Faculty organised 8th Art of Management and Organization Conference (AoMO), titled: “Empowering the Intangible”, which aimed to explore and promote the arts as a means of understanding management and organizational life and its contexts. It was attended by 140 participants from 24 countries.

■ **Student Mobility/Exchange Program with University of Montevideo**

IEDC Faculty in 2016 started to cooperate with University of Montevideo (Uruguay) with which Agreement on Student Mobility/Exchange Program was signed. Four Master students from the University of Montevideo attended elective courses provided by IEDC Faculty in September 2016. Cooperation was reciprocal. Two students of IEDC Faculty attended Latam Outlook Program organized by University of Montevideo in 2016. More information is available under the education section.

October 2016

■ **Conference for Compliance and Ethics**

In October 2016, UNGC Slovenia and its partner EISEP held, at IEDC, a second annual Conference for Compliance and Ethics. This was an educational event where participants gained new knowledge on challenges of the corporate governance practices in Slovenia. The event was attended by 72 participants.

■ **HR Forum: “Is Ethics and Sustainability also HR’s Job?”**

On October 13-14, 2016, Coca-Cola Chair of Sustainable development organized the annual international HR Forum, which was entitled “Is Ethics and Sustainability also HR’s Job?” The forum gathered 10 eminent speakers and over 70 HR managers from 17 countries as participants, including media representatives. It was rich in content and exchange of experience and efficiently, led by Prof. Mollie Painter-Morland, Nottingham Business School, United Kingdom, and the Coca-Cola Chair of Sustainable Development at IEDC. The Forum addressed the latest developments in the field of corporate responsibility, ethics and sustainability and helped HR managers to enhance their knowledge and understanding in these areas. Participants from 17 countries concluded that sustainable management and ethics is becoming the new business paradigm.

November 2016

■ **IEDC’s International Annual Presidents’ Forum on “Digitalization as Investment in Change”**

On November 11, 2016, IEDC organized the Annual Presidents’ Forum on “Digitalization as Investment in Change”. More than 120 leaders from 17 countries attended the forum with Joe Peppard, expert for digitalization, professor at the European School of Management and Technology (ESMT). Dr. Miro Cerar, Prime Minister of the Republic of Slovenia opened that Forum, which was held on the occasion of the 30th Anniversary of IEDC.

December 2016

■ **Prof. Danica Purg, IEDC President received the 2016 HORUS Award**

On December 9, 2016, Prof. Danica Purg was given the Slovenian Award for Social Responsibility HORUS. The award is conferred for public awareness about the importance of social responsibility its promotion and the education about best business practices in the field of social responsibility.

■ **Prof. Danica Purg gave speech at the EU High Level Conference in Japan**

Prof. Danica Purg was a key-note speaker on behalf of EU at the EU High Level Conference of Economic empowerment of Women. She addressed over 300 guests attending the conference entitled “Together for Equality”.

Besides conferences, awards, events, IEDC Faculty actively cooperated with its two strategic partners: CEEMAN and PRME.

■ **CEEMAN - the International Association for Management Development in Dynamic Societies**

CEEMAN Association in 2016 counted over 220 members from 55 countries. It is headquartered at IEDC where IEDC offers organizational support to CEEMAN conferences and seminars. In 2016, under CEEMAN’s supervision, IEDC Faculty members continued collaborating in the international research on “Management and Leadership Development Needs in Dynamically Changing Societies”, which is explained in details under research section.

■ **PRME – The initiative Principles of Responsible Management Education**

IEDC is one of the prominent members, the so-called PRME Champion initiative, which works for the integration of Sustainable Development Goals in management education, research and leadership globally. **IEDC is one of the 29 UN PRME Champions** in the world and **the only one** in Central and Eastern Europe. In 2016, prof. Mollie Painter-Morland continued carrying out the PRME project “An integrated vocabulary for promoting responsible sustainable business”, initiated by herself in 2015 and started in partnership with Nottingham University, and Nottingham Trent University, United Kingdom, which is explained in detail in the research section.

Strategic objectives set for Integration with the environment are carried out also through other activities, such as: 1) cooperation with corporate partners (Master projects) and 2) cooperation and relations with IEDC Alumni.

■ Cooperation with corporate partners through Master projects

IEDC Faculty intensively cooperates with corporate partners also through Master projects, which have been part of IEDC's Executive MBA curriculum since its inception in 1991, and have been part of the Master in Management program since its accreditation by NAKVIS. One hundred and eighty-nine team projects and 130 individual projects have been successfully carried out in the period 1991 - 2016. In 2016, IEDC cooperated with following corporate partners:

Company	Industry
Becton Dickinson	Medical equipment
Dalekovod	Power transmission
Danfoss	Heating systems
Delamaris	Food
European Parliament	Political parties
Konzum	Retail
Livar	Metal
Medex	Food
Microsoft	IT
NLB Tutunska banka	Banking

The feedback that the IEDC Faculty receives from corporate clients regarding the quality of projects is outstanding. Companies engaged in the projects find them relevant, contributing important insights to managerial practices, as well as helping to practically solve pressing business challenges.

■ Cooperation and relations with IEDC Alumni

IEDC Alumni Network counts 4921 members from 74 countries; out of those 1317 are EMBA Alumni and 5 are PhD Alumni. From January until December 2016, 21 Alumni events were organized in nine countries (Slovenia, Croatia, Macedonia, Romania, Bulgaria, South Africa, Korea, Serbia and Bosnia and Herzegovina), among which the traditional sailing event by the Croatian Alumni club and the attendance of the Sarajevo Film Festival by the Alumni club BiH.

In 2016, IEDC in cooperation with local Alumni clubs organized six Case Study Competitions (hereinafter: CSC) in six Central and Eastern European countries: Slovenia, Croatia, Serbia, Macedonia, Bulgaria and Romania. It is about a competition where companies send their teams (six persons per team) to measure up with teams of other companies in solving problems (case study analysis and solutions). The winners of all local CSC met in Bled in September 2016 to compete at the Global Case Study Competition. In 2016, the winning team was from company Devin, Bulgaria.

In November 2016, the traditional Alumni Achievement Award event took place in Ljubljana, organized together with IEDC Alumni club Slovenia. Through alumni voting, and the election by an independent commission, this event awards those individuals among IEDC Alumni who have made highest contribution in a wider business and social environment. In 2016, the awards were awarded to Cristian Laurentiu Gheorghe, Romania; Edmond Haxhinasto, Albania; Dijana Kobas Dešković, Croatia; Mateja Luštek, Slovenia; and Marko Majer, Slovenia.

Based on Alumni survey, carried out in 2014, 68 % of IEDC Alumni received promotions during or after finishing MBA at IEDC. They were promoted two times on average in their career after their MBA studies. More than 40 % of IEDC Alumni have moved from middle to top management positions. Seventy-four percent of our alumni reported salary increase on average by more than 120 % during or after finishing MBA at IEDC.

■ **Scholarships to students from Central and Eastern Europe, Africa, Asia and other less developed parts of the world**

Each year IEDC Faculty awards scholarships from the IEDC-Bled School of Management foundation in the aim of developing leaders in the following countries: South Africa, Georgia, Bosnia and Herzegovina, Romania, Moldova, Albania, Bulgaria, Serbia, Montenegro, Macedonia, Slovenia, and Croatia. Besides the scholarships awarded on nationality basis, IEDC Faculty each year awards also three scholarships to candidates who demonstrate outstanding problem solving skills and competences through Individual Case Study Competition. In 2016 IEDC Faculty awarded six scholarships on nationality basis to students from Montenegro, Russia, South Africa, Croatia, Slovenia, Serbia, and two scholarships awarded through Individual Case Study Competition to students from Slovenia and Croatia.

3.2. BRIEF ANALYSIS

IEDC and the IEDC Faculty were very active in organizing conferences and events in order to achieve strategic goals set for the Integration with the environment strategic area. In 2016, four conferences were organized, two forums, 21 Alumni events within which Alumni Refreshment Courses were introduced. IEDC Faculty won the AMBA Milestone Award, Prof. Danica Purg received three awards and became a member of the International Advisory Board of the School of Management, Zhejiang University in China and new Ambassador of Knowledge.

Sustainable development skills were promoted and developed through several initiatives and events. The outreach of listed activities organized by IEDC and the IEDC Faculty in 2016 was increased compared to 2015. This was especially due to intensified cooperation with Asian institutions and organizations, which strengthened and broaden the integration of IEDC and IEDC Faculty, not only in Central and Eastern Europe, but also in broader geographical context. The outreach of the IEDC Faculty was broadened also

due to the Latin American exchange program with University of Montevideo with which IEDC Faculty organized mobility exchange for two Master students based on reciprocal agreement. IEDC Faculty hosted also MBA students from Stellenbosch University with which IEDC Faculty signed bilateral agreement in 2016.

The number of Master projects did not change in comparison with 2015. However, IEDC Faculty strengthened cooperation with existing corporate partners and developed cooperation with new ones. There was also a slight change of topical focus. Along with the topics of growth and export strategies, which were dominant in the last few years, more interest was raised on topics related to digitalization of business models, as well as on putting the customer perspective in the centre of organizational strategic interest.

In the areas of Alumni relations five more Alumni events were organized in 2016, compared to 2015. "Alumni Refreshment Courses", one-day seminars with IEDC professors, were introduced for the first time. They were very well received among Alumni. IEDC Faculty also continued to support with scholarships and mentoring students from Central and Eastern Europe, Africa, Asia and other countries in development transition.

3.3. RECOMMENDATIONS FOR IMPROVEMENT

Because an Alumni survey was conducted in 2014, it is recommended that the IEDC Faculty carries out a new Alumni survey in 2017, which could be modified and updated according to main trends and business challenges faced on an individual and institutional level.

It is also recommended that the IEDC Faculty further develops responsible leaders through different events, programs, continues supporting participants from "dynamic societies" through scholarships, strengthens relations with corporate partners through Master projects and keeps strong relations with Alumni.

4. EDUCATION

Strategic objectives related to education set for IEDC Faculty are the following:

1. Innovations in methodology of leadership development in all programs will continue to be encouraged in order to maintain pedagogical excellence.
2. Overall participant satisfaction measured through program evaluation forms at least 4.5 (out of 5).
3. Increase diversification (nationality) of IEDC Faculty students.

Strategic objectives are relevant for both postgraduate programs: 1) Master Program in Management / Executive MBA program and 2) Executive PhD Program in Management. This chapter focuses on activities implemented within both programs in 2016.

4.1. MASTER PROGRAM IN MANAGEMENT / EXECUTIVE MBA PROGRAM

4.1.1. Curriculum of the Master Program in Management (Executive MBA Program)

The IEDC Faculty Master Program in Management (Executive MBA Program) was accredited by the Slovenian Quality Assurance Agency for Higher Education, in 2008, and by Association of MBA's in 2005.

Master Program in Management (Executive MBA Program) is equivalent to two years, which equals 120 ECTS (European Credit Transfer and Accumulation System), or 3,000 hours of direct or indirect study load. Its curriculum is designed from a general management perspective with emphasis on leadership development and with a strategic orientation. Some elective courses in the curriculum provide opportunities for participants to complete program requirements through international student exchange programs.

MANDATORY PROGRAM COURSES in 2016		
Nr.	Course	ECTS
2	Financial Management	10
3	Marketing Management	7
4	Operations Management and Management of Information Technology	6
5	Strategic Management	6
6	Leadership	10
7	Development of Management and Communication Skills	5
8	Business in Society	5
9	Business Ethics and Corporate Governance	5

10	Personal Development	9
11	Arts and Leadership	5
ELECTIVES COURSES		ECTS
1	Advanced Topics in Sales and Marketing	5
2	Customer Focuses Organizations	5
3	Creating Venture Opportunities	5
4	Building and Managing High Performance Teams	5
5	Advanced Topics in Finance	5
6	Leadership Roundtables	5
7	Latam Outlook Program (University of Montevideo)	5
FINAL PROJECT		
	Integrative Consultancy Project	30
TOGETHER (mandatory courses + 3 electives + final project)		120

4.1.2. Composition of the Master in Management Program (Executive MBA Program) teaching delivery team

In 2016, there were few changes in the teaching delivery team. Due to career changes and retirement, Paul Claudel, Nadya Zhexembayeva, Ian Sutherland were succeeded by Drikus Kriek and Mollie Painter-Morland.

The change occurred in the directorship of the program. Danny Szpiro, who was Co-Director of the Master in Management Program (Executive MBA Program), together with Jim Ellert, was succeeded by Alenka Braček Lalić. The following table shows the list of course leaders and lecturers involved in Master in Management Program (Executive MBA Program) in 2016.

Course leaders and lecturers	Courses
Dorota Dobija Danny Szpiro	Accounting & Control
Arshad Ahmad Jim Ellert	Financial Management
Guillermo D'Andrea Joe Pons	Marketing Management
Fraser Johnson Salman Mufti	Operations Management and Information Technology Management
Nenad Filipović	Strategic Management (including Strategic Toolbox & Strategic Concepts)
Danica Purg Nadya Zhexembayeva	Leadership (including: Leading Through People; Leading Self and

Drikus Kriek (from January 2017) Pierre Casse Paul Claudel (until Dec. 2016) Derek Abell (since Dec. 2016)	Others and Leadership)
Danica Purg Mani Sandher Pierre Casse	Development of Management and Communication Skills (including Negotiations)
Mollie Painter-Morland Nadya Zhexembayeva	Business & Society
Arnold Walravens Nenad Filipović Mollie Painter-Morland	Business Ethics and Corporate Governance
Ian Sutherland (until July 2016) Drikus Kriek (since Dec. 2016) Jim Ellert Nenad Filipović Brane Kalpič	Personal development (including: Personal Development; EOM Exam I and II)
Danica Purg Arnold Walravens Haris Pašović	Arts & Leadership
Danica Purg Philip Stilles	Building High Performance Teams
Arshad Ahmad Jim Ellert	Advanced Topics in Finance
Guillermo D'Andrea Joe Pons	Advanced Topics in Sales and Marketing
Dražko Veselinovič Niko Slavnič	Creating Venture Opportunities
Nenad Filipović Juan Serrano	Customer Focused Organizations
Brane Kalpič, Nenad Filipović, Jim Ellert	Integrated Consultancy Project

4.1.3. Participants enrolled in the Master Program in Management (Executive EMBA)

IEDC Faculty offers a Master in Management Program (Executive MBA Program) that is delivered in three formats: two-year (17 weeks: 7 modules in 2 years); one-year (17 weeks: 4 modules in 1 year) for candidates ready for a very intense study; and a three-year format for candidates who cannot afford long absence from their professional life. In the beginning of 2016 there were a total of 85 participants in the Master in Management Program (Executive MBA Program).

Master Program in Management (Executive MBA); one-year format		
Beginning of the year	2015	2016
Number of participants	9 (2 from 2014)	10 (1 from 2015; 1 from 2014)
<i>Number of new enrolled participants</i>	7	8
% of female participants	55	60
Number of countries	5	6

Master Program in Management (Executive MBA); two-year format		
Beginning of the year	2015	2016
Number of participants	50 (29 from 2015-16 + 21 from 2014-15)	53 (25 from 2016-17 + 28 from 2015-16)
<i>Number of new enrolled participants</i>	29	25
% of female participants	26	24
Number of countries	10	10

Master Program in Management (Executive MBA); three-year format		
Beginning of the year	2015	2016
Number of participants	18	22
<i>Number of new enrolled participants</i>	2	6
% of female participants	39	36
Number of countries	7	8

4.1.4. Mobility of participants associated with international student exchange programs

IEDC Faculty is committed to providing international student exchange opportunities to Master in Management Program (Executive MBA Program) students.

Leadership Roundtables for IEDC Faculty's students took place in 2015 at Yokohama National University (Japan) and in 2016 at McGill University (Montreal, Canada). The LATAM Outlook took place at IEEM Montevideo, Uruguay for the first time in 2016. In 2016, four Students from IEEM also attended elective courses at IEDC Faculty, within the EMBA elective courses week in Master in Management (EMBA) program, also our students attended the LATAM Outlook in Uruguay.

Number of IEDC Students attending	2015	2016
Leadership Roundtables	8	3
LATAM Outlook	0	2

Incoming mobile Students	2015	2016
IEDC EMBA Elective week	0	4

4.1.5. Guest lectures

During 2016, IEDC Faculty organized seven guest lecture events for the Master in Management Program (Executive EMBA Program) participants in comparison with four such events in 2016. Invited speakers and their topics in 2016 are listed below:

- Maxim Korsko, Director Global Commercial Policy, Philips, Netherlands, “Pricing Transformation in Philips”.
- Dr. Xiaobo Wu, Dean of School of Management, Zhejiang University, China, “China- Catching up and Beyond: The Reviving of China through Entrepreneurship and Innovation”.
- Prof. Dr. René Schmidpeter, Cologne Business School, Germany, “Sustainable Management - A New Management Paradigm for Business Success”.
- John Burgess, Orchestra Conductor, USA and Gloria Burgess, Inspirational Speaker, USA, “Arts & Leadership: Music and Business”.
- Dr. Kirill Kravchenko, Member of the Management Board, Gazprom Neft, Russia, “Strategy of NIS
- Lenka Kavčič and Ana Struna Bregar, Architects and Event Managers, Slovenia, “Management, leadership and the built environment: The Art of Architectural Design”.
- Dr. Peter Kraljič, Director Emeritus of McKinsey & Co. Inc., “Global Crisis, Europe, and Competitiveness.

4.1.6. Master projects

Master projects have been part of IEDC’s Executive MBA curriculum since its inception in 1991, and have been part of the Master in Management program since its accreditation by NAKVIS. Such a decision is a logical consequence of the application oriented study program, where conceptual learning has to be complemented with the development of complex managerial and leadership competences requiring a different pedagogical approach. The projects allow students to implement the learning from their studies and further extend it in the process of solving a major managerial challenge from a real-life situation. Both team and individual project work is possible, with the students selecting the format under the guidance of IEDC faculty and the IEDC Master Projects Director.

All projects follow a systematic three-phase approach:

- **Context Analysis (presented in early June):**

In the first phase, students familiarize themselves with the nature of industry or sector of activity and with the broader context of their project organizations. The main results of this analysis are a size-up of external factors influencing the organization, overview of alternative strategies for sustainable success used by comparable organizations, as well as the associated key success factors.

- **Internal Analysis (presented in late September):**

In the second phase students analyse the competitive position of the client organization and identify its strengths and weaknesses. At the end of this phase, they indicate possible areas of improvement and propose issues to be studied in greater detail.

- **Issue Analysis and Implementation (presented in early December):**

In the third phase, the students undertake a detailed analysis, develop and evaluate alternative solutions, and propose recommendations supported by short and medium term action plans.

The following is the list of projects completed in 2016:

Company	Industry	Topic	Type
Becton Dickinson	Medical equipment	Customer Centricity	Team
Dalekovod	Power transmission	Growth Strategy	Team
Danfoss	Heating systems	Sales and Marketing Strategy	Individual
Delamaris	Food	Export Strategy	Team
European Parliament	Political parties	Financial Strategy	Individual
Konzum	Retail	Digital Strategy	Team
Livar	Metal	Growth Strategy	Team
Medex	Food	Export Strategy	Individual
Microsoft	IT SME Business Platform		Team
NLB Tutunska banka	Banking	CRM Strategy	Individual

The feedback IEDC Faculty received from the corporate clients in 2016 regarding the quality of the projects was outstanding. Companies engaged in the projects found them relevant, contributing important insights to managerial practices, as well as helping to practically solve a pressing business challenge. Customer satisfaction as a result of well-chosen partners / topics, as well as high quality of mentoring effort project methodology should be kept as strategic objective and one of the KPIs in the area of corporate relations for the year 2017 and beyond.

4.1.7. Graduates in the Master in Management Program (Executive EMBA Program)

In 2016, the number of graduates in the Master in Management Program (Executive EMBA Program) increased to 40 compared to 29 in 2015. Ninety percent of 2016 graduates completed a group consultancy project while 10 % completed an individual research projects.

Graduates Master Program in Management (Executive MBA); one-year format		
	2015	2016
Number of Graduates	7	8
Number of graduated based on a group consultancy project	6	7
Number of graduated based on an individual project	1	1

Graduates Master Program in Management (Executive MBA); two-year format		
	2015	2016
Number of Graduates	20	28
Number of graduated based on a group consultancy project	20	28
Number of graduated based on an individual project	0	0

Graduates Master Program in Management (Executive MBA); three-year format		
	2015	2016
Number of Graduates	2	4
Number of countries	2	3
Number of graduated based on a group consultancy project	0	1
Number of graduated based on an individual project	2	3

4.1.8. Quality management processes

1. All students complete evaluation forms after each course, each program module, and at the end of the program. The evaluation forms allow them to express their opinion on the:
 - usefulness of the content of each course
 - quality of the teaching of the course
 - quality of the overall program (end of program survey)
 - performance of the program manager (end of program survey)
 - how demanding each course is in terms of study workload (end of program survey)
 - in these surveys, participants are invited to add written comments and suggestions for improvements
2. The content, delivery and organization of individual courses are also evaluated on an informal basis during the modules. Through discussions among participants, lecturers, program directors, and the program manager, the IEDC Faculty seeks to identify improvement opportunities as early as possible with a view to making adjustments during the current year delivery of a course if feasible.
3. At the IEDC Faculty, we have a process that ensures that every student participant, in a small group, has either lunch or an evening chat with the program directors where their expectations and learning experiences can be discussed informally.
4. At the end of each program module, there is a session in the study agenda called: “Module Wrap Up session”. Each class has a chance to talk to the program manager and program directors regarding the quality of the class learning experience during the module.
5. We also have peer-assessment evaluation where student participants evaluate and assess each other while offering guidance on individual participants’ strengths and improvement opportunities based on interactions with some of their peers in small study group discussions and assignments.

4.1.9. Master in Management (Executive EMBA) Program evaluation survey data

The survey data from 1 year and 2 & 3-year program participants is summarized below as it relates to teaching quality of professors, usefulness of course content, and degree of satisfaction regarding the delivery of individual program modules, the overall program, and the program manager. The data allows comparisons between 2016, 2015, and an average of results obtained during the years 2010-2016.

On almost all dimensions, participant evaluations were higher in 2016 compared to 2015 and the average participant evaluations for the years 2010-2016.

One Year Program Participants			
Evaluations of the Teaching in Courses			
Scale of 1 (very poorly taught) to 5 (very well taught)			
			Average
			2010-
	2016	2015	2016
Average	4.67	4.50	4.52
Standard			
Deviation	0.33	0.45	0.44
Standard deviation for 2010-2016 is across years			
Standard deviation for 2016 and 2015 are within year			

One Year Program Participants			
Evaluations of Course Content			
Scale of 1 (totally useless) to 5 (very useful)			
			2010-
	2016	2015	2016
Average	4.70	4.49	4.43
Standard			
Deviation	0.15	0.37	0.18
Standard deviation for 2010-2016 is across years			
Standard deviation for 2016 and 2015 are within year			

Evaluations of Modules and Overall Program				
Scale of 1 (poor) to 5 (excellent)				
		2016	2015	2010-2016
Module 1	Average	4.5	4.3	4.4
Module 2	Average	4.3	4.0	4.3
Module 3	Average	4.0	4.1	4.0
Module 4	Average	4.2	4.4	4.3
Overall Program	Average	4.6	4.4	4.5
Program Manager	Average	5.0	5.0	5.0

Two and Three Year Program Participants			
Evaluations of the Teaching in Courses			
Scale of 1 (very poorly taught) to 5 (very well taught)			
			Average
			2010-2016
	2016	2015	2016
Average	4.60	4.60	4.58
Standard Deviation	0.44	0.50	0.40
Standard deviation for 2010-2016 is across years			
Standard deviation for 2016 and 2015 are within year			

Two and Three Year Program Participants			
Evaluations of Course Content			
Scale of 1 (totally useless) to 5 (very useful)			
			2010-
	2016	2015	2016
Average	4.60	4.63	4.52
Standard			
Deviation	0.38	0.39	0.37
Standard deviation for 2010-2016 is across years			
Standard deviation for 2016 and 2015 are within year			

Two and Three Year Program Participants				
Evaluations of Modules and Overall Program				
Scale of 1 (poor) to 5 (excellent)				
				2010-
		2016	2015	2016
Module 1	Average	5.0	4.0	4.5
Module 2	Average	4.9	4.4	4.4
Module 3	Average	4.3	4.0	4.3
Module 4	Average	4.7	4.3	4.4
Module 5	Average	4.6	4.6	4.6
Module 6	Average	4.8	4.5	4.3
Module 7	Average	4.9	4.2	4.4
Overall Program	Average	4.7	4.9	4.4
Program Manager	Average	5.0	5.0	4.9

4.1.10. Participant suggestions for improvement opportunities from written evaluation comments and oral module Wrap-Up Sessions during 2016

Most written and oral comments from participants were positive and congratulatory. Several participants expressed the wish that one or more courses could be lengthened. Early in 2015, the 2-year class that graduated in 2016 suggested that the peer review assessment forms could be improved by placing more emphasis on qualitative assessment and written comments to identify relative strengths and improvement opportunities for each peer reviewed. Accordingly, the peer review assessment forms were modified later in 2015. During 2015, the 2-year class that graduated in 2016 made suggestions for how one course could be improved in its design. This structure of this course was changed in 2016 resulting in significant improvement in evaluations for this course in 2016 relative to 2015.

During 2016, participants made suggestions for how two courses could be improved in their design. These two courses will be redesigned in 2017. One course was rated lower than 4 on both content and teaching in 2015 by the 2-year class that graduated in 2016. We invited another professor for this course in 2016. No other improvement suggestions were mentioned by more than 10 % of the class members in their written comments, which are part of the evaluation surveys.

4.1.11. Quality assurance initiatives and achievements during 2016

Faculty Council proposed changes to the document “Master Program in Management; Executive MBA Program and PMBA Program: Policies, Regulations and Processes” which were approved by the Postgraduate Studies and Quality Commission and by the Senate. The changes were made to clarify appeal processes in the event of a recommendation by Faculty Council that a participant be asked to withdraw from the Master Program in Management.

Based on student participant improvement suggestions made in 2015, the design of one Master in Management mandatory course was changed significantly in 2016.

One program participant successfully completed a re-take of a failed exam. Two participants received failing grades on reflection papers which they re-wrote to earn a grade of pass.

In an effort to increase the international diversity of the Master in Management participant intake, the marketing promotion events for the Master in Management program during 2016 were focused on six countries in addition to Slovenia as well as on one international MBA Fair.

4.2. EXECUTIVE PhD PROGRAM IN MANAGEMENT

4.2.1. Curriculum of the Executive PhD Program in Management

The IEDC Faculty Executive PhD Program in Management was accredited by Slovenian Quality Assurance Agency for Higher Education in 2010 and is equivalent to 3 years of part time studies, which equals 180 ECTS (European Credit Transfer and Accumulation System), or 5,400 hours of direct or indirect study load. Its curriculum is designed from a general management perspective with emphasis on leadership development, strategic management and with the requisite focus on research methods.

Year 1: In the first year students complete four required courses (Quantitative Research Methods and Techniques in the Social Sciences; Qualitative Research Methods and Techniques in the Social Sciences; Leadership; Strategic Management) attend one Research Seminar and prepare and publicly present the formal doctoral research proposal.

In order to advance from the first to the second year, doctoral students must complete all four required courses, attend the research seminar, publicly present their dissertation proposal and obtain approval of the doctoral dissertation proposal from the Postgraduate Studies and Quality Commission.

Year 2: In the second year, students complete two elective courses chosen from the following options:

- Academic Writing
- Business in Society
- Current Issues in Business and Management
- Creating New Value
- Learning from Arts, Sciences and Philosophy
- Organizational Counselling, Coaching and Mentoring.

In addition to course work, students attend two research seminars, refine their research projects, and submit an article. The mentor must approve the submission, but acceptance for publication is not the condition for advancing, since review periods can be prohibitively long.

Year 3: In the third year, students attend one research seminar. During the third year, students are primarily engaged with their research projects through data collection, analysis and dissertation preparation.

4.2.2. Composition of Executive PhD Program in Management Teaching Delivery Team

Due to career changes of Assoc. Prof. Ian Sutherland, who was PhD Director and Vice Dean for Research till July 2016, a new management team of Executive PhD Program in Management was nominated; Assoc. Prof. Drikus Kriek became new PhD Director, a course leader of the 'Leadership' course. Program management was again taken over by Iva Eibel (returning from the maternity leave).

The following table presents the list of course leaders and lecturers involved in Executive PhD Program in Management in 2016.

Course leaders and lecturers	Courses
Nina Bandelj	Quantitative Research Methods and Techniques in Social Sciences
Kathrin M. Möslein Albrecht Fritzsche	Qualitative Research Methods and Techniques in Social Sciences
Drikus Kriek	Leadership
Krzystof Obloj	Strategic Management
Nenad Filipović William Fischer	Elective – Creating new value
Fredericka Joyner	Elective - Organisational Coaching, Counselling and Mentoring
Mary Jo Hatch	Elective - Academic Writing
Drikus Kriek Jonathan Gosling	Elective - Current Issues in Business and Management
Mollie Painter-Morland	Elective - Business in Society
Danica Purg	Elective – Learning from arts, Sciences and Philosophy

4.2.3. Participants enrolled in the Executive PhD Program in Management

The 1st generation of PhD students enrolled in the academic year 2010/11. The policy is to have an annual intake of 5-7 new students. In 2010/11 enrolled 11 students; in 2011/12: 7 students; in 2012/2013: 5 students; in 2013/14: 5 students; in 2014/15: 5 students and in 2015/16: 4. The intake 2016/2017 was higher and counted 9 students.

The total number of PhD students stands at 37 active students from 16 countries: Austria, Bosnia and Herzegovina, Croatia, Cyprus, Germany, Kosovo, Macedonia, Qatar, Romania, Russia, Serbia, Slovenia, Spain, Sweden, The Netherlands, United States.

Executive PhD Program in Management		
	2010/11 - 2015/16	2010/11 - 2016/17
Overall number of active participants	29	37
Average age	45	44
% of female participants	31	44
Number of countries	15	16
% international enrolments	85	73

4.2.4. Research Seminars

According to the curriculum, two research seminars were organized in 2016.

- **April 10-12: ‘Research Writing Retreat’ led by Assoc. Prof. Ian Sutherland.**

In 2016, a research writing retreat was offered in April. Held off site, the 3-day intensive workshop involved three types of work: 1) plenary discussions 2) writing support groups and 3) individual writing time. The plenary discussions focused on establishing the PhD writing community, providing progress updates on students’ research and writing, leveraging group inputs on research challenges, and furthering the tools of academic writing dealing with such issues as: structure, writing styles, starting the writing process, dealing with writer’s block, giving and receiving constructive criticism. The writing support groups were small group meetings where students presented their writing progress and gave each other constructive feedback. The individual writing time was focused on maximizing the writing time of PhD candidates to fast track their writing work. Additionally, as with the contemporary scholarship research seminars, there was a focus on enhancing the supportive and cohesive environment of the PhD research community.

- **Oct. 6-8, 2016, ‘Strategic Management Challenges’ by Prof. Peter McKiernan.**

A 3-day intensive workshop open to all PhD candidates (mandatory for first and second year PhD candidates), the seminar was designed to highlight current research published in the top journals within the fields of strategic management and leadership. Typically, drawing new studies from Academy of Management Journals (AMJ, AMR, AMLE), Strategic Management, Leadership and Leadership Quarterly, the format followed a critical debate approach to deepen student fluency with contemporary studies, critical thinking abilities and the interrogation of research design and methodology. Moreover, the seminars, attended by students from all years of the PhD program, enhanced the supportive and cohesive environment of the PhD research community.

Through the years, it became clear that different generations of students could benefit from interaction and contact from one another. IEDC Faculty facilitated such interactions; schedules were adjusted so as that the 2nd module of the new generation of students overlaps with the Research seminar/course of the 2nd year students, allowing them to meet and support one another in their studies.

4.2.5. Doctoral dissertations and defences in 2016

	Student	Mentor	Dissertation title	Date of defence
1	Barbara Smolnikar	Assoc. Prof. Ian Sutherland	"The influence of the leadership behaviour on sales performance in a financial institution"	March 16, 2016
2	Jasna Jelinek	Assoc. Prof. Ian Sutherland	"From Experiential Learning to Aesthetic Knowing: The Arts in Leadership Development"	March 24, 2016
3	Marko Majer	Assoc. Prof. Sharon Turnbull	"Exploring Leadership in the Context of Generation Y: Study in the European Advertising Industry"	March 29, 2016

4.2.6. Quality assurance processes

Students complete evaluation forms after each course, each module and at the end of the program. The evaluation forms allow them to express their opinion on the:

- Quality of the professor and his/her teaching approach
- Quality of the course materials
- Learning Atmosphere
- Learning processes
- Overall quality.

In the evaluation form, students are also invited to give comments, proposals and ideas.

Course contents, delivery and organization are evaluated also on an informal basis during the modules. Through discussions among participants, lecturers, Program Director, and Program Manager, the IEDC Faculty seeks to identify any potential problems as early as possible and take corrective action, where necessary. At the IEDC Faculty, we have a rule that every student has either lunch or an evening chat with the Program director and this is one of the most important mechanisms where students talk about all issues connected with the study.

4.2.7. Executive PhD Program in Management evaluation survey data

As can be seen across the courses delivered (see analyses sheets below), in IEDC Faculty's Executive PhD Program in Management, students consistently rate their courses very highly. The aggregated average for 2016 was 4.95.

Across all courses and years, there is a very high level of evaluation. At the course level, these range from a low of 4.58 to a high of 4.99. This is a remarkable achievement in student satisfaction with the coursework of the Executive PhD Program in Management.

The aggregated averages for each of the last two years are as follows:

2015: 4.82

2016: 4.95

Prof. Dr. Nina Bandelj: Quantitative Research Methods and Techniques in Social Science	2016	2015	2014
1. The professor stimulated my interest in the subject matter.	5	4,5	4,75
2. The professor's explanations were clear and understandable	4,75	5	4,75
3. The professor set high but attainable expectations for this course.	5	5	5
4. The professor conducted class sessions in an organized manner.	5	5	5
5. The professor encouraged participants to actively participate	5	5	4,75
6. The professor provided adequate opportunities for questions and discussion during class time.	5	5	4,75
7. The professor was helpful to participants seeking advice.	5	5	4,75
8. The professor related to participants in ways that promoted mutual respect.	5	5	5
9. The course materials (e.g. readings, lecture notes/presentations, in-class exercises, IT) positively contributed to the learning experience.	5	4,5	5
10. The general climate in this course was good for learning.	5	5	5
11. There was a collaborative atmosphere in this course	5	5	5
12. The learning activities were well integrated into the course.	5	5	5
13. The assignments in the course were clearly related to the PhD program goals.	5	4,75	5
14. Overall, the course content was highly relevant to the PhD program goals.	5	5	5
15. Overall, the course delivery was of a high standard.	5	4,75	5
AVERAGE	4,98	4,9	4,92

Prof. Dr. Kathrin M. Möslin: Qualitative Research Methods and Techniques in Social Science	2016	2015	2014
1. The professor stimulated my interest in the subject matter.	5	4,67	5
2. The professor's explanations were clear and understandable	5	4,33	5
3. The professor set high but attainable expectations for this course.	5	4,67	5
4. The professor conducted class sessions in an organized manner.	5	4,33	4,75
5. The professor encouraged participants to actively participate	5	4,33	5
6. The professor provided adequate opportunities for questions and discussion during class time.	4,8	5	5
7. The professor was helpful to participants seeking advice.	5	5	5
8. The professor related to participants in ways that promoted mutual respect.	5	5	5
9. The course materials (e.g. readings, lecture notes/presentations, in-class exercises, IT) positively contributed to the learning experience.	5	4	4,75
10. The general climate in this course was good for learning.	5	4	5
11. There was a collaborative atmosphere in this course	5	4,33	5
12. The learning activities were well integrated into the course.	5	4,67	4,75
13. The assignments in the course were clearly related to the PhD program goals.	5	5	4,75
14. Overall, the course content was highly relevant to the PhD program goals.	5	5	4,75
15. Overall, the course delivery was of a high standard.	5	4,33	4,75
AVERAGE	4,99	4,58	4,9

Associate Prof. Dr. Ian Sutherland: Leadership Studies	2016	2015	2014
1. The professor stimulated my interest in the subject matter.	5	5	5
2. The professor's explanations were clear and understandable	5	5	5
3. The professor set high but attainable expectations for this course.	5	5	4,75
4. The professor conducted class sessions in an organized manner.	5	4,5	4,75
5. The professor encouraged participants to actively participate	5	4,5	4,75
6. The professor provided adequate opportunities for questions and discussion during class time.	5	5	5
7. The professor was helpful to participants seeking advice.	5	5	5
8. The professor related to participants in ways that promoted mutual respect.	5	5	5
9. The course materials (e.g. readings, lecture notes/presentations, in-class exercises, IT) positively contributed to the learning experience.	4,8	5	4,75
10. The general climate in this course was good for learning.	5	4,5	4,75
11. There was a collaborative atmosphere in this course	5	5	5
12. The learning activities were well integrated into the course.	5	5	5
13. The assignments in the course were clearly related to the PhD program goals.	5	5	5
14. Overall, the course content was highly relevant to the PhD program goals.	5	5	5
15. Overall, the course delivery was of a high standard.	5	5	5
AVERAGE	4,99	4,9	4,92

Prof. Dr. Krzysztof Obloj: Strategic Management	2016	2015	2014
1. The professor stimulated my interest in the subject matter.	4,75	5	5
2. The professor's explanations were clear and understandable	5	5	5
3. The professor set high but attainable expectations for this course.	4,75	5	5
4. The professor conducted class sessions in an organized manner.	4,5	4,5	5
5. The professor encouraged participants to actively participate	5	4,5	4,5
6. The professor provided adequate opportunities for questions and discussion during class time.	5	4	4,5
7. The professor was helpful to participants seeking advice.	5	5	5
8. The professor related to participants in ways that promoted mutual respect.	4,5	5	5
9. The course materials (e.g. readings, lecture notes/presentations, in-class exercises, IT) positively contributed to the learning experience.	4,75	5	5
10. The general climate in this course was good for learning.	5	5	5
11. There was a collaborative atmosphere in this course	5	5	5
12. The learning activities were well integrated into the course.	4,5	5	5
13. The assignments in the course were clearly related to the PhD program goals.	5	5	5
14. Overall, the course content was highly relevant to the PhD program goals.	5	5	5
15. Overall, the course delivery was of a high standard.	5	5	5
AVERAGE	4,82	4,87	4,93

Prof. Dr. Mary Jo Hatch & Dr. Phil Mirvis: Academic Writing	2016	2015	2014
1. The professor stimulated my interest in the subject matter.	5	5	4,67
2. The professor's explanations were clear and understandable	5	5	4,67
3. The professor set high but attainable expectations for this course.	5	4,33	4,33
4. The professor conducted class sessions in an organized manner.	5	5	4,67
5. The professor encouraged participants to actively participate	5	5	5
6. The professor provided adequate opportunities for questions and discussion during class time.	5	5	5
7. The professor was helpful to participants seeking advice.	5	5	5
8. The professor related to participants in ways that promoted mutual respect.	5	5	5
9. The course materials (e.g. readings, lecture notes/presentations, in-class exercises, IT) positively contributed to the learning experience.	4,5	4,33	4,33
10. The general climate in this course was good for learning.	5	3	5
11. There was a collaborative atmosphere in this course	5	3	5
12. The learning activities were well integrated into the course.	5	4,67	5
13. The assignments in the course were clearly related to the PhD program goals.	5	5	5
14. Overall, the course content was highly relevant to the PhD program goals.	5	5	5
15. Overall, the course delivery was of a high standard.	5	5	5
AVERAGE	4,97	4,89	4,84

4.3. MARKETING AND SALES ACTIVITIES OF ACADEMIC PROGRAMS

Marketing of both academic programs: Master in Management Program (Executive MBA Program) and Executive PhD Program in Management consists of:

- online marketing, content marketing (newsletters and articles)
- sales promotion (sales emailing’s & competitions & events)
- lead nurturing (lead scoring strategy)
- social media and search engine marketing.



The main international marketing tool is an “MBA for a Day” - a speed business networking and an Alumni panel, joining the key lecture. From February to June 2016, IEDC Faculty organized all together six MBA events in the following countries: Slovenia, Croatia, Romania, Bulgaria, Serbia and Macedonia, the same number as in 2015. In 2016, IEDC started with the new format of marketing events, called HR Brunch. The main goal of this kind of events is to engage with influencers in the companies.

Marketing events/performance marketing	2015	2016
MBA for a day events	6	6
OpenHouse	2	2
InfoSession	1	1
HR Brunch	0	1
MBA Fair	0	1

Implemented online campaigns	2015	2016
MBA for a day events promotions	6	
Individual case study	1	1
General MBA campaign	0	1

In October 2016, IEDC and the IEDC Faculty launched a new website. The main goals of the new website were to:

- improve visitor engagement with better and modern responsive website visual,
- improve communication of key benefits (USP’s),
- improve page conversions with higher number of leads (call to actions: Download MBA guide & brochures),
- decrease bounce rate on pages with more interesting content and visual,
- integrate marketing automation platform in the content marketing area for a better view of each individual /lead.

Website	2015	2016	Observations/Remarks
Number of filled contact forms	100	143	KPI’s in all areas improved (in accordance with objectives in bullet points above)
Download MBA guide	0 (didn’t have)	203	
Download brochures	0 (didn’t have)	136	
Bounce Rate	41,46%	35,36%	
Average time duration	1:41 minutes	2:07 minutes	

4.4. BRIEF ANALYSIS

Innovations in methodology of leadership development in all programs continued to be encouraged in 2016 in order to maintain pedagogical excellence. The number of guest lecturers involved in both academic programs and the number of international exchanges significantly increased in comparison to those in year 2015.

Based on students’ intake in 2016 in both academic programs: Master in Management Program (Executive MBA Program) and Executive PhD Program in Management it can be concluded that the number of participants in both academic programs in 2016 was higher in comparison to the intake in 2015. The same conclusion applies for diversification (nationality) in the classroom. In comparison to 2015, diversification (nationality) of IEDC Faculty’s students increased. This shows that marketing and sales efforts with new approaches resulted in higher intake and increased diversification by nationality, which complies with one of strategic objectives in the Education area.

Furthermore, overall student satisfaction in both study programs was higher than 4.5 (out of 5) which is according to one of strategic objectives set for Education strategic area at IEDC Faculty.

4.5. RECOMMENDATIONS FOR IMPROVEMENT

Further to internal discussions with professors of IEDC Faculty and their recommendations, it is suggested to include in the Strategy of the IEDC Faculty the objectives for keeping highly diversified student body and strong relations with Alumni. Concerning program quality, it is also recommended that Strategy of the IEDC Faculty include strategic objective related to the review of the program structure and contents.

Due to the fact that majority of IEDC Faculty's professors are based in other universities/business schools, it is highly recommended that a Handbook for Faculty, which will keep consistency, related to learning & teaching approach is prepared. The handbook should take into consideration IEDC Faculty's philosophy associated with pedagogical excellence, its mission and vision. Furthermore, the Executive PhD Program Regulations should be reviewed and readjusted according to new management trends.

It is also highly recommended to design and offer a new elective course on digital transformation in 2017 and/or consider offering a mandatory course on this topic in 2018. Master in Management (Executive EMBA) course outlines should be rewritten to achieve more conformity in formats while also reviewing and modifying, where needed, the learning objectives for each course.

5. RESEARCH

Strategic objectives related to research set for IEDC Faculty are the following:

1. Engagement with an international community of researchers and practitioners will reflect in the research that bridges gaps between theory and practice in meaningful and impactful ways and enhance institutional research culture.
2. IEDC Faculty enhances learning activities across the Masters in Management and PhD Programs through research both by bringing research to the classroom and students into research.

5.1. RESEARCH GROUP

The Research Group at IEDC Faculty was officially established in 2013. In 2016, a few membership changes occurred, new members replacing former ones, including the succession of the former Head of the Research Group (Dr. Ian Sutherland). Table below shows the dynamics of Research Group at IEDC Faculty in 2016.

Name and surname	Affiliation	Habilitation ² and Position at IEDC Faculty
Dr. Ian Sutherland³ Associate Professor	100 % employment at IEDC Faculty	Management and leadership Vice Dean for Research and PhD Director ⁴
Dr. Purg Danica Professor	20 % employment at IEDC Faculty IEDC-Bled School of Management	Management and leadership Dean
Dr. Alenka Braček Lalić⁵ Assistant Professor	50 % employment at IEDC Faculty CEEMAN International Association for Management Development	Management and leadership Vice Dean ⁶ for Research and Co-Director for Master / EMBA program
Dr. Drikus Kriek⁷ Associate Professor	100 % employment at IEDC Faculty	Management and leadership Vice Dean for Pedagogy ⁸ and PhD Director ⁹
Dr. Walravens Arnold Professor	20 % employment at IEDC Faculty	Management and leadership Professor and PhD Mentor
Dr. Nenad Filipović Assistant Professor	100 % employment at IEDC Faculty	Management and leadership Assistant Professor, PhD Mentor and Master / EMBA projects mentor

² According to *Rules, standards and procedures for the award of titles to higher education teachers, researchers and faculty assistants at IEDC – Bled School of Management, Postgraduate Studies* (article 5), candidates may be awarded titles only for the field: Management and leadership, therefore.

³ Dr. Ian Sutherland was in 2016 nominated as the Dean of School of Music, Memorial University (Canada); IEDC Faculty informed ARRS about the change in the Research Group (27 January 2017).

⁴ Dr. Ian Sutherland was Vice Dean for Research until July 2016.

⁵ Dr. Alenka Braček Lalić was in September 2015 employed at IEDC Faculty as a Research Fellow (from September 2015 until February 2016 for 20 %, from February 2016 onwards for 50 %). On 27 January 2017, ARRS was informed that Dr. Alenka Braček Lalić was new Head of Research Group and administrative support was provided by Mojca Manček (IEDC Faculty's Library).

⁶ From 27 January 2017

⁷ Dr. Drikus Kriek joined IEDC Faculty in September 2016 as PhD Program Director.

⁸ From 27 January 2017

⁹ From September 2016

Dr. Nina Bandelj Professor	20 % employment at IEDC Faculty University of California, Irvine	Management and leadership Course leader
Dr. Branko Kalpič Assistant Professor	20 % employment at IEDC Faculty Saïd Business School, University of Oxford, UK	Management and leadership Assistant Professor and Master / EMBA projects mentor
Dr. Mary Jo Hatch Professor	20 % employment at IEDC Faculty University of Virginia	Management and leadership Course leader
Dr. Mollie Painter-Morland Professor	20 % employment at IEDC Faculty Nottingham Trent University	Management and leadership Course leader, Coca-Cola Chair
Dr. Zhexembayeva Nadya¹⁰ Assistant Professor	20 % employment at IEDC Faculty	Management and leadership Assistant Professor
Dr. Mojca Ramšak¹¹ Research Fellow	100 % employment at IEDC Faculty	Management and leadership Research Fellow

The Research Group of IEDC Faculty has been focused on general management and leadership studies and centred on the following seven core, interrelated areas:

- 1) Leadership practice
- 2) Leadership development
- 3) General Management
- 4) Innovation & Creativity
- 5) Strategy
- 6) Sustainability & Ethics
- 7) Management & Leadership Education

The IEDC Faculty approaches each of these areas with a view to practice, connecting the theoretical realm with grounded research to enhance the practices of management and leadership and develop new insights into organizational behaviour. Methodological approaches are diverse, combining expertise in both qualitative and quantitative research designs, as well as engaging with newer methodologies focused on participant-generated data. Research results significantly inform learning and development activities within the programs of IEDC Faculty.

The Research Group at IEDC Faculty in 2016 published eight scientific publications. Forthcoming publications are the following:

- PURG Danica, BRAČEK LALIĆ, Alenka. Management Education, the case of the Republic of Slovenia. Book: The Future of Management Education, Volume 2: Country Contexts and Trends to be published in 2017/2018 by Palgrave Macmillan.

¹⁰ Due to employment changes IEDC Faculty informed ARRS (on January 27, 2017) that Dr. Nadya Zhexembayeva is no longer a member of Research Group.

¹¹ Dr. Mojca Ramšak was part of the research group as a Research Fellow from 2013-2014.

- SELJAK Iztok, BRAČEK LALIĆ, Alenka, PURG Danica. Entrepreneurship in the Central and Eastern Europe, development through internationalization. Book to be published by Routledge.
- PURG Danica, BRAČEK LALIĆ, Alenka. Development of Management Education in Central and Eastern Europe (1985-2016). William Davidson Institute at the University of Michigan.

At the beginning of April 2017, Academy of Management Review published scientific article “Why art in management education? Questioning meaning” written by Prof. Danica Purg and Dr. Ian Sutherland. The Academy of Management Review (AMR) is ranked among the top five most influential and frequently cited management and business journals. AMR is a theory development journal that publishes the highest quality conceptual work being done in the field. In the article, Prof. Danica Purg and Dr. Ian Sutherland address the questions on how art plays an important role in development of future leaders. They share their personal stories and story of IEDC-Bled School of Management where arts, along with sustainable development and ethics, are three pillars of the school’s philosophy. This is an outstanding achievement for IEDC Faculty.

5.2. INTERNATIONAL AFFILIATE RESEARCHER NETWORK COMPRISED OF PHD VISITING FACULTY, PHD MENTORS AND RESEARCH PARTNERS

With the establishment of the Executive PhD Program in Management in 2010, IEDC Faculty has heavily dedicated itself to developing both research productivity, and more importantly, the research culture. Besides the registered IEDC Faculty Research Group, IEDC Faculty has also established an international affiliate researcher network comprised of PhD visiting faculty, PhD mentors and other research partners closely engaged with IEDC Faculty and its research activities.

Name Surname	Affiliation	Connection to IEDC Faculty in PhD program
Kathrin Möslain	Friedrich-Alexander-Universität, Germany	Course leader within PhD program and PhD Mentor
Krzysztof Obloj	Kozminski University & University of Warsaw, Poland	Course leader within PhD program and PhD Mentor
Peter McKiernan	University of Strathclyde, UK	Research seminars and PhD Mentor
Nancy Adler	McGill University, Canada	PhD Mentor
Robert Austin	Copenhagen Business School, Denmark	PhD Mentor
Steven Taylor	Worcester Polytechnic, USA	PhD Mentor
Stephanie K Jones	Maastricht School of Management, The Netherlands	PhD Mentor
Richard K Common	University of York, UK	PhD Mentor
Andrej Bertoncej	University of Primorska, Slovenia	PhD Mentor
Marcel Bogers	University of Copenhagen, Denmark	PhD Mentor
Yih-Teen Lee	IESE Business School, Spain	PhD Mentor
Sharon Turnbull	Lancaster University, UK	PhD Mentor
Philip Stiles	Cambridge University, UK	PhD Co-Mentor

Jonathan Gosling	University of Exeter, UK	Leadership Roundtables
Hagen Habicht	HHL Leipzig, CLIC, Germany	Research project
Donna Ladkin	Plymouth University, UK	Course leader within PhD program

5.3. FULBRIGHT SCHOLAR AT IEDC FACULTY

Dr. Jennifer A. Pope from Grand Valley State University, Seidman College of Business, is a Fulbright Scholar at IEDC Faculty. Dr. Pope started working at IEDC Faculty in September 2016. She is heavily engaged with the IEDC Faculty's research projects (Management and Leadership Development Needs in Dynamically Changing Societies, and Skilled Business Leaders for Skilled Europe).

Dr. Jennifer A. Pope received her Ph.D. in Marketing and International Business in 2003. She joined the faculty at Grand Valley State University that same year. She primarily teaches multinational marketing and marketing negotiations.

5.4. PHD CANDIDATES

The PhD study program at IEDC Faculty has been focused on strategic management and leadership since its first accreditation, with dissertation projects aligning under research areas of IEDC Faculty: Leadership practice, Leadership Development, General Management, Innovation & Creativity, Strategy, Sustainability & Ethics, and Management & Leadership Education. The enrolment of experienced executives and business experts in the doctoral program, currently there are 37 active PhD candidates, has offered an exciting opportunity to benefit from maturity of the individuals, their ability to think critically and holistically, as well as their access to sources of research data, which would otherwise not be available. This has created unique research insights and contributes significantly to the research community at IEDC Faculty.

In order to disseminate research results of IEDC Faculty's PhD candidates, IEDC Faculty together with PhD Alumni in 2016 published the first book within the IEDC PhD series.

- SELJAK, Iztok. Embedded business model innovation in the European automotive industry: business model innovation as dynamic capabilities within a moderately dynamic industry: doctoral dissertation, (IEDC - Bled School of Management postgraduate studies, Doctoral dissertation series, vol. 1). Bled: IEDC - Bled School of Management, Fakulteta za podiplomski študij managementa, 2016. 268 str., graf. prikazi, tabele. ISBN 978-961-6720-29-8. [COBISS.SI-ID 282029568]

The second book is in preparation (Mr. Marko Majer, PhD Alumni).

5.5. RESEARCH PROJECTS

Since 2013, IEDC Faculty has been seeking new opportunities through research funding. Taking both a local and international strategy towards this, IEDC Faculty has been active in applying for research projects within Slovenia as well as international opportunities for funding research activities. Below is an overview of activity for the period 2013 - 2016.

5.5.1. Management and Leadership Development Needs in Dynamically Changing Societies (2015 – 2018)

Researchers: Alenka Braček Lalić, Jennifer Pope, Arnold Walravens, Danica Purg, Drikus Kriek, Nenad Filipović, Mollie Painter-Morland, Nina Bandelj

CEEMAN, International Association for Management Development in Dynamic Societies, which has its Headquarters at IEDC-Bled School of Management, in 2015 started the research project on “Management and Leadership Development Needs in Dynamic Societies” with which it would like to get insights, ranging from current and future business challenges, management and leadership development needs connected to skills, competences and knowledge of students and graduates of management development institutions.

Currently 32 research partners representing 18 countries are participating in the research project and conducting in-depth interviews with CEOs and HRMs according to Research Protocol and Research Design prepared by Principal Research Investigator Dr. Alenka Braček Lalić (IEDC Faculty / CEEMAN) and Dr. Ian Sutherland (who was eventually replaced by Dr. Jennifer Pope). The project is partially funded by EQUAL and partly by IEDC Faculty. Research output (forthcoming): Research implementation is planned to be finished by the end of April 2017. After the completion, research partners will prepare country-specific chapters, which will be published in a book, edited by Danica Purg, Alenka Braček Lalić and Jennifer Pope. Due to the fact that the consortium plans to publish collected volume of scientific articles and rich data gathered through interviews and surveys, all research partners are planning to eventually publish scientific articles as well.

5.5.2. Skilled Business Leaders for Skilled Europe (2016 – 2018)

Researchers: Alenka Braček Lalić, Jennifer Pope, Arnold Walravens, Drikus Kriek, Nenad Filipović, Mollie Morland Painter

IEDC Faculty is one of eight partners in Skilled Business Leaders for Skilled Europe (Lead4Skills) which was accepted within Erasmus+ Strategic Partnerships. Its objective is to provide higher education institutions (HEIs) with a comprehensive set of insights, guidelines and materials that would help develop more relevant and innovative management education offerings and study processes, based on the real needs

of businesses and economies. Research output (expected): Cross-country report, case studies and recommendations for learning partners.

5.5.3. Integrated vocabulary for promoting responsible sustainable business

Researchers: Mollie Painter-Morland (IEDC Faculty, Nottingham Trent University), Sally Hibbert (Nottingham University), Sareh Pouryousefi (Nottingham University), Jo-Anna Russon (Nottingham Trent University)

In 2015, IEDC Faculty member, Prof. Mollie Painter-Morland initiated, within the PRME project calling, an international project “An integrated vocabulary for promoting responsible sustainable business”. The expected outcome is a readable booklet explaining relevant terms to responsible and sustainable business and proposing various options/models for integrated institutionalization in different organisations. Its contribution will be that of creating a common language for the promotion of ethics, good governance, anti-corruption and sustainability initiatives. The project is carried out in cooperation with Nottingham Trent University, UK. The expected research output will be a booklet explaining relevant terms related to responsible and sustainable business and proposing various options/models for integrated institutionalization in different organizations.

5.5.4. Submissions for research projects in process:

INTERREG Slovenia-Italy: KUSPID- Učenje v prostorih kulture. Krepitev človeškega kapitala za povečanje naravne in kulturne dediščine (2016 – 2018)

IEDC Faculty in September 2016 submitted KUSPID project proposal together with Università Ca’ Foscari Venezia (project coordinator), Regione Veneto, Obrno-podjetniška zbornica and other partners for “KUSPID- Učenje v prostorih kulture. Krepitev človeškega kapitala za povečanje naravne in kulturne dediščine”. The main aim of the project is to do research and equip employees in cultural institutions with management and leadership skills and competences. IEDC Faculty still awaits the results.

Horizon 2020: Virtual Coaching (2017 – 2019)

IEDC Faculty in January 2017 submitted an ARTID project proposal together with Università Politecnica delle Marche (project coordinator), University of Madrid and other partners on “Virtual coaching”. The main aims of the project are: specialized approach calibrated on patient lifestyle/pathology, end-user oriented monitoring with “invisible” technology, gamification approach on patient motivation, high-level 3D biofeedback, knowledge-based methodology, R&D driven by proven pilot system. IEDC Faculty still awaits the results.

5.6. BRIEF ANALYSIS

IEDC Faculty has made great progress since the introduction of the Executive PhD Program in Management 2010. Due to clear commitment and dedication of IEDC Faculty's Management and heavy engagement of previous Vice Dean for Research (Assoc. Prof. Ian Sutherland) and the Research Group, several activities have been undertaken in order to achieve enhance institutional research culture, such as:

- A Research Group consisting of residential and visiting professors was established and published 42 scientific publications;
- An International Affiliate Researcher Network comprised of PhD visiting faculty, PhD mentors and research partners was formed;
- The IEDC Faculty established great research environment for PhD candidates by engaging esteemed scholars from internationally recognized universities (5 PhD candidates successfully defended their PhD dissertations, 1 PhD Alumni published the first book within the IEDC PhD Series);
- A Fulbright scholar;
- The IEDC Faculty has been part of five research projects since 2013.

Also, PhD candidates were constantly encouraged to prepare, submit and publish research articles and actively participate at national and international conferences organized by IEDC Faculty or other research partners (also by members of CEEMAN Association). The IEDC Faculty regularly informed PhD candidates about conferences organized in the field of management and leadership studies and used the CEEMAN Association (<http://www.ceeman.org/collaboration>) as one of the main channels where call for papers, invitations to conferences were regularly published. Seven projects were implemented in cooperation between IEDC Faculty and PhD students from 2013 to 2016, 10 publications or active participations at conferences were completed by IEDC PhD students. Besides research activities related to the Executive PhD Program in Management, IEDC Faculty also encouraged Master / EMBA students to be part of consultancy projects (mandatory part of the curriculum). From 2013 to 2016, at least 120 students were actively involved in 22 consultancy projects.

In order to provide PhD students with research environment, IEDC Faculty organized six research seminars and Academic writing retreats where PhD candidates discussed methodology used in their doctoral dissertations and used peer to peer advice about the further steps (under the mentorship of the PhD Director, PhD mentors and Course leaders). IEDC Faculty also encouraged PhD students to actively participate at two academic conferences organized by IEDC Faculty in Bled (in 2015 and in 2016).

5.7. RECOMMENDATIONS FOR IMPROVEMENT

Regardless of the progress done in a research field at IEDC Faculty, there remains room for improvement, as follows:

- Work of the Research Group could be intensified, including cooperation with International Affiliate Researcher Network;
- Cooperation between PhD students and PhD Alumni could be strengthened;
- Research activities of IEDC Faculty should be promoted more and research results more heavily disseminated;
- Research funding could be increased;
- Interdisciplinary research activities could be more encouraged;
- Research performance on individual level could be enhanced;
- Inception and recognition of foreign academic titles (for PhD mentors) should be clearly defined for external stakeholders.

There is a strong need to intensify cooperation and work of IEDC Faculty's Research Group. This need is closely related to the fact that the previous Vice Dean for Research who was as PhD Director heavily dedicated to research activities and succeeded to establish great research environment for PhD students, started a new academic career in 2016. Therefore, in January 2017, the IEDC Faculty nominated a new Vice Dean for Research (Assist. Prof. Alenka Braček Lalić) who will need to enhance institutional research culture further, closely with new PhD Director (Assoc. Prof. Drikus Kriek) and engage all members of the Research Group to develop even closer cooperation, and intensify research activities with the International Affiliate Researcher Network comprised of PhD visiting faculty, PhD mentors and research partners. This will be done also in synergy with CEEMAN International Association for Management Development in Dynamic Societies, which connects more than 220 business schools from 55 countries. The connection between IEDC Faculty and the CEEMAN Association has always been very close due to different responsibilities of IEDC Faculty's management in CEEMAN Board and activities provided by CEEMAN. However, the advantages of these synergies were primarily used in pedagogical excellence purposes and to a certain extent for research excellence commitments. Therefore, the current Vice Dean for Research who has been also heavily engaged with the CEEMAN Accreditation will intensify synergies between IEDC Faculty and CEEMAN and enhance the institutional research culture even further and set incentives to encourage research performance on individual level. The main intention of striving for research performance on the individual level is integration of the latest research results into the classroom. The aim to enhance research performance on institutional level is building IEDC Faculty's recognition for creation of knowledge in the field of management and leadership studies.

The Vice Dean for Research should also strive to disseminate research results of IEDC Faculty through different channels, including open sources. One of the areas for improvement is the modification of the Research Group (SICRIS platform) and taking care that all information about the Research Group is

updated regularly and research results disseminated properly. There is a need to prepare more concrete action plan, which will allow monitoring of the progress and achievements of objectives. This will eventually lead to main aspiration of IEDC Faculty to become recognized as the institution for creation of knowledge in the fields of management and leadership studies (besides pedagogical excellence).

6. RESOURCES

Strategic objectives related to resources of IEDC Faculty are the following:

- ***Faculty and staff***
- ***Material resources***

1. More permanent faculty stays one of the main priorities.
2. Rejuvenation of its visiting faculty network with the aim to keep it balanced across disciplines.
3. Further investment in the facilities and information systems and services.

6.1. FACULTY

The appointment of the permanent faculty is a well-defined procedure. It starts with the identified strategic needs registered in Strategy of IEDC Faculty. The IEDC management then searches for the potential candidates (using the help of academic advisors) and invite them for a period of less formal cooperation in the form of visiting faculty. If the results confirm the expectations, the management of IEDC Faculty recommends the candidate for permanent position, which is still subject to a (renewable) one-plus-three year contract. Finally, the IEDC Habilitation Commission of the Senate approves the candidate and confirms the formal title aligned with the Slovene legal requirements.

Along with permanent faculty (full-time and part time), IEDC Faculty engages a large number of visiting professors and lecturers. Since IEDC Faculty's goals are to match highest education standards, it selects among top globally acknowledged management educators. All are very active in their own areas, often spanning a number of academic and business roles. Given the nature of their involvement with the institution, their contribution may vary but follows the operational principles held by IEDC Faculty.

Permanent faculty employment in 2016 stands at:

- 2 higher education teachers for 100 % of their time; one per each study program
- 1 higher education teachers for 50 % of their time
- 7 higher education teachers for 20 % of their time

At the end of 2016, the above translates into 3.7 FTE.

Permanent faculty at IEDC Faculty in 2016		
Name and surname	Affiliation	Habilitation¹² and Position at IEDC Faculty
Dr. Purg Danica Professor	20 % employment at IEDC Faculty IEDC-Bled School of Management	Management and leadership Dean and Master / EMBA program & PhD Course Leader and PhD Mentor
Dr. Alenka Braček Lalić Assistant Professor	50 % employment at IEDC Faculty CEEMAN International Association for Management Development	Management and leadership Vice Dean ¹³ for Research and Co-Director for Master / EMBA program
Dr. Drikus Kriek¹⁴ Associate Professor	100 % employment at IEDC Faculty	Management and leadership Vice Dean for Pedagogy ¹⁵ and PhD Director ¹⁶ , Master / EMBA program & PhD Course Leader and PhD Mentor
Dr. Walravens Arnold Professor	20 % employment at IEDC Faculty	Management and leadership Master / EMBA program Course Leader and PhD Mentor, Master / EMBA projects mentor
Dr. Nenad Filipović Assistant Professor	100 % employment at IEDC Faculty	Management and leadership Master / EMBA program & PhD Course Leader, PhD Mentor and Master / EMBA projects mentor
Dr. Nina Bandelj Professor	20 % employment at IEDC Faculty University of California, Irvine	Management and leadership PhD Course Leader
Dr. Branko Kalpič Assistant Professor	20 % employment at IEDC Faculty Saïd Business School, University of Oxford, UK	Management and leadership Master / EMBA projects mentor
Dr. Mary Jo Hatch Professor	20 % employment at IEDC Faculty University of Virginia	Management and leadership PhD Course Leader
Dr. Painter-Morland Mollie Professor	20 % employment at IEDC Faculty Nottingham Trent University	Management and leadership Master / EMBA program & PhD Course Leader, Coca-Cola Chair
Dr. Zhexembayeva Nadya¹⁷ Assistant Professor	20 % employment at IEDC Faculty	Management and leadership Master / EMBA program Course Leader
Dr. Ian Sutherland¹⁸ Associate Professor	100 % employment at IEDC Faculty	Management and leadership Vice Dean for Research and PhD Director, Master / EMBA program & PhD Course Leader and PhD Mentor

¹² According to Rules, standards and procedures for the award of titles to higher education teachers, researchers and faculty assistants at IEDC – Bled School of Management, Postgraduate Studies (article 5), candidates may be awarded titles only for the field: Management and leadership.

¹³ From 27 January 2017

¹⁴ Dr. Drikus Kriek joined IEDC Faculty in September 2016 as PhD Program Director.

¹⁵ From 27 January 2017

¹⁶ From September 2016

¹⁷ Dr. Zhexembayeva Nadya in 2016 started new academic career.

¹⁸ Dr. Ian Sutherland in September 2016 started new academic career as the Dean of School of Music, Memorial University (Canada).

6.2. PROFESSIONAL STAFF

In 2016, IEDC Faculty employed six professional staff in the following positions: PhD Program Manager; EMBA Program Manager; Head of Library; Head of Postgraduate Studies Office; Marketing Manager; IT Manager.

6.3. MATERIAL CONDITIONS

6.3.1. Facilities and equipment

The IEDC campus consists of three buildings owned by IEDC. Two of them house two amphitheatres (with 60 and 80 seats), one flat lecturing room with up to 120 seats (which can be divided into two parts), one flat lecturing room with up to 40 seats (which could be divided into two parts), and another classroom for 15-20 participants, 20 seminar rooms, library, as well as necessary offices and space for the support activities. The overall net space is close to 3,000 m² and allows hosting up to five parallel programs with a total of 300 participants. Each lecturing room is equipped with high-tech equipment including a touch screen panel for the professor, allowing for simple control of the technological side of lecturing process. Each amphitheatre has the equipment and a booth for simultaneous translations, used for the conferences held on campus. The third building comprises the library, as well as 10 fully equipped seminar rooms, which are available around the clock for team and individual study preparations, work on projects, work on simulations etc.

Following the IEDC vision and values related to offering a “creative environment for creative leadership”, the school hosts a permanent exhibition of Slovenian art (140 paintings and 8 sculptures). The pieces of art are on display in the main lobby, classrooms and the seminar rooms, and corridors which add to inspirational and reflective learning environment.

6.3.2. Equipment

Modern audio / video technology is at professors’ and students’ disposal in all classrooms and seminar rooms. In the past IEDC made significant investments in its IT infrastructure in order to continue to offer its students state-of-the-art facilities and a comfortable learning environment. Since vast majority of the students of IEDC Faculty programs come to the school equipped with their own PCs, IEDC Faculty provides only one PC per seminar room and a number of PCs in common areas (altogether 27), but at the same time provides capacity for LAN or WI-FI connections across the campus. Campus and equipment are adjusted also to the needs of students with disabilities.

6.3.3. Library

The IEDC Resource Centre provides access to the collections of books, magazines and other periodicals, articles in the areas of business, management and economics. Apart from book lending, the IEDC Resource Centre offers other services, such as document search and delivery for study and research purposes, assistance to researchers and demonstrations of information search techniques. It has also a bibliographies service for researchers, which are registered as IEDC Faculty research group in SICRIS information system. The book, which was published within the 'IEDC PhD series', was sent to approximately 50 libraries and institutions in Slovenia.

Books

Books are organized according to subject areas, which include: Business Education, Entrepreneurship, Finance & Accounting, General Management, Business Strategy and Leadership, Human Resources Management, International Economic Environment, Micro and Macro Economics, Marketing, Operations Management, Organizational Behaviour and Skills, Arts and Management, and others.

Magazines, Newspapers and Other Periodicals

The visitors of the IEDC Resource Centre have access to approximately 40 magazines and periodicals, but have also on-line access to a wide collection of journals and other publications. All key academic and professional journals are accessible free of charge to participants in the IEDC programs, and to IEDC faculty and staff. The IEDC Resource Centre also subscribes to local and international newspapers, which are on display. Besides general Slovenian and English-language newspapers, these include newspapers with a special focus on economics and business.

Cases and Articles

The IEDC Resource Centre provides a collection of cases relevant to the subjects taught at IEDC from Keggel, HBR Publishing and Ivey Publishing. Cases and articles are not for loan, and serve as reference to faculty, students, alumni and other interested parties.

Online Databases and Services

The IEDC Resource Centre subscribes to the following online Databases:

- EbscoHost (which includes collected data from Academic Search Premier, MasterFILE Premier – Consumer Edition, Business Source Premier)
- ProQuest Central and ProQuest Dissertations and Theses - A&I
- WEB of Science

A remote access to all of them is provided for students and professors.

IEDC publications in 2016:

- Seljak, Iztok, 1964. Embedded business model innovation in the European automotive industry: business model innovation as dynamic capabilities within a moderately dynamic industry
- IEDC - Poslovna šola Bled. Evropski centre za vodenje. Conference '14; 2016; Bled; Women leaders, agents of change in Europe : 14th ELC Conference proceedings, Bled, April 14-15, 2016
- 3. Peppard, Joe Digitalization as investment in change
- Press Book, 2016 (limited edition).

6.4. BRIEF ANALYSIS

In 2016 there were few changes in terms of permanent faculty members: Assoc. Prof. Ian Sutherland, being nominated Dean of School of Music, Memorial University (Canada), left IEDC Faculty in July. Assoc. Prof. Drikus Kriek joined IEDC Faculty in September as PhD Director as permanent faculty member. Assist. Prof. Alenka Braček Lalić has been since February employed at IEDC Faculty for 50 % employment time (from September 2015 till February 2016 for 20 % as Research Fellow). Number of permanent faculty in core areas remains low. Several permanent faculty members are close to retirement. The FTE at the end of 2016 stands at 3.7.

In 2016, IEDC Faculty set out four new publications (three in 2015) and acquired eight in the area of research.

6.5. RECOMMENDATIONS FOR IMPROVEMENT

Further to the discussion with professors and professional staff, it is recommended that the revised Strategy of IEDC Faculty, which is under preparation, include also strategic objectives, such as: strengthening permanent faculty, optimizing faculty structure and planning for succession, strengthening teaching and research competences of current faculty and defines activities and actions in order to achieve the objectives. It would be recommended to continue with the practice of annual interviews with all permanent faculty with intention to prepare a faculty and professional staff development plan.

Concerning material resources, it is recommended that at least 20 % of technology resources are renewed and infrastructure for conversion on cloud technology prepared.

7. CONTINUOUS IMPROVEMENT

Strategic objective related to continuous improvement of IEDC Faculty is the following:

1. Internal quality enhancement procedures should be embedded in all aspects of IEDC Faculty's programs, research activities, human resources and other services to society.

7.1. Quality Management System

Quality control of educational, research and professional process is regulated through *"Rules of procedure of the Postgraduate Quality Committee IEDC – Bled School of Management, Postgraduate Studies"*. Quality assurance instruments at IEDC Faculty are as follows:

- student opinion surveys and student workload surveys;
- the survey results are disclosed to lecturers and contributors of individual study programmes;
- after the end of the programme, an analysis on student surveys is prepared, whereupon the measures concerning the implementation and workload are proposed;
- graduate student surveys are conducted once per year, usually in December.

Survey results are analysed and included in the Self-Assessment Report, which is carried out on a yearly basis. Documented findings on the quality of IEDC Faculty's performance, analysis of these findings, and proposed measures for improvement are available in Self-Assessment Report.

The Self-Assessment Report compiles and presents the records of the various aspects and activities of the IEDC Faculty. The report presents the organisation of IEDC Faculty and a clear overview of education and research activities, cooperation with the environment, as well as data on students and employees of each academic year. In addition to basic information on study programs and enrolment characteristics of students. The report also contains analyses of student and graduate surveys.

Based on this approach, IEDC Faculty follows the Deming Cycle (or PDCA Cycle).

7.2. Accreditations

Several external accreditation agencies and associations have assessed the IEDC Faculty. Currently it holds the following accreditations:

Accreditation	Area/Subject to accreditation	First accreditation	Current Accreditation valid until
AMBA (Association of MBA's)	International accreditation assessing management education: MBA programs	Executive MBA program 2005	Dec. 2020
CEEMAN, International Quality Accreditation	International institutional accreditation in the field of management education	IEDC-Bled School of Management and IEDC-Bled School of Management, Postgraduate Studies (from 2001)	1999 Oct. 2019
NAKVIS Slovenian Quality Assurance Agency for Higher Education	IEDC Faculty as higher education institution	Master Program in Management	2001 2008 Re-accreditation in process since sept. 2015
		PhD Program in Management	2010 Indefinitely
			2010 Re-accreditation in process since sept. 2016

In September 2016, IEDC Faculty prepared and submitted documentation for re-accreditation of Executive PhD Program in Management to the Slovenian Quality Assurance Agency for Higher Education. Documents for Re-accreditation of IEDC Faculty were submitted in September 2015. In December 2016, IEDC Faculty was informed about the site visit of Peer Review Team nominated by Slovenian Quality Assurance Agency for Higher Education. Both Re-accreditation procedures are in process.

7.3. Quality Assurance and IEDC Faculty Bodies

7.3.1. Postgraduate Studies and Quality Commission

The Postgraduate Studies and Quality Commission (PSQ Commission) - a working committee of the IEDC Faculty Senate in accordance with applicable legislation, monitor quality control of educational, research and professional process at IEDC Faculty.

The PSQ Commission is composed of three members (two of them external) and of one student representative. Its mission and activities are defined in Rules of Procedures of the Postgraduate Studies and Quality Commission. In 2016, PSQ Commission was more active in comparison to year 2015. In 2016, it had six meetings where it assessed the following matters:

- Verification and appointment of mentors to PhD students (2)
- Approval of Master and MBA students' admission
- Approving "leave of Absences" (3)
- Review of PhD dissertation assessments (4)
- Appointment of reporters and the PhD Defence Committee (3)
- Review of 2015 Quality Report
- Review and approval for 2nd Degree Bologna Recognition (4)
- Review and approval of changes to Regulations of the Executive PhD Program
- Review and approval of changes to Regulations and Master/MBA program.

7.3.2. Senate

It is the highest academic body of the IEDC Faculty. It is composed of six higher education teachers and lecturers and two student representatives.

Main responsibilities of the Senate lay in adopting study programmes and changes to those, adopting program policies for research work, appointing higher education teachers and researchers at Dean's proposal, electing the Dean upon the proposal of the Academic Assembly and of the Founder.

In 2016, three meetings of the Senate were called.

7.3.3. Habilitation Committee

Is one of the two standing committees of the Senate (the other one is Postgraduate Studies and Quality Commission). The IEDC Senate established the IEDC Habilitation Committee in 2012. Members of the Habilitation Committee (HC) are appointed for a two-year term, which can be renewed:

1. Prof. Rasto Ovin, President (term until 18.9.2017)
2. Prof. Arnold Walravens, Member (term until 18.9.2017)
3. Assist. Prof. Alenka Braček Lalić, Member (term until 30.8.2019).

Members of the HC act in accordance with »Rules, Standards And Procedures for the Award of Titles to Higher Education Teachers, Researchers and Faculty Assistants at IEDC – Bled School of Management, Postgraduate Studies«, adopted by the IEDC Senate.

Since its establishment in April 2012 and until end of 2016, the HC held five meetings in which it reviewed requests for the habilitation procedure/recognition of titles, evaluated candidates and accordingly made recommendations to the Senate.

In 2015:
HC evaluated candidates for the habilitation procedure and recommendation to the Senate:
<ul style="list-style-type: none"> ▪ Dr. Alenka Braček Lalić, for the title of Assistant Professor – first election ▪ Assist. Prof. Ian Sutherland, for the title Associate Professor – first election
HC evaluated candidates for the procedure Recognition of a title obtained at a different University:
<ul style="list-style-type: none"> ▪ Assoc. Prof. Dorota Dobija, Assist. Prof. Arshad Ahmad, Assoc. Prof. Fraser Johnson, Prof. Arnold Walravens, Prof. Mollie Painter-Morland, Prof. Nina Bandelj, Prof. Kathrin Möslin, Prof. Krzysztof Oblój, Assoc. Prof. William Fischer, Assoc. Prof. Frederica Joyner, Prof. Mary Jo Hatch, Prof. Guillermo D'Andrea.
Total 2015: 2 first elections, 12 title recognitions
In 2016:
HC evaluated candidates for the procedure Recognition of a title obtained at a different University:
<ul style="list-style-type: none"> ▪ Assoc. Prof. Drikus Kriek
Total 2016: 1 title recognition

Higher education teachers, lecturers and researchers are proposed by Dean of the IEDC Faculty, confirmed by the Habilitation Committee and appointed by the Senate. In the process of candidates evaluation and appointment, the HC and the Senate proceed pursuant to »Rules, Standards And Procedures for the Award of Titles to Higher Education Teachers, Researchers and Faculty Assistants at IEDC – Bled School of Management, Postgraduate Studies«, which were adopted in accordance with the Minimum Standards for the Award of Titles to Higher Education teachers, Researchers and Faculty Assistants at Higher Education Institutions of the Slovenian Quality Assurance Agency for Higher Education.

7.3.4. Faculty Council

It is composed of four faculty members and meets on a case-by-case basis to resolve in students' issues such as approval of the absence from the program, exceptional cases of grade appeal, breaching of academic integrity regulations, withdrawal from the program.

It is a first instance body in students' appeals.

In 2016, the Faculty Council intensified its immediate case-by case response to students' matters and convened seven meetings.

7.3.5. Management Board

It consists of five members: three representatives of the Founder, one IEDC Faculty member and one student representative.

By its function, the Management Board being responsible for adopting decisions on financial matters, supervising the use of financial resources and adopting annual financial statements.

7.3.6. Academic Assembly

Academy Assembly is consisted of all higher education teachers, researchers and faculty assistants at IEDC Faculty, including five student representatives.

The main formal mandate of the Academic Assembly is that of electing the Senate and – in cooperation with the Founder – propose the Dean to the Senate.

The Academic Assembly last convened in 2015, when it appointed the Senate members for the new four-year term.

7.3.7. Student Council

It was established in February 2017. It is a five-member body, all members taking part in different IEDC Faculty bodies (Senate – two student representatives, Postgraduate Studies and Quality Commission – one student representative, Management Board – one student representative, Academic Assembly – five student representatives).

7.3.8. BRIEF ANALYSIS

In 2016, IEDC Faculty significantly enhanced the quality management system by strengthening the work of IEDC Faculty's bodies. However, in order to fully achieve strategic objectives set for Continuous Improvement strategic area of IEDC Faculty, there is still room for improvement, which is explained in the following section.

7.4. RECOMMENDATIONS FOR IMPROVEMENT

In order to enhance IEDC Faculty's performance it is highly recommended that Strategy of IEDC Faculty be updated in a way that it includes measurable strategic objectives and actions for specific year (with roles and responsibilities). The action plan for each year should follow strategic objectives, which should be monitored quarterly (every three months) by the management of IEDC Faculty, Postgraduate Studies and Quality Commission and staff responsible for specific activities.

Self-Assessment Report should be prepared by March each year (at the latest) and include recommendations for improvement initiatives, which should be taken into consideration while preparing the action plan for the following year.

Moreover, it was recognized among faculty and professional staff that Postgraduate Studies and Quality Commission prepares Quality Regulations, which will operationalize quality assurance and quality enhancement activities, defined in *"Rules of procedure of the Postgraduate Quality Committee IEDC – Bled School of Management, Postgraduate Studies Postgraduate Quality Committee, standing committee of the Senate"*.