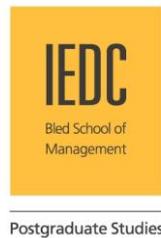


# **IEDC-Bled School of Management, Postgraduate Studies**



## **Quality Report for 2013 With Supplements**

**Bled, February 2014**

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## **1 INTRODUCTION OF THE IEDC-BLED SCHOOL OF MANAGEMENT, POSTGRADUATE STUDIES**

### **1.1 Status of the school and its position within the society**

IEDC–Bled School of Management (hereinafter IEDC) was originally founded in 1986 by the Slovenian Chamber of Economy and is from 1995 independent private management education centre owned by 29 companies. Since the very beginning, IEDC focused on providing executive education of the highest level of quality to international audience. It also clearly positioned itself as an active partner on the process of transformation that was and is still going on in the societies of Central and Eastern Europe.

“The mission of the IEDC, as an agent of change and a learning partner, is to attract the most promising executive and top managers, provide them with world class management education and other relevant services in a truly international 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.”

Since 1991, IEDC was offering a highly successful International Executive MBA program. The program was of high quality and well had received by the market, which allowed it to gain international accreditations. However, IEDC only in 2001 asked for state accreditation within the Slovenian educational system.

Some videos about IEDC and IEDC master study: <http://www.iedc.si/iedc-experience/videos/page/2>.

### **1.2 IEDC-Bled School of Management, Postgraduate Studies (IEDC Faculty)**

With the changes of local legislation allowing for private institutions offering master level degree programs in the area of management, IEDC had founded another institution in 2001, IEDC-Bled School of Management, Postgraduate Studies (IEDC Faculty). IEDC Faculty operates as the private institution of higher education in accordance with Slovenian Law on Higher Education. In accordance to the legal situation in 2001, IEDC Faculty offered a Master in Science in Management program, which received state accreditation and enrolled the first students in 2003. When the Slovenian legislation was changed again to introduce Bologna reform into Slovenian higher education, IEDC Faculty had to discontinue the MSc program and accredit its Executive MBA program (delivered in three different part-time formats) as the one fully compatible with Bologna regulations. In 2010, IEDC Faculty received the accreditation for the Executive PhD program and enrolled the first cohort of PhD students.

In the period since its inception in 1986, more than 69.000 executives and students from 78 countries have completed various IEDC executive education programs. Between 2003 and 2007, IEDC Faculty enrolled 141 students into the MSc in Management program. Since the accreditation of the Executive MBA program in 2008, IEDC Faculty has until now enrolled 240 students. As of autumn 2011, 24 doctoral candidates are enrolled in the first three generations of the Executive PhD program.

IEDC is the founding member of The International Association for Management Development in Dynamic Societies (hereinafter CEEMAN, <http://www.ceeman.org>), a major international network committed to improvement of quality of management education in Central and Eastern Europe and beyond. CEEMAN was established in 1993 and its membership includes 215 business schools and management development institutions from 53 countries from all continents. CEEMAN activities include faculty development, strengthening of the managerial and leadership capabilities of business schools, annual international conferences, accreditation of management development institutions, case competitions, research and publishing of CEEMAN News and CEEMAN Directory of Business Schools. One of the major CEEMAN projects is the International Management Teachers Academy, with more than 473 alumni from 38 countries. CEEMAN recently coordinated a major international research effort studying the phenomenon of »Hidden Champions«, described in more detail in Section D 2. CEEMAN and IEDC are also actively supporting the »Challenge: Future« project, an open youth competition and global think tank accelerating ideas and talent for a future that works for all (<http://www.challengefuture.org>). In 2013, when CEEMAN was celebrating its 20th anniversary, Prof. Danica Purg, IEDC President and CEEMAN Founding President, received an award titled 'The CEEMAN Founding Leadership Award'.

Professor Danica Purg, President of IEDC and Dean of IEDC holds several prestigious awards, recognitions and positions:

- CEEMAN President since its establishment,
- Founding President of The UNGC Slovenia,
- In 2010 Awarded "International Educator of Year" by the Academy of International Business (AIB)
- In 2009 Awarded Doctor Honoris Causa MESI – Moscow State University of Economics, Statistics and IT
- In 2003 Awarded Doctor Honoris Causa by the Estonian Business School
- In 2002 Awarded title Honorary Professor and the Fellow of Moscow International Higher Business School MIRBIS,
- In 2001 Awarded "Honorary Order of Freedom" by the President of the Republic of Slovenia for her contribution to management development in Slovenia and CEE
- In 1999 Awarded Doctor Honoris Causa by the Moscow State University of Management
- In 1995 – present Fellow of International Academy of Management (IAM)
- 1991- "Distinguished Lecturer of the Year" at Redlands University, California

In 2011, the former President of the Republic of Slovenia Dr. Danilo Türk has conferred The Golden Order for Services on the IEDC, for its pioneering work in the field of business education in Slovenia and CEE and for its contribution to putting forward high business standards by teaching good practices and sharing new expert knowledge.

In the year 2012, the MBA program of IEDC was awarded with 'The MBA Innovation Award' for being one of the four most innovative in the world (among 700 MBA programs, accredited by AMBA, from 195 business schools in over 75 different countries). The Association of MBAs, the international impartial authority on postgraduate business education, created the MBA Innovation Award, to

award business schools that have been running an MBA program that is different, innovative and creative in its approach.

In the 2013 Prof. Danica Purg was awarded by The Kozminski University with 'The Medal of Honor'. Prof. Purg was awarded for her contribution towards the development of the University and substantial input into the growth of managerial education. At this occasion, also Mr. Ingvar Kamprad, Founder of IKEA, was awarded with Honoris Causa Doctor Degree.

In 2013, another important international function was entrusted to Prof. Danica Purg - leading the PRME Steering Committee. PRME (The Principles for Responsible Management Education) is an initiative started by United Nations Global Compact, New York, uniting 500 business schools from 80 countries that strive for responsible management education.

### **1.3 Position of the school within the business community**

A strong relationship with the business community is core to the existence of the IEDC, since it is built into its mission and almost in all of its institutional aspects. Not only does IEDC serves the management and leadership development needs of the business community, but it aspires to be the partner to the community in reaching its broader social purpose. This aspiration inspires the IEDC Faculty, as well.

IEDC Faculty is committed to developing responsible leaders for the business community through its educational programs. In order to do so, IEDC Faculty constantly researches the leadership development needs of the business community and the society at large, trying to understand the wider phenomena influencing the leadership and business effectiveness.

An important vehicle for establishing both the better understanding of the needs as well a as a channel of influence are the research and advisory projects implemented as part of the educational process. Along with the PhD research projects, which focus on the wider area of general management as well as meeting the rigorous academic standards expected for that profile of applied research, IEDC Faculty places emphasis on the innovative use of MBA advisory consulting projects. The teams of MBA participants under the faculty mentorship, resolving specific managerial issues for selected corporate partners, perform these. The overall satisfaction of the partners is very high and it is quite usual that they start implementing the recommendations even before the official end of the project. See Chapter 4.1 for the list of recent and 2013 MBA advisory projects.

IEDC Faculty also demonstrates their relevance as members of Management and Supervisory Boards in Business and NGO's and members of many professional associations:

- Prof. Danica Purg: Member of European Cultural Parliament, Member of European Professional Women Network, Member of Editorial Board of three journals: Problems and Perspectives in Management, Leadership and the Humanities, International Entrepreneurship and Management Journal, Member of AACORN (Aesthetics, Creativity, & Organisation Research Network), Southeast Europe Business advisory Council (BAC): A

Dialogue for Action (SEELIDA), Sofia, President of CEEMAN, Member of Steering Committee, PRME and its past Chair, President of the United Nations Global Compact Slovenia, Member of the RS President's Commission for honorary awards, Member of Advisory Board of USB Stellenbosch Business School, South Africa, Member of Supervisory Board, IPM Minsk.

- Dr. Nenad Filipović: Končar d.d. Croatia, Chariman of Supervisory Board.
- Prof. Arnold Walravens: Member of the business board of Atag n.v. Duiven, The Netherlands, External trust person of Connexion n.v., Hilversum, The Netherlands, Chairman of the Foundation of Hague Arts and Crafts, Hague, The Netherlands, Director/owner of Aan de Oude Delft, Art and Auction Services, Delft, The Netherlands.
- Dr. Nadya Zhexembayeva: Vice President of Challenge. Future, Member of Advisory Board for Fowler Center for Sustainable Value, Weatherhead School of Management, Case Western Reserve University (USA), Chairwoman of the Resourcefulness Advisory Board for OMV Group (Austria), Member of a jury for Social Entrepreneurship Awards, and an Associate of the Taos Institute, which is a non-profit focused on social construction, Awarded from the CEEMAN Association in 2012 for "Teaching Excellence" in the area of responsible management education.
- Prof. Jim Ellert: Member of the Supervisory board of CBS Executive (Copenhagen), the executive education division of Copenhagen Business School.
- Dr. Ian Sutherland: Vice chairperson - European Sociological Association Research Network for the Sociology of the Arts, Fellow of the Peter Pribilla Foundation (Germany), Fellow of the School of Graduate Studies, Memorial University (Canada), Member of the Board - Shorefast Foundation (Canada), Editorial Board Member - Music and Arts in Action (Peer Reviewed Journal, UK), Member - International Leadership Association.
- Ass. Prof. Dr. Mojca Ramšak: Chair of ethical committee at The Slovene Ethnological Society, Member of research evaluation committees in Slovenia and Europe, Member of NAKVIS evaluation committees in Slovenia and Europe, Member of a city council Šiška in Ljubljana, Member of Center za dopisno izobraževanje CDI Univerzum, she was Member of The Journalist's Court of Honour of Slovenia (2011–2013).

## 2 EDUCATION

IEDC-Bled School of Management, Postgraduate Studies (IEDC Faculty) has two formally accredited programs:

Degree level	Name of the program
Bologna 2 <sup>nd</sup> level degree	Master program in Management
Bologna 3 <sup>rd</sup> level degree	Doctoral program in Management

Both programs are focused on subjects related to management. In accordance to IEDC mission and educational philosophy, they include a number of courses allowing the students to take a broader perspective of general management, rather than narrowing down to the "technical" view of individual subjects. That is why they do not only include "usual" courses from various functional disciplines (like economics, marketing, finance, operations or strategy) and leadership, but also bring

in the issues from the wider area of social sciences and arts. This makes the programs highly relevant for management practitioners as well as for the researchers in the area of management.

## 2.1 Education needs of society and IEDC Faculty programs

The Executive MBA programs target experts, managers and executives in a variety of positions from a wide range of industries and countries. The typical Executive MBA participant is 30 to 35 years old, has completed at least an undergraduate degree (around 16% of them already have advanced degrees) and has had 11 years of relevant work experience. In most cases, the Executive MBA participant has been singled out by its company as having the potential to assume greater management and leadership responsibilities – as illustrated by the fact that almost all participants are sponsored by their employers. As regards the Executive PhD program, the participants are on average more than 40 years old, a significant percentage of them being CEOs or board members of their companies. They typically do not see their studies as a way to open direct new career opportunities but are using the new competences to lead their companies better as well as to more intensively share their accumulated experience with younger colleagues.

Our MBA graduates are quite welcome on the employment market due to their competences. A large majority of our graduates are connected with the private sector, but some are also in the public sector. Among our alumni, we have individuals who became ministers or ambassadors.

As mentioned earlier, the Executive MBA program is part time study and the students are individuals with on average around ten years of working experience. The study is modular, meaning that students are working while studying. This justifies the absence of practical training in the form of “apprenticeship” where students would be seconded to hosting companies during the program. At the same time, both programs are application oriented and highly relevant for practicing managers.

## 2.2 Students

### a) MBA – Master of Business Administration (Executive program only)

We have one executive master of management (EMBA) program that is offered in three different formats: two-year (17 weeks: 7 modules in 2 years). For candidates ready for extremely intense study we have formed a one-year program (17 weeks: 4 modules in 1 year), and Presidents’ management master program (three years: shorter modules) for candidates in top management positions, who cannot afford longer absence from their professional life. A part of the studies from one year and two-year program is organized jointly, and Presidents’ MBA participants are joining the program at their own individual schedule.

One-year Executive MBA and Two-year Executive MBA: 42 participants from 13 countries (year 2012: 44 participants from 12 countries):

- Number of participants 42
- Average age 34
- Average number of years of work experience 10
- % of female participants 21

- Number of countries 13

An IEDC innovation worldwide is **the three-year Presidents' MBA Program**, which is designed to reflect the senior responsibilities and time constraints of participating top executives (the average age of the Presidents' MBA participant is 40 and on average they have 15 years of working experience). The Presidents' MBA offers the same high-quality education as the one- and two-year Executive MBA programs but participants can spread out their studies over three years, follow more individually customized schedules, and benefit from individual monitoring by senior faculty.

Presidents MBA participants:

- Number of participants 28
- Average age 40
- Average number of years of work experience 15
- % of female participants 29
- Number of countries 11

#### **b) PhD – doctoral program**

The innovative International Doctoral Management Program, Executive PhD, is built on IEDC's history of excellence in executive education and focused on the issues of strategy, leadership, and general management in the challenging environment of the 21st century. The Faculty of the PhD Program is built from internationally recognized professors with years of experience in original research, teaching and mentoring top-level academic research as well as in executive education.

We started with PhD studies in 2011. The policy is to have an annual intake of 5-10 new candidates maximum. In 2011, we took 12 candidates and in 2012 another seven. In January 2013, the third generation of five Executive PhD students started its studies. This generation is comprised of five experienced executives from four countries (in 2012: 7 candidates from 5 countries). All together 24 PhD candidates represent 11 countries: Austria, Bosnia and Hercegovina, Croatia, Romania, Russia, Serbia, Slovenia, Sweden, Ukraine, USA and Turkey. The average age of IEDC PhD student is 40 and among them there are 22.7 percent are female students.

### **2.3 Master of management Curriculum (Executive MBA)**

The IEDC-Bled School of Management master program is equivalent to 2 years of full time studies, which equal 120 ECTS (European Credit Transfer and Accumulation System), or 3.000 hours of direct or indirect study load.

Bringing together globally acknowledged educators with the most promising managers in the region, IEDC's executive master in management programs prepares students to successfully manage business in a fast-changing international environment:

- by providing a solid foundation in core management disciplines and helping participants to recognize and leverage interdependencies between different functional areas;

- by developing ability to deal with global uncertainties and capitalize on rapidly-emerging opportunities;
- by translating and adopting the best global knowledge to the unique realities of a particular region and industry;
- by pinpointing and fostering the attitudes and traits required for effective leadership;
- by utilizing art to foster creative thinking and innovative decision-making, and
- by enhancing team-building and interpersonal skills.

The professors employ a stimulating variety of teaching methodologies including formal lectures and discussions, case studies, team and individual presentations, role-play and negotiations and action learning. The program uses a pragmatic and result-oriented philosophy. Students are working on consulting projects and assignments related to general management, building on the knowledge and skills learned in the formal courses.

The IEDC curriculum includes three types of courses: functional courses, strategic and integrative courses, and personal and interpersonal skills courses. All courses, even the functional courses, share a common general management perspective, providing students the "view from the top" of an organization, and preparing them for the uncertainty, complexity, and rapid change that mark the reality of a typical executive. In the master study, we offer electives within the program. If an elective is undersubscribed, students are asked to transfer to another elective.

<b>MANDATORY COURSES in 2013</b>			
<b>Nr.</b>	<b>Course</b>	<b>Course leader</b>	<b>ECTS</b>
1	Računovodstvo in nadzor / Accounting and Control	Associate.Prof.Dr. Randolph Kudar	7
2	Finančni menedžment / Financial Management	Associate.Prof.Dr. Arshad Ahmad	10
3	Vodenje trženja in prodaje / Marketing and Sales Management	Prof.Dr. Robert Fisher	7
5	Vodenje operativnega poslovanja in informacijskih tehnologij / Operations Management and Management of Information Technology	Prof.Dr. Fraser Johnson	6
6	Strateški menedžment / Strategic Management	Assistant Prof. Dr. Nenad Filipović	6
7	Voditeljstvo / Leadership	Prof. Dr. Pierre Casse	10
8	Razvoj menedžerskih in komunikacijskih spretnosti / Development of Management and Communication Skills	Assistant Prof. Dr. Nadya Zhexembayeva	5
9	Poslovni svet in družba / Business in Society	Assistant Prof. Dr. Nadya Zhexembayeva	5

10	Poslovna etika in korporacijsko upravljanje / Business Ethics and Corporate Governance	Prof. Dr. Arnold Walravens	5
11	Osebnostni razvoj / Personal Development	Assistant Prof. Dr. Ian Sutherland	9
12	Umetnost in voditeljstvo / Arts and Leadership	Prof. Dr. Danica Purg	5
<b>ELECTIVES in 2013</b>			
<b>Nr.</b>	<b>Course</b>	<b>Course leader</b>	<b>ECTS</b>
1	Okrogle mize o voditeljstvu / Roundtables for Practicing Managers	Prof. Dr. Danica Purg	5
2	Strateško trženje / Strategic Marketing	Prof. Dr. Robert Fisher	5
3	Organizacija, usmerjena k stranki / Customer Focused Organization	Assistant Prof. Dr. Nenad Filipović	5
4	Ustvarjanje novih poslovnih modelov / Creating Venture Opportunities	Assistant Prof. Dr. Draško Veselinovič	5
5	Finančni trgi / Financial Markets	Assistant Prof. Dr. Draško Veselinovič	5
6	Krizni management / Crisis Management	Assistant.Prof.Dr. Nenad Filipović	5
7	Vodenje uspešnih timov / Building and Managing High Performance Teams	Prof. Dr. Danica Purg	5
8	Vodenje podjetij v dinamičnih družbah / Managing Business in Emerging Markets	Prof. Dr. Stephanie Jones	5
<b>FINAL PROJECT</b>			
	Integracijski svetovalni projekt / Integrative Consultancy Project	Assistant Prof. Dr. Brane Kalpič, Assistant Prof. Dr. Nenad Filipović Prof. Dr. Jim Ellert	30
	<b>TOGETHER</b>	<b>mandatory courses + 3 electives + final project =</b>	<b>120</b>

The master in management curriculum is regularly reviewed based on the following inputs:

- feedback from students and employers,
- faculty and Program Management initiatives,
- benchmarking with new global trends and best practices from other programs and institutions.

The reviews performed since September 2013 have indicated that the quality level perceived by students and employers remains very high. No major changes of curriculum were suggested with most recommendations being about individual course duration, typically suggesting to allocate more time to topics and faculty seen as exceptionally good. While IEDC is carefully reviewing such

suggestions, in this period we decided not to make such changes since we believe the current balance is a good compromise and shortening some courses in order to prolong the others would not be justified.

The other line of comments, which we took into account, was about the choice of electives. Based on these comments we decided to remove one elective ("Doing business in emerging markets ") from the 2013 offering and to add a new one related to leadership into the offering for 2014.

Based on faculty evaluations we also decided to make a change in the faculty delivering the Management Communications course.

Most of the input received from faculty, program directors and program managers led to minor adjustments within individual courses, including new course material (e.g. cases), updated course schedules with introduction of topics related to latest research insights and contemporary corporate priorities, as well as addition of planned extra-curricular activities like invited speakers and additional regular meetings between students and program directors.

We are continuously experimenting with the on-line presentation of course contents, which would eventually lead to a possibility of partly delivering some courses on-line. We do not believe that in the foreseeable future it is to expect that full on-line delivery is realistic, not because of the technology issues, but since all the current research into the topic shows extremely poor completion rates for the on-line courses, as well as huge lack of team learning and motivation, all severely impacting the results of such courses.

## **2.4 Doctoral Program Curriculum**

The IEDC-Bled School of Management doctoral program is equivalent to 3 years of full time studies, which equal 180 ECTS (European Credit Transfer and Accumulation System) or 5,400 hours of direct or indirect study load.

All course work and research seminars are held within the first 3 years of study. The 4th year is allotted to dissertation writing and defence. The expectation is that PhD candidates will submit their dissertation for examination and defence by the end of year 4. However, candidates have a maximum of 6 years from the start date of the program to submit the dissertation.

The following is a description by year of the programme structure:

Year 1: In the first year students will 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 Committee for Postgraduate Studies.

Year 2: In the second year, students will 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 will attend two research seminars, refine their research projects, and submit an article for review/publication to an internationally recognized academic journal. In order to advance from the second to the third year, doctoral students must complete the two elective courses, attend the two research seminars, and submit an article for publication in an international academic journal. The submission must be approved by the mentor, but acceptance for publication is not the condition for advancing, since review periods can be prohibitively long.

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

Year 4: During the fourth year, students will be primarily engaged with their research projects focusing on the preparation of the dissertation for submission, examination and defence.

Throughout the Ph.D. program students work on their research projects under mentor supervision. The mentee must report to her or his mentor on progress in the doctoral program once a quarter. Because of the geographic composition of the PhD program participants' base, in person meetings with the mentor will often not be possible. In place of in-person contact Skype/video-conferencing or telephone communication is used.

## **2.5 IEDC Faculty Professors**

More about the IEDC lecturers, you can read in *chapter 1.3 and 7.5* and see tables in *Supplements: Professor*. In the year 2013 at IEDC Faculty, we have employed one full time associate professor, two professors, one associate professor and one assistant professor for 20 % of their time. The list of employed professors you can see in section 7.5.

As presented *Supplement: Professors*, along with few resident full-time lecturers, IEDC Faculty engages a large number of visiting lecturers. Since IEDC's goals are to match highest education standards we are choosing our educators among top globally acknowledged management lecturers.

All the lecturers are extremely 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 follow the universal operational principles held by IEDC Faculty.

IEDC Faculty is focused on excellence in learning and research, which is why all of the involved lecturers are capable of steering innovative learning processes at the level of an executive audience. Since the programs delivered by the IEDC Faculty are complex and involve a large number of lecturers, their individual contributions in the learning process are well aligned in terms of both the content (avoiding the overlaps or “white space” and the style (following a common philosophy while keeping variety of personal styles).

The second area of involvement of the lecturers is the research and publications. The resident lecturers are more active in this area, but visiting lecturers often use the research material obtained while at IEDC Faculty in their own research and writing. A recent initiative was started where experienced external partners were invited to facilitate the process of turning research leads into a full research project, resulting with both higher number and higher quality of faculty publications.

IEDC has produced more than 40 cases, many of which were based on the MBA project work and coordinated and written by our lecturers. Most of them are accompanied by teaching notes for both internal and international use. Some of the cases were produced in cooperation with Darden Business School, University of Virginia, USA; and Richard Ivey School of Business, University of Western Ontario, Canada and now represent a contribution of IEDC to the knowledge and resource base regularly used also in those institutions. Practically all the cases are about companies coming from CEE region, but having broader relevance.

Another area in which the lecturers heavily engage is mentoring the research and advisory projects at IEDC Faculty. This includes the mentoring of the PhD candidates, as well as the remaining MSc candidates and the ongoing MBA projects.

The mentoring of PhD and MSc research project follows well-established academic principles with maximum availability of the mentors to the candidates as well as above-the-average intensity of research presentations and discussions with other candidates.

The MBA advisory projects serve several purposes. They offer an opportunity to MBA participants to improve a wide range of their professional competences while working on a concrete real-life issue. They allow IEDC Faculty to better grasp the nature of contemporary business challenges through working with the corporate partners on their pressing issues. Finally, they allow the corporate partners to benefit from a major managerial issue being resolved and from the internal learning transfer. Naturally, the learning objective for the company depends primarily on the readiness of the top management to use the project as a trigger for (or a part of) a wider learning effort. In the period 1991 – 2012 there were 167 completed field team projects by IEDC MBA students in local and international companies (industry analysis, company analysis, issue analysis and recommendations); out of that 86 for Slovenian companies (52 %) and 116 individual projects, out of that 57 for

Slovenian companies (50 %). The contents of these projects are confidential, since they deal with actual business issues of our corporate partners.

List of Professors engaged in MBA program

<b>Nr.</b>	<b>Surname</b>	<b>Name</b>	<b>Title</b>	<b>Last habilitation date</b>	<b>Habilitation area</b>
1	Ahmad	Arshad	Associate Professor	3.6.2013	Finance
2	Baloh	Peter	Assistant Professor	25.1.2012	Innovation Management
3	Bandelj	Nina	Associate Professor	3.6.2013	Economic and Education Sociology and Management
4	Casse	Pierre	Professor	3.6.2013	Leadership
5	Caudel	Paul	Lecturer	3.6.2013	Leadership
6	Ellert	Jim	Professor Emeritus	3.6.2013	Finance
7	Filipović	Nenad	Assistant Professor	6.2.2013	General management
8	Fisher	Robert	Professor	3.6.2013	Marketing
9	Gosling	Jonathan	Professor	3.6.2013	Leadership
10	Hanke	Peter	Lecturer	3.6.2013	Arts (music, choir)
11	Johnson	Fraser	Professor	3.6.2013	Operations Management
12	Jones	Stephanie	Associate Professor	3.6.2013	Organizational Behaviour
13	Kalpič	Brane	Assistant Professor	6.2.2013	Management
14	Milenković	Goran	Lecturer	3.6.2013	Risk Management
15	Mufti	Salman	Associate Professor	3.6.2013	Management Information Systems
16	Pašović	Haris	Professor	3.6.2013	Arts (film, theatre)
17	Pons	Joe	Associate Professor	3.6.2013	Marketing
18	Purg	Danica	Professor	19.10.2001	Management
19	Serrano	Juan	Lecturer	3.6.2013	Services Management
20	Stiles	Phillip	Higher Lecturer	3.6.2013	Leadership
21	Sutherland	Ian	Assistant Professor	sep.09	Cultural Sociology
22	Szpiro	Daniel A.	Higher Lecturer	3.6.2013	Accounting

23	Veselinovič	Draško	Assistant Professor	18.10.2010	Finance
24	Walravens	Arnold	Professor Emeritus	3.6.2013	Economic Sociology
25	Zhexembayeva	Nadya	Assistant Professor	6.2.2013	Organizational Behaviour
26	Randolph	Kudar	Associate Professor	24.4.2008	Accounting

#### List of Professors engaged in PhD program

1	Coleman	Gill	Professor	16.11.2009	Ethics and Sustainable Development
2	Fischer	William	Professor	16.11.2009	Strategic Management and Innovations
3	Gosling	Jonathan	Professor	16.11.2009	Leadership
4	Ladkin	Donna	Professor	16.11.2009	Leadership
5	Möslein	Kathrin M.	Professor	16.11.2009	Information Systems and innovation
6	Obloj	Krzystof	Professor	16.11.2009	Strategic Management
7	Puffer	Sheila M	Professor	16.11.2009	International Management
8	Bandelj	Nina	Associate Professor	16.11.2009	Economic Sociology and Management Education
9	Purg	Danica	Professor	19.10.2001	Management
10	Sutherland	Ian	Assistant Professor	1.9.2009	Cultural Sociology

#### Criteria for IEDC Professors

The IEDC Faculty staff composition is the direct and most obvious consequence of the IEDC mission and strategy, of being a change agent in Central and Eastern Europe while using the advantages of the concept relying on a combination of resident and visiting lecturers to the extent justifiable by quality and effectiveness. On the one hand, the full-time faculty is intentionally kept small in size, but selected on the basis of very strict criteria. On the other, the vast network of visiting faculty, which can be further divided into regular contributors – adjunct faculty - and visiting faculty called in on special assignment, comprises some of the leading names in management education, as well as many top class professionals from leading institutions worldwide. All full-time, adjunct and visiting faculty have significant experience in executive education. Along with academic competence, they have to have an excellent record of executive classroom performance and strong portfolio of consulting clients. They have to be knowledgeable of global business environment as well as specifics of

economies in transition and issues related to Central, Eastern and South-East Europe. Finally, they have to integrate well into the IEDC culture.

Once again, it is necessary to point out that the quality of the visiting faculty is a huge asset developed by the IEDC. Many of the highly visible academics commented that they have not seen anywhere else in the world a relatively small institution having such a team of outstanding faculty.

The quality of the full-time faculty can also be judged by the fact that in the recent period they also lectured as visiting and adjunct faculty at various business schools in the world (Darden Business School, USA, Rotterdam School of Management, University of Leiden Business School, Netherland, MIB-Trieste, Italy, ISM Lithuania, Lomonosov Russia, USB Stellenbosch, and South Africa). Along with their duties at IEDC, they serve within different capacities in many international professional organizations and their bodies, and serve on the boards of management schools Copenhagen Business School, Denmark, EDHEC, France, MSM and Skolkovo, Russia, Leipzig Hochschule, Germany, Karachi Business School, Pakistan, University Stellenbosch, South Africa and others.

All the lecturers are habilitated by their own institution. The Senate of IEDC Faculty does the habilitation of full-time professors and converts titles into the Slovenian system for the needs of accreditation documentation and other reports.

All lecturers who participate in master program have appropriate academic titles and education (this can be seen in the Supplement 7 of the original document in Slovenian).

Despite the small size of the permanent faculty, IEDC makes sure that (especially) younger members of the faculty have enough development opportunities and that they take them in a well-sequenced fashion. These opportunities come in a variety of forms and include, among others, visiting international conferences, mentoring by senior permanent or visiting faculty members, attending high level programs for enhancing research and teaching skills (e.g. IMTA or HBS faculty development programs), participating in international conferences in the area of interest, joining specific projects that stretch professional competences, taking over new courses, spending time as visiting faculty at other high quality institutions etc.

### **3 INTERNATIONAL & NATIONAL ACTIVITIES, COOPERATIONS**

#### **3.1 National cooperation**

In October 2009, IEDC and IEDC Faculty joined a major research project, which resulted in several publications, including a book with a high profile international publisher, which is expected to be published in January 2014. The topic of the research was "Hidden Champions of Central and Eastern Europe". While partially derived out of the research methodology developed by Professor Hermann Simon, regional companies were researched both from the strategic and leadership point of view. The research focused on small and medium sized companies that are European or global market leaders in their niches. The study covered 165 companies from 18 countries with economies in

transition. The results of the research were presented in November 2011 in an international conference in Vienna organized by IEDC with cooperation with CEEMAN. In the year 2013 IEDC issued a publication about the project 'Hidden Champions in CEE and Turkey – Carving out a global Niche', edited by Peter McKiernan, University of Strathclyde, Glasgow, and prof. Danica Purg, , and published by the Springer.

IEDC Faculty is very successfully working with the Managers' Association of Slovenia (MAS). MAS grants a part scholarship to one of our MBA students every year. The student is chosen in the process of a strict tender. In the 2013, the MAS scholarship was awarded to Stanislav Shaydarov from Ukraine, MBA student generation 2013/2014.

IEDC Faculty is actively cooperating with UNGC Slovenia. United Nations Global Compact initiative (<http://www.unglobalcompact.org>) is the world's largest global corporate responsibility and sustainability initiative. Initiated by the United Nations in 2000, it currently connects close to 10 000 companies and NGO's from 100 countries that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, the environment and anti-corruption. The Slovenian chapter of the UN Global Compact was established in 2007 on the initiative of Professor Purg. The central goal of the UN Global Compact Slovenia is to help Slovenian companies realize strategic opportunities offered by sustainable and socially responsible practices, increasing, therefore, the overall competitiveness of Slovenian economy. Within UNGC a project about Anti-Corruption ETHOS was founded in 2010 and is now developing. ETHOS is promoting Declaration of Fair Business, a document that will bind the signatories to transparent and fair business practices, by enclosing the anti-corruption clause into contracts.

IEDC Faculty in 2013 made a big progress in the research field. We have submitted three research projects, two to a Slovenian Research agency in partnership with Faculty for Economics and Business from the Maribor University and we are partners in one project, which Faculty for Economics and Business has submitted too. The third project we applied within the mechanism "Norway funds" in a partnership with several other NGOs and Slovenian Commission for the Prevention of Corruption.

### **3.2 International cooperation**

IEDC Faculty has engaged recently in institutional cooperation with a number of schools and management development institutions from other countries, as well as the cooperation with individual lecturers and researchers. This includes faculty and participants exchange programs, faculty development programs, study tours, PhD studies, research and publishing.

The list of institutional partners includes:

1. Exeter University, UK
2. HHL - Leipzig Graduate School of Management, Germany
3. MIB Trieste, Italy
4. Economic Faculty, University in Sarajevo, Bosnia and Herzegovina
5. Economic Faculty, University in Belgrade, Serbia
6. GIBS, Gordon Institute of Business Science, JAR

7. Weatherhead Business School, University Case Western, USA
8. McGill University Management School, Canada
9. Business School; FDC, Fundação Dom Cabral, Brazil
10. IMD Lausanne, Switzerland
11. Sabanci University, Faculty of Management, Turkey
12. INSEAD Fontainebleau, France
13. University of Stellenbosch Business School, Republic of South Africa
14. Academy of National Economy, School of IT-Management, Russia
15. College of Management and Economics, University of Guelph, Ontario, Canada
16. Graduate Management School HSE, Russia
17. KMBS- Kyiv Mohyla Business School, Ukraine
18. Henley Business School, University of Reading, UK
19. SP Jain Institute of Management & Research, Mumbai, India
20. Montreux School of Business, Montreux University, Switzerland
21. TSM Business School, Netherlands
22. School of Management and Governance, University of Twente, Netherlands
23. Moscow School of Management SKOLKOVO, Russia
24. Ural-Siberian Institute of Business, Russia
25. Universidad Simon Bolivar, Colombia

One example of international cooperation is worth particular mention. A consortium of 8 schools, which IEDC is a member of, organizes a »Leadership Roundtable« every year at the site of one of the members. In 2012, the event was in Slovenia at IEDC Faculty for the second time. The Leadership Roundtable concept was developed and is led by Professors Henry Mintzberg and Jonathan Gosling. The concept is built within the framework of experiential learning supporting the development of different leadership mind-sets, as established through Profs. Mintzberg and Gosling's research. For more information on the events see:

<http://business-school.exeter.ac.uk/executive/roundtables/about.php>

Members of the consortium are:

- EGADE Business School, Tec de Monterrey, Mexico,
- University of Exeter, United Kingdom,
- IEDC–Bled School of Management, Postgraduate Studies, Slovenia,
- McGill University, Canada,
- University of Stellenbosch Business School, Republic of South Africa
- Reykjavik University, Iceland,
- UCD Michael Smurfit Graduate Business School, Ireland,
- Universidad del Rosario, Colombia.

### **The Leadership Roundtable in 2013**

In May 2013, six Presidents' MBA participants joined The International Roundtables for Experienced Managers in Cape Town, South Africa. This unique, cutting edge, weeklong program led by Jonathan Gosling and Henry Mintzberg, and supported by dedicated faculty - including Dr. Ian Sutherland, Vice Dean for Research from IEDC, was hosted by University of Stellenbosch Business School. On this occasion Dr. Sutherland also held a lecture titled 'Key concepts in leadership: 8 essential questions' for IEDC's Alumni from South Africa, Slovene community in Cape Town, as well as Presidents' MBA

students from Slovenia, Croatia, Austria and Romania. It was hosted by University of Stellenbosch Business School. In 2014, this seminar will be hosted by Universidad del Rosario, Columbia in Bogota.

- **CEEMAN, the International Association for Management Development in Dynamic Societies**  
CEEMAN today counts 215 members from 53 countries. It has been headquartered at IEDC since its beginning, and IEDC is offering to its events the organizational support.

CEEMAN celebrated its 20<sup>th</sup> Anniversary in 2013, that is why the Annual Conference in September had a special meaning, and because of the CEEMAN engagement in PRME (Prof. Danica Purg chairs it for 2013). CEEMAN decided to organize both conferences in the same period, one after another, including 2013 Challenge: Future Summit, were the winners of this open youth competition and global think tank were announced. The global competition finalists had an opportunity to participate at PRME conference as well. That brought together at the end of September (25-27) 350 deans and directors of management schools, professors of management and sustainable development and 70 young people from 60 countries. Many participants were in Slovenia for the first time. The title of the PRME Conference was “Developing Leaders for the Future We Want” and CEEMAN Annual Conference topic was ‘Business Schools as Responsible Change Agents – from Transition to Transformation’. At this occasion different side meetings took place (for example working PRME group for poverty), and publications were printed to support and reflect on the events. The book ‘CEEMAN – 20 years of creating the history’ was also published.

In the context of its 2013 Annual Conference, CEEMAN announced the winners of the CEEMAN Case Writing Competition in cooperation with Emerald, CEEMAN Champion Awards. CEEMAN President and President of the IEDC Bled-School of Management received the CEEMAN Founding Leadership Award for her unique contribution to the establishment and development of CEEMAN in the past 20 years. One of the outputs of the conference was publication “Inspirational Guide for the Implementation of PRME – Learning to Go Beyond (2nd Edition)” with the best practises of responsible management education, where IEDC Case was published. You can see the publication here: <http://www.gseresearch.com/pages/prme-titles.aspx>.

- **PRME - Principles for Responsible Management Education**

IEDC was among the first signatories of the PRME principles and in January 2013 Prof. Danica Purg was elected to be PRME Steering Committee Chair.

On 25-26 September 2013 Prof. Purg hosted and led the annual international meeting of the UN PRME Organization at IEDC where altogether 350 professors and Deans, members of the responsible management education community convened, to discuss the continued creation of a new intellectual, research, teaching, and institutional agenda that develops leaders for the future we want. At the 2013 PRME Summit – 5th Annual Assembly, hosted by IEDC-Bled School of Management and CEEMAN, as 2013 Chair of the PRME Steering Committee, and co-organised with the PRME Secretariat, business school leaders, faculty, researchers, and students, along with representatives from business, government, and civil society engaged in spirited discourse and shared recent learnings from the global landscape of responsible management education.

The mission of the Principles for Responsible Management Education ([PRME](#)) initiative is to inspire and champion responsible management education, research and thought leadership globally.

The PRME are inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

In the current academic environment, corporate responsibility and sustainability have entered but not yet become embedded in the mainstream of business-related education. The PRME are therefore a timely global call for business schools and universities worldwide to gradually adapt their curricula, research, teaching methodologies and institutional strategies to the new business challenges and opportunities.

Taking the Six Principles as a guiding framework, any institution that is willing to integrate corporate responsibility and sustainability in a gradual but systemic manner is welcome to join the initiative.

- **PRME Champions; IEDC invited in the group of 30 most responsible business schools to unlock the next level of responsible management and leadership education**

This new leadership group of the UN-supported Principles for Responsible Management Education (PRME) initiative will work to unlock the next level of responsible management and leadership education.

Since the inception of the PRME principles in 2007, there has been increased debate over how to adapt management education to train a new generation of business leaders capable of managing the complex demands faced by business and society in the 21st century. While consensus has been reached by the majority of globally focused management programmes that sustainability issues must be incorporated, many questions remain regarding how to change. The PRME Champions group was launched at the UNGC Leaders Summit, New York, September 2013 to address exactly these questions. With a view to the Millennium Development Goals (MDGs), which will expire in 2015 in the Post-2015 era, business schools and higher education institutions have a critical role to play as well.”

Members of the PRME Champions have met 2 times in 2013, in September at the UNGC Leaders Summit in NY and later same month in Slovenia at PRME Summit. We have developed our work in to three main chapters: Research Development, Faculty Development and Curricula Development and are working towards forming goals for both short-term and long-term actions.

- **Arts and Leadership;**

In context of using Art as a Tool of Personal Leadership Development – IEDC Faculty has an integrated module on »Arts and Leadership« that connects Art & Leadership to Personal Development to foster reflection, critical thinking, and creativity. Artists involved with this include Haris Pašović (Bosnia and Herzegovina), film director, Marko Letonja (Slovenia) and Peter Hanke (Denmark), orchestra conductors, Paul Robertson (Music Mind Spirit Trust - UK), violinist, Miha

Pogačnik, violinist and cultural ambassador and many others. The activities are being led by Dr. Ian Sutherland a concert pianist and an accomplished researcher in social sciences, who is the PhD Director at IEDC Faculty. In the context of these activities a book about the IEDC, »The vision and the voices of IEDC-Bled School of Management«, was issued and also several short films were produced: [http://www.iedc.si/insights/video-detail-view/Libraries/Videos/Arts\\_And\\_Leadership.aspx](http://www.iedc.si/insights/video-detail-view/Libraries/Videos/Arts_And_Leadership.aspx), [http://www.iedc.si/insights/video-detail-view/Libraries/Videos/IEDC\\_20th\\_Anniversary\\_Movie.aspx](http://www.iedc.si/insights/video-detail-view/Libraries/Videos/IEDC_20th_Anniversary_Movie.aspx), [http://www.iedc.si/insights/video-detail-view/Libraries/Videos/01\\_IEDC\\_25\\_YEARS.aspx](http://www.iedc.si/insights/video-detail-view/Libraries/Videos/01_IEDC_25_YEARS.aspx). More on the context of Arts & Leadership you can read in chapter 4.5.

- **United Nations Global Compact**

The United Nations Global Compact is the world's largest global corporate responsibility and sustainability initiative. The Slovenian chapter of the UN Global Compact was established in 2007 on the initiative of IEDC-Bled School of Management Dean, Prof. Danica Purg who is also UNGC Slovenia President. Slovenian UNGC network currently at end of 2013 counts 39 members, its activities are being coordinated and led by IEDC-Bled School of Management, Head of Postgraduate Studies Office, Mojca Markizeti. In the 2013 UNGC Slovenia organizes several seminars, participated at several round tables and debates and was applying for international calls for finances in order to empower the network and start new projects.

In June 2013, the UNGC Slovenia organized a seminar "**The Business Case for Sustainability**". The event was organized within BMW Clean Water Regatta, 3rd special event that was promoting and supporting the idea of sustainable development not only through sport, but also by focused business education. The UN Global Compact Slovenia and IEDC were partners of the educational and theoretical part of the event, the educational module on sustainable development. Participants, coming from seven countries were addressed by Mr. Johannes Naimer from WWF (World Wide Fund for Nature) - the world's largest independent conservation organization with over 5 million supporters worldwide, working in more than 100 countries. General presentation of current state of understanding of sustainable development followed short presentations of best practice cases. The first was CEO of Steklarna Hrastnik, Mr. Andrej Božič who talked about restructuring a company in terms of sustainable development in all its aspects. Participants also heard about BMW efforts toward sustainable development and social responsible activities. After this content rich "warm up" we have challenged participants to actively participate in so called "World café forum"; parallel tracks titled: "Step-by-step company transformation, where to start and where to go?", "(Over)-use of natural resources, what can we do about it?", "Honest business as a factor of growth and driver of change". Tracks were facilitated by experts and findings presented at the closing of the event.

Within the UNGC Slovenia, the Initiative ETHOS has grown, inviting new active partners, to actively participate in developing and promoting the antidiscrimination policies. We have continued promotion of the "**Honest business declaration**", which by end of 2013 has 50 signatories. The declaration and efforts of ETHOS Initiative were successfully presented in two articles in a Management Magazine and on several conferences. UNGC Slovenia started to work with Slovenian Network of Transparency International called "Društvo Integriteta", Slovenian Managers' Association, the Slovenian Commission for prevention of Corruption and Slovenian Directors' Association on joint press conference on the international Anti-Corruption Day to talk about

anticorruption and integrity issues, and stress the importance of anti-corruption actions for competitiveness and well-being of the economy and the society.

UNGC is a partner in a project “**2gether4water**” which we applied together with WWF Austria, Slovenian Eco-schools and SiSport. The project was supported by Slovenian Ministry for Agriculture and Environment and is now being evaluated by European Commissions. The project is connecting schools and business in an effort to educate and promote use of water, reuse of water, water pricing and other connected issues. If the project is accepted it will start in June 2014, last for two years and will be worth 750.000 €.

Within the Initiative ETHOS we have applied for an international call “**Norway Grants**” with the project “Samoregulacija, Transparentnost, Odgovornost, Poštenost - S.T.O.P. Korupciji» (in English: STOP Corruption), but were not selected. UNGC Slovenia will try and collect some funds for the project in 2014.

UNGC Slovenia has gained three new members and is trying to connect internationally with German network and network of Nordic Countries.

- **Accreditations**

The IEDC and IEDC Faculty underwent several major internal audit processes for the needs of external accreditations. Based on the self-assessment report and the recommendation of the peer team that visited the School, the IEDC was awarded CEEMAN IQA in 1999 and reaccredited in 2005 and in 2013 (IEDC IQA Self-Assessment Reports are available on request). IEDC Faculty also obtained the AMBA accreditation in 2005 and was successfully reaccredited by AMBA in 2010. AMBA has even made a video portrait of IEDC as an exemplary case of an innovative institution offering an outstanding MBA program. Video: <http://www.youtube.com/watch?v=MWF5SFCYqi0>.

### **3.3 National and international student mobility**

Student mobility in the form of organized student exchange is, due to specific composition of the student body, not a mandatory part of the programs. However, students are allowed to take courses at other institutions, provided that they match the program requirements at the IEDC Faculty. We are open to students that wish to transfer to our school, or take an individual course from one of our programs, provided that such a student fulfils general requirements for enrolment into the target program. Postgraduate Studies and Quality Commission is responsible for establishing the eligibility of such candidates. In the recent years, we had some requests from students who were studying at other education institutions but at the end of process, none of them decided to come to IEDC master study.

## 4 RESEARCH, DEVELOPMENT AND ARTS ACTIVITIES

### 4.1 Final projects of master study (MBA)

We consider the master in management (MBA) study final project as one of the cornerstones of the Program. During the MBA study, participants work as consultants to the top management of selected client organizations. The objectives of this project work are to enhance the practical side of the learning process, to allow participants to further internalize managerial concepts and to develop creative and applicable solutions. While the projects play an important role in the learning process, it is important to note that the projects are intended to be of real value to the client organizations.

Applying their recently acquired management concepts and skills, and working in teams, participants conduct the master study final project in three stages with the ultimate goal of providing an applicable solution to the client organization. The first stage consists of an industry analysis, aimed at identifying key success factors and alternative strategies for competing in the industry. During the second stage, participants conduct a company analysis to determine the competitive position of the client organization and to identify priorities and areas of possible improvements. The third stage consists of issue analysis and implementation. During this stage, participants develop and evaluate alternative actions and propose recommendations supported by short and medium term plans.

Participants are assigned to a project team and a client organization in the first module if participating in the one-year program, and in fourth module if participating in the two-year program, and will continue to work in their respective teams afterwards.

MBA students have in the last several years worked in teams of 6 to 8 students per project, covering the following project topics:

Nr.	Class 2009
1	Coca-Cola: Implications from competitive behaviour in Central and South-East Europe
2	JUPITER international: New business model
3	PROplin: Marketing strategy
4	Coloplast A/S: Business development strategy in Slovenia
5	KD Group: Growth through cross-selling
6	Coca-Cola: Strategic distribution channel management in Central and South-East Europe
7	Fotona: Strategic benchmarking
8	HRM: Development of HRM Space and HRM Certificate services
9	Cosylab: Matching Cosylab Business Model with company maturity stage
10	Prodis d.o.o.: Prodis growth strategy
	<b>Class 2010</b>
11	ETI Elektroelement: Electrical vehicle charging station market entry strategy
12	S&T Slovenia: Business process outsourcing

13	Agrokor (PIK Vrbovec): Market opportunities for growth in EU market
14	Adria Mobil: Exploiting the opportunity of Web 2.0 in the Recreational Vehicle industry
15	Danfoss HB: Choosing optimal sales module for ABQM product line
16	Banka Sparkasse: Identifying growth opportunities and getting ready to use them
17	Kolektor Group: Business Division Sales & Marketing Organization and Branding Strategy
	<b>Class 2011</b>
18	PricewaterhouseCoopers: Management Consulting strategy in Croatia
19	Starbev: Event management as a marketing tool in the beer industry
20	The Slovenian Intellectual Property Office (SIPO): Commercialization of SIPO's Trade Mark Activities
21	Akrapovič: »Carbon composite strategy«
22	Asko: »Semi-professional dishwashers«
23	Jelovica: »High-end camp solutions«
	<b>Class 2012</b>
24	IEDC: »Executive MBA strategy«
25	Jadroplov: »Strategy scenarios«
26	PBZ Card: »Jumbo Travel strategy«
	<b>Class 2013</b>
27	Droga Kolinska: Launch of Dairy Spread Category
28	Jadran-Galenski Laboratorij (JGL): Improving the market position in selected CIS Countries
29	Naftna Industrija Srbije (NIS): Strategy of additional services in gas stations
30	Revital: Revital Transformation Plan
31	Hrvatska Pošta (HP): Changing for the future
	<b>INDIVIDUAL PROJECTS</b>
32	Pliva: Product portfolio optimization process in Pliva
33	Centralization and Outsourcing of Insurance and Pensions Business
34	Avtenta.si: »Avtenta.si, development strategy 2012-2016«
35	Sava Hotels: »Strategy of Group Alta«
36	Beer brands and (or) private label in Laško Group

#### 4.2 IEDC Institute for Leadership Research

The Institute was established based on the 9th Article of IEDC Faculty Statute and is not an independent legal entity, but part of the IEDC Faculty in all legal, financial and administrative matters. The Director of the Institute is Assistant Prof. Dr. Ian Sutherland, who is also Deputy Dean for Research at IEDC Faculty. Members of the Institute are all formally employed faculty members and all adjunct professors.

IEDC Institute will be closely working with support services employees of IEDC faculty (Head of IEDC Library, Head of IEDC Postgraduate Studies Office, master and doctoral program managers). The Institute is using the PR, IT and administrative support of IEDC.

In the year 2013, IEDC Faculty has employed one full time associate professor, two professors, one associate professor and one assistant professor for 20 % of their time.

For 2013 the goals were:

- to organize 3 research seminars, which at the end resulted as 2,
- to start preparations for the academic conference which is planned for fall 2014

#### **a) Research seminars**

The first seminar was in March and the speaker was Dr. Fredricka Joyner from Indiana University East, USA. Prof. Joiner was talking about "Bridging the Knowing/Doing Gap in Developing High Engagement Workplaces"

Short summary of the seminar: workforce demographics continues to shift causing the competition for talent to heat up, in both the EU and the US. Research and practice are clear that high engagement workplaces give a competitive edge in the talent war and are becoming a strategic imperative. Significant investments are being made in training related to manager actions tied to engagement. Yet, actions related to the elements of engagement are not common management practice in many workplaces. Developing a deeper understanding of this dynamic was the focus of exploratory research project. Research questions included: Are managers familiar with the elements and related management actions that contribute to a high engagement workplace? What are the barriers to fuller implementation of management actions related to high engagement workplaces? What are the implications for effective intervention strategies aimed at increasing feelings of engagement?"

The second seminar was presented in December by Prof. Jonathan Gosling, University of Exeter, UK. Prof. Gosling topic was "Leading Academics: Concepts and practices of leadership in higher education, with implications for the governance of universities and similar organisations"

Short summary of the seminar: How do academics conceive leadership, who influences their work and attitudes, and what part is played by managers? The talk reported a mixed-methods research programme (survey, and interviews, listening posts), summarising the principal findings and interpreting them in the light of social identity theory. We consider the implications for leadership development, university governance, branding, careers and the culture of organisations that allegedly depend on professional autonomy. The outcomes are significant for all knowledge-intensive professional organisations such as auditors, accountants, lawyers, management consultants, health care, and public services.

## **b) Academic Conference**

Within the IEDC Institute we have started preparations for an academic conference “The future of leadership for the future” which will be engage researchers from around the world to come together to present recent findings and debate these core issues. The conference will focus on four topics:

- Leadership practice
- Leadership development
- Leadership and sustainable development:
- New methodologies

### **4.3 ARRS (Slovenian Research Agency)**

We applied for two research projects within the ARRS call for research projects for 2014, one basic and one applied and were partners in one basic project applied by Faculty of Economics and Business from Maribor, Slovenia. The project title is: “Dynamics and influential factors of formation and growth of innovative small and medium-sized enterprises in Slovenia”. We can expect the first results from the ARRS no earlier than March 2014

#### Scientific Origin for both projects applied by IEDC Faculty:

This project breaks through dominant discourses of leadership concerned with individual leaders, heroic acts, competences and styles to re-conceptualise leadership as complex, non-linear, situationally specific socio-cultural processes emerging from groups of participating agents. With the mobile data collection application InnoTrace, we join the interdisciplinary movement within leadership studies embracing ethno-anthropological, sociological and qualitative approaches (i.e. grounded theory) to investigating leadership at the micro-level of institutional social interactions, perceptions and sense-making. The project does include a ground-up study of leadership cultures in successful Slovene companies (from production, commerce and service).

Our questions are focused on how leadership is socially constructed, maintained, changed or dispersed within different cultures of context, time and space. Theoretically, we work with and build on theories that shift attention from top-down to more distributed, shared, relational, complex and dynamic processes. The project focus is on the everyday construction of collective meanings and actions that constitute leadership within organisations. Consequently, we actively engage the voices of participants through participant generated data (cognitive process maps generated through photographic, video and textual data enabled through the InnoTrace application) and conversationally by working with this data in interviews, focus groups and auto-ethnography.

Within the Slovene context, the project contributes to local and regional understandings of leadership cultures and practices, which remain unexplored. In the past ten years, there has been attention in Slovenia on contemporary management practices and multi-level perspectives on leadership (particularly in innovation and industrial processes). However, these studies emanate from positivist approaches taking a top-down view to management as leadership rather than the process views breaking new ground in the field.

**Applied Project:** *“Culture of creativity and innovation: An interdisciplinary exploration of group and organisational creative work”*

Outline of the Research Problem: Creativity and innovation processes, cognitive resource exchange and the employing of wider organizational resources towards innovation implementation are essential to organizational and economic success in the modern knowledge based economy. These are complex phenomena, situationally dependent on a myriad of local and social influences. To date, studies have emanated from a positivist tradition often employing survey methods that capture limited cross sections of such processes. The key research gap now is a grounded understanding of how multi-layered processes are built from individuals towards groups and within them and organizations.

**Basic project:** *“Culture of Organizational Leadership in Slovenia: Qualitative interdisciplinary research”*

Outline of the Research Problem: The notion of leadership is multifaceted. It is not something located in hierarchical positions, titles or ex post facto heroic acts. We use it as follows: an activity of leading, a group of people interacting, relational status of leadership, and ability to lead. As leadership emerges from groups of people working together, we treat this notion through different socio-cultural and economic aspects: leadership as everyday relational activity characterized by socio-cultural norms, history, power relations, shared and contested meanings experienced at aesthetic and embodied levels of social interaction.

#### 4.4 Other Research projects in 2013 at IEDC Faculty

- Arts Based Methods in Leadership Development, Dr. Ian Sutherland;
- Harvesting the market, Dr. Peter Baloh;
- Wine Marketing, Dr. Mojca Ramšak;
- Aesthetics of Executive Education, Dr. Donna Ladkin;
- Towards new Strategy of Sustainability; Dr. Nadya Zhexembayeva;
- The Rise of Management Education After Socialism, Dr. Nina Bandelj and Dr. Danica Purg;
- MOOCs, Dr. Nancy Adler, Dr. Arshad Ahmad, Dr. Ian Sutherland and Dr. Mojca Ramšak;
- Strategic aspects of sustainable development of BISOL group as market leader, Dr. Nenad Filipović;
- Innotracing – Capturing the messiness of innovation, Dr. Ian Sutherland;
- Fighting Poverty as a Challenge for Business and Management Education, Milenko Gudić,
- Management and Leadership Development Needs in Dynamic Societies, Dr. Nenad Filipović and Dr. Danica Purg;
- Teaching Business Ethics and its Relevance for Business Practice, Dr. Nenad Filipović and Nina Bandelj;
- Leadership Practices in The Ensemble of Brothers Avsenik, Dr. Mojca Ramšak.

#### 4.5 Coca-Cola Chair of Sustainable Development at IEDC

The Coca-Cola Chair of Sustainable Development is an interdisciplinary initiative aimed at creating cutting-edge knowledge in the field of sustainability, promoting the concepts of sustainable

development, sustainable value, and embedded sustainability, and providing support for the needs of Central and Eastern Europe (CEE) while connecting the international sustainability community to the realities and innovations of the region. The main goal is to advance the positive role of business in society and to promote sustainable development and sustainable value creation in management theory, education, and practice.

The Coca-Cola Company and the IEDC-Bled School of Management have successfully worked together since 2008. Six years ago, The Coca-Cola Chair of Marketing was established as a partnership between The Coca-Cola Company and IEDC. This was the first Chair financed by The Coca-Cola Company in CEE and the third in the world, as well as the largest single research grant for IEDC at that time. Based on the results and lessons of this period, IEDC proposed to focus on the field of sustainability and sustainable innovation. As a result, the Coca-Cola Chair of Sustainable Development was established in 2010.

In 2013 the renewal and extension of The Coca-Cola Company and IEDC cooperation through the Coca-Cola Chair of Sustainable Development was approved for another five years. In the opinion of Muhtar Kent, Chairman and Chief Executive Officer, The Coca-Cola Company, the contribution and partnership with IEDC will encourage students to consider social responsibility and community development activities as strategic imperatives. The Coca-Cola Company's investment will support applied research, development of unique teaching materials, and creation of breakthrough global projects aimed at developing management professionals ready to address complex social and environmental pressures facing the world today.

The most notable tangible outputs:

- A new sustainable innovation course for all long programs at IEDC, including the Executive MBA, General Management Program, Young Management Program, and Discover Management Program. Course was developed by Dr. Zhexembayeva.
- A ground-breaking book: "Embedded Sustainability: The Next Big Competitive Advantage". It is co-authored by Dr. Nadya Zhexembayeva, and published by Stanford University Press and Greenleaf Publishing in April 2011.
- A new book by Dr. Nadya Zhexembayeva is in final phase of preparation, it is scheduled to be published in 2014, titled "An Overfished Ocean"

#### **4.6 IEDC Faculty & Arts**

At IEDC Faculty, we have connected Arts and Leadership for many years. High speed, ever-changing circumstances, and constant demand for new solutions define business reality today. Experience and professional knowledge alone are not enough to face these challenges successfully. To constantly adapt and respond to business demands, we need a deeper source of inspiration. IEDC uses art as a platform for leadership development: it inspires exploration and enhancement of the sources of personal inspiration and creativity. At IEDC students work with artists who are able to transmit lessons of creative leadership through art. By making artistic experiences relevant, they are invited to think more deeply and thereby open new creative channels for innovation in an era of rapid change.

Arts & Leadership is also title of one of mandatory courses in MBA program. This course is a collection of lectures and discussions with prominent artists and thinkers. The objective of this course is to raise awareness among the participants of arts as source of reflection, inspiration and motivation for management and creative leadership, as well as to offer fascinating parallels between the world of arts and world of business.

Publication: In August 2013, the book titled '**IEDC-A Creative Environment for Creative Leadership**' was published in a run of 2000 copies. This is the second publication presenting the IEDC art collection (first was published 13 years ago). In this book, IEDCs President Prof. Danica Purg and IEDC faculty members Dr. Ian Sutherland and Prof. Arnold Walravens contributed to the discussion on connections between Art and Leadership practice based on the experience in IEDC. Lilijana Stepančič, the art historian and IEDC alumna, describes the art collection. Finally, architect and artist Matej Mljač writes about the architecture of the school and its architect Prof. Vojteh Ravnikar.

#### **4.7 MOOCs seminars**

An educational invention '**MOOCs with Accelerator Studios**', developed by IEDC faculty member Dr. Ian Sutherland, Prof. Nancy Adler (McGill University) and Prof. Ahmad Arshad (previously from Concordia University, now McMaster University), was successfully finished in May. IEDC alumni enrolled in the 8-week experiment where they came together at IEDC to build and expand the online learning.

## **5 LIBRARY AND IEDC PUBLICATIONS**

### **5.1 Library**

The IEDC Resource Center provides access to the collections of books, magazines and other periodicals, articles, cases, CD-ROMs, own and Internet based, in the areas of business, management, and economics. Apart from lending of books, the IEDC Resource Center offers other services, such as document search and delivery for study and research purposes, assistance to researchers and demonstrations of information search techniques.

#### Books

The IEDC Resource Center has a collection of more than 5,000 of books and other materials on management and related topics, which is constantly revised and expanded. A significant expansion with the newest books in all managerial, leadership and associated fields was achieved after the School moved to its new premises in Bled, also thanks to the OSI HESP LCCD (Library core Collection Development) Program granted to the IEDC as the center of excellence in the Region. Another donation in books was given by the partner institution IMD-Lausanne, Switzerland, while Pearson Education International Publishing Group provided the IEDC with books in nine disciplines, and its faculty with access to on-line educational resources.

The 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 participants of the IEDC Resource Center have access to approximately 50 magazines and periodicals, but have also on-line access to a wide collection of journals and other publications, as appropriate for the institution of its profile. All key academic and professional journals are accessible free of charge for participants in the IEDC programs, and for the IEDC faculty and staff. The IEDC Resource Center also subscribes to local and international newspapers, which are on display. Beyond general Slovenian and English-language newspapers, these include newspapers with a special focus on economics and business.

#### Cases and Articles

The IEDC Resource Center maintains a collection of cases relevant to the subjects taught at the IEDC. The cases and articles are not for loan, and serve as reference only for faculty, students, alumni and other interested parties.

On-line access to European Case Clearing House is available. This provides a good source of information for faculty in the preparation of their course materials.

**Cases:** Within its Central and Eastern Europe Information Service, the IEDC Resource Center also collects cases on Central and Eastern European management situations. Among them are also the cases produced by the IEDC faculty. The IEDC also joined a group of CEEMAN member schools, which work on case development in CEE following an invitation by Harvard Business School and in cooperation with other partner institutions.

#### Online Databases and Services

The IEDC Resource Center subscribe to following online Databases:

- Ebsco Publishing – Business Source Premier
- ProQuest Central and ProQuest Dissertations and Theses - A&I
- WEB of Science

For all of them we provide also remote access for students and professors.

#### **LIBRARY:**

- Material supporting study programs of the IEDC Faculty,
- Material supporting research work of the IEDC Faculty,

- Material supporting arts of the IEDC Faculty,
- PhD dissertations,
- MSc papers,
- MBA projects.

Numbers:

- Books – 5,200
- Periodicals – 50

The library is open every day. Students can get literature by mail and access databases from wherever they are.

## 5.2 IEDC Publications in 2013

In 2013 at IEDC, we have published the following publications (the supplement of all published works is at the end of the document):

- GHEMAWAT, Pankaj. *How global are we?*, (Book of the year). Bled: IEDC- Bled School of Management, 2013. 44 pages. ISBN 978-961-6720-24-3.
- GHEMAWAT, Pankaj. *Kako globalni smo?*, (Knjižica leta). Bled: IEDC- Bled School of Management, 2013. 44 pages. ISBN 978-961-6720-23-6.
- MIRVIS, Philip H., WALRAVENS, Arnold (ed.). *CEEMAN - 20 years of creating history*. Bled: CEEMAN, 2013. IX, 209 pages. ISBN 978-961-92270-9-1.
- STEPANČIČ, Lilijana (ed.), WALRAVENS, Arnold (ed.). *IEDC - A creative environment for creative leadership*. Bled: IEDC–Bled School of Management, 2013. 119 pages. ISBN 978-961-6720-21-2.
- WALRAVENS, Arnold (ed.), VILFAN, Barbara (ed.). *The European financial and competitiveness crisis : can business leadership find the way out? : 11th ELC Conference proceedings, [Bled, May 30-31, 2013]*. Bled: European Leadership Centre, IEDC-Bled School of Management, 2013. XIII, 106 pages. ISBN 978-961-6720-22-9.
- *CEEMAN news*, ISSN 1025-4927, Winter 2013, issue 66.
- *CEEMAN news*, ISSN 1025-4927, Spring 2013, issue 67.
- *CEEMAN news*, ISSN 1025-4927, Summer 2013, issue 68
- *CEEMAN news*, ISSN 1025-4927, Autumn 2013, issue 69.
- MCKIERNAN, Peter (ed.), PURG, Danica (ed.). *Hidden championship in CEE and Turkey : carving out a global niche*. Heidelberg [etc.]: Springer, cop. 2013. 437 pages., graphs, tabels. ISBN 978-3-642-40503-7. ISBN 978-3-642-40504-4, doi: 10.1007/978-3-642-40504-4.

**Upcoming books on Fighting Poverty as a Challenge for Business and Management Education** to be published by Greenleaf Publishing in collaboration with PRME/CEEMAN

Co-editors: Milenko Gudic, CEEMAN, Carole Parkes, Aston Business School, Al Rosenbloom, Dominican University

Book 1 : Socially Responsive Organizations and the Challenge of Poverty (final editing in the process, the book will be published in spring/summer 2014)

Book 2 – 21<sup>st</sup> Century Management Education: The Challenge of Poverty (call for papers launched, the book will be published in summer 2015)

## **6 DETAILS OF TEACHING FACILITIES**

### **6.1 Facilities**

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), 20 seminar rooms, library, as well as necessary offices and space for the support activities. The overall net space is close to 3,000 m<sup>2</sup> 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 7 sculptures). The pieces of art are on display in the main lobby, classrooms and the seminar rooms, which add to inspirational and reflective learning environment.

### **6.2 Equipment**

Modern audio / video technology is at professors' and students' disposal in all classrooms and seminar rooms. IEDC Faculty is a strong supporter of pedagogical innovation and seeks to provide both faculty and participants with cutting edge information and communication technology facilities. IEDC made significant investments in its IT infrastructure to continue to offer participants state-of-the-art facilities and a comfortable learning environment. We upgraded all of our computers with the software in the seminar rooms and the public access points throughout the School. Since vast majority of the participants 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 wireless connections into the local network and further to Internet.

### **6.3 Students with special needs**

Campus and equipment is adjusted also to the needs of students with disabilities.

## 7 HUMAN RESOURCES

### 7.1 Professors

You can read More about the IEDC lecturers in *chapter 1.3 and 2.5* and see tables in *Supplements: Professor*.

In the year 2013 at IEDC Faculty, we have employed one full time associate professor, two professors, one associate professor and one assistant professor for 20 % of their time. The list of employed professors you can see here:

title/ Name	job/position	% of employment
Prof. Dr. Danica Purg	Dean	20
Dr. Nenad Filipović	Academic Director, Assistant professor of Management and Leadership	100
Dr. Ian Sutherland	Assistant Professor, Deputy Dean for research, Executive PhD Director, Director of IEDC Institute for Leadership Research	100
Dr. Nadya Zhexembayeva	Assistant Professor of Management and Leadership, Chairman of Coca-Cola Sustainable Development Chair	20
Dr. Peter Baloh	Assistant Professor of Management Technology and Innovation	20
Dr. Brane Kalpič	Assistant Professor of Strategic Management	20
Ass. Prof. Dr. Nina Bandelj	Associate Profesor of Organizational Behavior	20
Prof. Dr. Arnold Walravens	Professor of Corporate Governance and Art & Leadership	20
Prof. Dr. Pierre Casse	Leadership Professor, Chairman of the Chair of Leadership	20
Ass. Prof. Dr. Mojca Ramšak	Researcher	100

In the year 2014, IEDC Faculty will employ 2 more professors. One, Dr. Daniel A. Szpiro full time and Prof. Drikus Kriek part time.

### 7.2 Support service employees

Number of students on one managerial – administrative staff member is 12.

List of managerial – administrative staff members:

Nr.	Position	FTE
1	Program Manager of MBA	2
2	Program Manager of MSc	0.5
3	Program Manager of PhD	0.5

4	Career Center Manager / Head of Alumni Relations	0.5
5	Head of Postgraduate Studies Office	0.5
6	Librarian	1
7	Marketing Manager for IEDC Faculty programs	1
8	Technical and IT support to all students and professors	1

## 8 STUDENTS

The number of students in all of the programs is limited in order to maintain the highest quality of the study programs.

### 8.1 Students admission

IEDC Faculty has very strict admission criteria from the beginning; the admission process consists of three stages: application, interview and selection. The objectives of this process are (a) to select those candidates that not only meet the target profile, but also stand out with an excellent educational and professional record, a readiness to manage in an international context and a demonstrated leadership potential, and (b) to ensure an international body of participants with a well-balanced variety of educational and professional backgrounds.

One of the consequences of strict selection process as well as the overall program setup, IEDC Faculty does not have problems with students that would not finish the program. Dropout rate is very low in the average one student per generation.

Head of Postgraduate Studies is in charge of all the legal aspects regarding study programs at IEDC Faculty. That person also works closely with the MBA Admission Manager, Program Managers and Program Directors on the admission issues.

All the necessary information related to different aspects of the studies is easily available to the candidates in all the stages of the admission process. IEDC Faculty has a policy to answer all the questions in 24 hours.

#### Admission Criteria

- A completed Bologna Bachelor's level or higher
- Proficiency in written and spoken English
- Minimum 3 years of meaningful work experience (for Presidents' MBA: top position in an organization)

### Application Process

The application is evaluated according to a range of criteria which include your work experience and professional performance, academic records, proficiency in English, professional recommendations, evidence of an international outlook, strong motivation, and, for the One- and Two-Year EMBA applicants, demonstrated leadership potential.

The application process starts with acquiring all necessary documents- the application form, two letters of recommendation and a certified copy of the Bologna Bachelor degree (or higher). All applicants who fulfil the formal criteria are invited for an admission interview. During the admission interview, the MBA Program Director further evaluates the candidate's motivation, aspirations, career development, assessment of English, assessment of overall maturity of the candidate, etc.

Upon a successful completion of the admission interview, the candidate is officially accepted into the program.

## **8.2 Student assessment**

The assessment scheme is reviewed once per year, prior to the start of the new academic year, on the basis of an evaluation of its rigor, clarity and fairness. In principle, the scheme should remain fixed during the academic year unless a case leading to a lack of rigor, clarity or fairness would require an immediate adjustment.

**Review of Results;** during the year, the participants' records are being updated constantly, providing a non-binding indication of their performance. The final grade is only given after the last module of the program. During the year, each student has an online access to her / his on-line index, where all grades and comments are visible.

Prior to the start of each subsequent module, the participants' records are reviewed by the MBA Program Director. The records provide a status report of each participant's progress and performance and enable both the participant as well as the administration to take timely action should the need arise. Problem cases are discussed and action is taken accordingly. Extensive support is available to students facing insufficient learning progress. However, in the worst-case scenario, the student may be asked to leave. In justifiable cases (both for personal and professional reasons) the student may also be allowed to take a temporary leave of absence from the study program.

**Learning outcomes:** each course held within the IEDC Faculty programs has clearly defined learning outcomes. At the same time, each student has personal development objectives, which are connected to these outcomes. Given the high commitment of the IEDC Faculty lecturers and support staff to the quality of the learning process, practically all of the students report major progress in their personal development achieved during the studies. The observations about the changes are further supported by the quantitative and qualitative measurements of the short- and long-term results of the overall study process.

The results of the overall study process along the following dimensions:

- study results (grades),

- percentage of students who complete their studies without prolongation,
- overall career development of IEDC Faculty graduates.

**Transparency of assessment criteria:** IEDC Faculty has Study Regulations for each of the programs, containing all the details about study, assessment, rules, etc. Regulations are published on the internet and are also presented to the students already in the process of enrolment. For the details see:

<http://www.iedc.si/docs/default-source/general-documents/regulations-on-emba-program.pdf?sfvrsn=0> and <http://www.iedc.si/docs/default-source/general-documents/regulations-on-the-executive-phd-program-at-iedc-bled-school-of-management-.pdf?sfvrsn=0>.

### **8.3 Transitions between study years; relative number of student who progress to the next study year**

IEDC Faculty, at the same time, has very rigorous academic standards and is a highly supportive learning environment. Such an environment, as well as the strict enrolment criteria and the high motivation of candidates who are aware of the high costs of the study program are the main reason why the percentage of students successfully completing the study year is extremely high. The support which the students receive takes different forms:

- constant monitoring of the students' progress and guidance provided by mentors and program directors,
- high quality study materials,
- excellent professors, focused on effective learning process and available to the students for consultations beyond the class-time,
- high commitment of students to team work and extremely high level of peer support in case of individual learning difficulties.

The average percentage of students having to re-take any given exam has consistently been slightly below 3 %. In the recent years, we only once had the need for a retake in front of a specially elected (independent) exam committee.

The actual percentages of students progressing to next study year have historically been:

- For the MBA programs, from the 1<sup>st</sup> to the 2<sup>nd</sup> study year the transition is in the average 97 %, meaning that mostly one student fails. We can also say that in the average one of the students does not complete the study. In cases that the student took the leave of absence for a justifiable reason, she / he can (and usually does) complete the study with next generation. Postgraduate Studies and Quality Commission is in charge of all the matters related to the study process and is the one to approve such cases.

Due to all written above, IEDC Faculty does not see that the number of students who do not complete the program would be at the level requiring any intervention in the study process.

#### **8.4 Student representatives in IEDC Faculty bodies**

According to the IEDC Faculty Statute, IEDC Faculty Senate and IEDC Faculty Board each have one student member. The students are asked to form the Student council, but due to several and constant communication channels between students and Faculty and students and lecturers they think that they have enough opportunities to communicate all issues regarding content and deliverance of the study. You can read more about all the communication channels in the paragraph 9.4.

#### **8.5 Career services office**

Because the student body of the IEDC faculty is almost all composed of experienced executives whose studies are sponsored by their companies, the career services offered to the graduates are mostly aligned towards career counselling and personal development rather than short-term career placement.

a) In the previous academic year, IEDC has made an experiment with the aim to check the key issues related to introducing the 360-degree instrument as part of the personal development process. Being fully aware of the complexity of that issue, we have divided it in several sub-topics:

1. Designing the assessment questionnaire on the basis of the selected set of competences.
  2. Designing the structure of the tool application (at the beginning of the studies, at a certain time after the completion of the studies.
  3. Designing the feedback process.
  4. Optimizing the learning from tool application.
- Regarding the first point, we have established the cooperation with one of the leading international providers of 360 degree assessment tools, UK company ORConsulting. Based on our input they have defined the preliminary set of managerial and leadership competences, which we aim to develop throughout the MBA program and are subject to assessment. They have also defined the representative set of behaviours reflecting these competences and converted them into a preliminary internet based form but they have still not released the official version of it since it requires further testing.
  - Regarding the second point, we have clarified the process for participants who have support of their companies (getting feedback from superior, up to ten subordinates, up to five peers and self), but are still working on the process for participants without such support.
  - Regarding the third point, we have decided to primarily use program directors and other permanent faculty members for providing feedback and we are now in the process of deciding how to effectively train them to meet professional requirements from that area.
  - The fourth point remains open, as we consider formulating a research project to cover it.

The experience from the previous period highlighted the need of integral approach, since the sensitivity of the topic and the risks at individual points proved to be higher than initially predicted. That also slowed down the progress of implementation of the instrument, although in the previous period we already believed we are at the stage of fully applying it.

b) IEDC monitors the personal and career development of its students and alumni. During the program, this is primarily done by program directors, who are at the disposal of the students for reflection and for discussion about the individual dilemmas and issues, but other faculty and, in particular, project mentors, often get involved. After the program, IEDC stays source of informal mentoring and advice for numerous who go through transitions in their careers. While these relationships require full confidentiality, since September 2013 several former and current students have assumed the CEO position and most of them professionally used their contacts with IEDC faculty to ease the transition in some aspect. This also applies to a number of alumni who were facing career choices and, in few cases, even personal dilemmas.

c) While studying, students can access a well-stocked library with career development related materials, discuss the related issues with the Program Director, as well as engage in extra-curricular activities organized by the school for students, like guest lectures of established Managers or other.

d) Graduates who were not sponsored by their companies, as well as alumni who have no obligation towards their employers which would be related to studies at IEDC Faculty, are entitled to the placement services. More than 95% of all graduates are employed within 6 months after graduation, as well as practically 100% within 1 year.

e) Completing an MBA program at IEDC Faculty means joining an active international business network (the network also includes the alumni of two longer general management programs from IEDC). Being part of this network allows the alumni not only to stay in touch with each other, but also to benefit from the business contacts available through the network, both in terms of advancing their own business interests and identifying new career opportunities if and when needed.

The IEDC Alumni Office and the national and regional alumni clubs regularly undertake activities to strengthen the alumni network, facilitate contacts, and exchange information and experiences. IEDC Alumni Clubs were established in 15 countries. IEDC keeps regular contact with the alumni, through Alumni clubs and the events they organize, through inviting Alumni to IEDC events, by sending IEDC publications (e.g. Book of the Year) or letters informing about major developments, as well as through electronic means (e-mails and Internet). IEDC also follows and keeps the archive of their Alumni progress, career movements, and education.

In the recent years, several IEDC MBA Alumni were recognized as distinguished members of their communities, e.g. by obtaining the titles like the Manager of the Year in their countries, or by getting highly demanding positions like CEOs of large companies or highly ranked government officials.

## **8.6 Alumni Network**

One of the most important benefits of being part of the IEDC Alumni Network is the chance to be in touch - personally and directly - with more than 4.554 managers and change agents that represent important business connections in Central and Eastern Europe and well beyond.

The IEDC Alumni network is growing in number as well as in the scope of activities organized by its clubs. The network currently counts 15 clubs in 15 countries. IEDC Alumni are through their clubs informing each other about employment and business opportunities, supporting each other and “growing” together. IEDC informs its members of events and news and helps organize regional and other meetings.

From January until December 2013, IEDC organized 24 events for the alumni in seven countries (Bosnia and Herzegovina, Slovenia, Macedonia, Moldova, Serbia, Croatia, and South Africa) that were attended by 841 alumni.

The main highlights: IEDC Faculty member Dr. Ian Sutherland, with visiting faculty Prof. Nancy Adler (McGill University) and visiting faculty Prof. Ahmad Arshad (Concordia University), has launched a new innovation in education embracing the MOOC (Massive Open Online Courses) phenomena. At IEDC alumni took the 'Leading Strategic Innovation in Organizations' MOOC combined with 4 learning accelerator studios where the alumni came together at IEDC to build and expand the online learning. This invention of Dr. Sutherland, Prof. Adler and Prof. Ahmad, is a world first!

IEDC Alumni have organized four **Case Study Competitions** - this is a competition where companies send their teams (six persons per team) to compete with other companies in solving problems (case study analysis and solutions) within same country. For us is a way to show to the potential candidates how we approach problem solving in the class. During this competition, teams are followed and supervised by one of our MBA professors. In 2013, we organized four Case Study Competitions in four countries: Slovenia, Croatia, Serbia, and for the first time, Macedonia. All together we had 131 participants. The winners of all CSC competitions have met in Bled in November to compete at the Global Case Study Competition. IEDC Alumni Clubs Slovenia and Serbia organized two great events: IEDC Alumni winter day with skiing race in Kranjska Gora and IEDC Balkanijada in Belgrade Serbia. Both events were very well attended and we plan to organize them every year.

More activities:

- Traditionally IEDC Alumni had a **4-day sailing event** at the Adriatic Sea, organized by IEDC Alumni Croatia and they met at the world famous Sarajevo Film Festival end of August.
- We also held a second **Alumni event in Cape Town**, South Africa where Dr. Ian Sutherland gave a lecture for our Alumni, guests and representatives of Slovene community.
- For third time, IEDC took part at **BMW Clean Water Business** and **Diplomatic Regatta** where Alumni rowed for IEDC.
- In cooperation with Miha Pogačnik, concert violinist and Cultural Ambassador of Slovenia we organized a one-day **MasterClass for Managers and Musicians** in Rogaška Slatina and Castle Štatenberg where our Alumni had a chance to attend a very unique Leadership retreat with renowned artists, musicians, orchestra and faculty from all around the world.
- IEDC Alumni Club Slovenia organized **Alumni reunion** where they had the opportunity to attend a number of great panels facilitated by Alumni. Not only for the School but also for IEDC Alumni it was a memorable day and a very important milestone in the history of IEDC as more than 60 IEDC graduates have signed the **IEDC Alumni and MBA Oath**. Mission of MBA oath is to facilitate a widespread movement of MBAs, who aim to lead in the interests of the greater good and who

have committed to living out the principles articulated in the oath. The oath is a voluntary pledge for graduating MBAs and current MBAs to “create value responsibly and ethically.”

- The signature of MBA Oath also attracted **media attention** – Dr. Nenad Filipović, Academic Director of IEDC, presented it on public national TV (TV Slovenia) and President of IEDC Alumni Club Slovenia Melanie Seier Larsen gave statements for print and on-line media (newspapers Dnevnik (Slovenia); Business HR (Croatia); etc.)
- For the third time IEDC has awarded five individuals for demonstrating and epitomizing the highest ideals that personify outstanding individual career achievements, leadership, innovation, service to the community, as well as the contribution to the school development, with a prestigious award – **Alumni Achievement Award** – Dimitrije Knjeginjić, Serbia, Aleksander Zalaznik, Slovenia, Iztok Seljak, Slovenia, Hakif Gashi, Kosovo, Miroslav Klepač, Croatia. Awards were given on the occasion of AAA Forum, where the main speaker was world renowned management guru, Prof. Pankaj Ghemawat. It was attended by 100 Alumni.
- We concluded the year with the New Year’s gathering in Zagreb, where 75 Alumni from the region spent a great evening together. We were happy to welcome 37 MBA graduates to IEDC Alumni network at the IEDC Graduation ceremony, where also Dr. Peter Kraljič received a Doctor Honoris Causa.

IEDC Alumni Network currently counts 4.554 members from 73 countries; out of that 1.157 are MBA Alumni.

List of all Alumni events in 2013

Nr.	Date	Title	Country	Attendees
1	February 13-14, 2013	Case study competition in Slovenia	Bled, Slovenia	42
2	February 23, 2013	MOOC + Learning Accelerator Studio 1	Bled, Slovenia	35
3	March 2, 2013	IEDC Alumni Winter Day	Kranjska Gora, Slovenia	60
4	March 4-5, 2013	Case study competition in Macedonia	Skopje, Macedonia	35
5	March 16, 2013	IEDC B a l k a n i j a d a	Belgrade, Serbia	60
6	March 20, 2013	IEDC MasterClass and Alumni dinner with Dr. Nadya Zhexembayeva	Chisinau, Moldova	15
7	March 21, 2013	MOOC + Learning Accelerator Studio 2 with Prof. Nancy Adler	Bled, Slovenia	15
8	March 21, 2013	General Assembly of IEDC Alumni Club Slovenia	Bled, Slovenia	13
9	April 6, 2013	MOOC + Learning Accelerator Studio 3	Bled, Slovenia	15
10	April 22-23, 2013	Case study competition in Croatia	Zagreb, Croatia	42
11	May 8, 2013	IEDC Alumni lecture in Cape Town	Cape Town, South Africa	28
12	May 10, 2013	Gala Ball organized by Managers’ Association of Slovenia	Ljubljana, Slovenia	15
13	May 18, 2013	MOOC + Learning Accelerator Studio 5	Bled, Slovenia	15

14	May 23, 2013	IEDC MasterClass and Alumni drink with Dr. Ian Sutherland	Belgrade, Serbia	15
15	May 29-June 2, 2013	IEDC Alumni Sailing	Adriatic sea, Croatia	30
16	June 26-27, 2013	BMW Clean Water Diplomatic and Business Regatta	Bled, Slovenia	4
17	July 17, 2013	MasterClass for Managers and Musicians with Miha Pogačnik	Štatenberg, Rogaška Slatina, Slovenia	9
18	August 22-25, 2013	Alumni gathering at SFF	Sarajevo, Bosnia and Herzegovina	40
19	September 11-12, 2013	Case study competition in Serbia	Belgrade, Serbia	30
20	October 5, 2013	IEDC Alumni generations reunion and signing of the MBA Oath	Kobjeglava, Slovenia	97
21	November 16, 2013	Alumni Achievement Award	Bled, Slovenia	92
22	November 28-29, 2013	Global Case study competition	Bled, Slovenia	24
23	November 29, 2013	New Year's gathering	Zagreb, Croatia	75
24	December 6, 2013	IEDC Graduation Day	Bled, Slovenia	35
			<b>TOTAL</b>	841

## 9 ACTIVITIES FOR THE DEVELOPMENT OF MONITORING AND QUALITY ASSURANCE

### 9.1 Information about MBA potential candidates and MBA students

IEDC and IEDC Faculty vision is to strengthen its unique position among the top quality business schools in Europe with an emphasis on Central and Eastern European market. The IEDC Faculty has translated its mission directly into its program objectives. It seeks to provide executive management education of international relevance and top quality to an international participant body with the explicit aim of developing the participants' capability to successfully manage business in a fast changing international environment. As such, the IEDC MBA strengthens the participants' ability to assume leadership roles and to take up greater responsibilities in their respective companies and organizations.

Two core values guide the IEDC Faculty in its program scope, design and contents, faculty selection, participant recruiting and program implementation:

- to be truly international in program, participants and professors;
- to provide the highest quality in program, participants, faculty, administration and facilities.

IEDC Faculty has accepted candidates in accordance with its target. The average age of the participants in the MBA program has been 35 years, on average, 84 per cent of the MBA participants held a BA or a BSc degree, 12 percent a master's degree and 4 percent a PhD, adding to the quality of the participants. The average work experience of the MBA participants has been than 11 years while 3 years of experience is the minimum entry requirement. Out of all Executive MBA participants, 23 percent held, upon entry, a position in top management, 57 percent in mid to senior level

management and 20 percent held a position as expert. All of the Presidents' MBA (three-year part time program) participants hold top management positions, since that is one of the entry criteria. The main trend over the years has been the strong internationalization of the MBA participant body. IEDC Faculty systematically manages the information about all potential candidates for master and doctoral programs, all students and alumni. All the data is entered into a CRM system, allowing for the preparation of all the needed analytical reports for different stakeholders of the school.

## 9.2 Program evaluation

Both the master and doctoral study programs are evaluated through the following mechanisms that ensure that the programs meet the needs of the market. All formal evaluations use both quantitative and qualitative criteria.

1. All the 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 individual course, its fit with the overall program, as well as how demanding it is in terms of study load,
- quality of the individual lecturer,
- quality of the overall program,
- they are also invited to add comments, proposals and ideas.

2. Course contents, delivery and organization are also evaluated on an informal basis during the modules. Through discussions among participants, lecturers, Program Director, and Program Manager, IEDC Faculty seeks to identify any potential problems as early as possible and take corrective action, where necessary. At 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.

3. At the end of each module there is a complementary session also written in the study agenda called: "Module Wrap Up session". Each class has a chance to talk to the Program Manager, program Director and also other members of the staff on all issues they see as relative.

4. Written feedback is complemented with in depth discussion held in a special session on the day before the graduation and involving the Dean, Program Director, Program Manager and the whole MBA class.

5. We have also implemented peer-assessment evaluation, where student evaluate and grade each other.

As for the PhD program; their communication is even more intense as they are only 24 students at end of 2013. They have day-to-day communication with the Program Manager, Program Director, their mentors and when necessary also Professors. In addition, PhD students complete evaluation questionnaires after every course on the same issues (content, professor, quality).

The teaching quality assessment reports indicate that participant satisfaction with the quality of teaching at MBA programs has been high. In three most recent academic years, the average grades for course contents and for teaching quality were above 4.5, with 5 being the highest and 1 the lowest grade. The overall program quality was rated 83 % out 100 in the two year and 85 % in one year. 95% in the two-year class and 92% in the one-year class of participants said they would recommend the program to new candidates.

All the evaluation forms are analysed and their results are taken into consideration when discussing the adjustments of the individual courses or the study program as a whole, as well as possible changes of the lecturers. Postgraduate Studies and Quality Commission, which is in charge of all the study matters including the quality of study program design and delivery, is deciding about all major changes related to the study programs at IEDC Faculty. All the results of analysis of program quality are made available to key stakeholders of the IEDC Faculty, including the students, lecturers, researchers, management and employees.

All written above is also a reason that at IEDC Faculty we do not have a formal Student Council. We have tried to form the council many times, but it's the opinion of the students that the communication from their side is frequent enough and that with the methods that we have they can communicate all their opinions, wishes and ideas.

At the extremely high intensity of the study and having in mind that all students are at the same time employed, holding a demanding job positions, good communication with the students and immediate solutions to all situations that can happen is one of the most important things for the IEDC Faculty.

Master and doctoral study Program Directors hold annual discussions with each faculty member to solicit inputs from them regarding IEDC program designs and program design developments that are being discussed or altered in other institutions that they are associated with. Other employees (particularly those responsible for program support and program marketing) provide regular advice on proposed changes in program delivery logistics as well as up-dating Program Directors with intelligence on curriculum and program delivery changes taking place in other competing institutions

### **9.3 Evaluations and Accreditations**

National accreditation: IEDC-Bled School of Management, Postgraduate Studies (IEDC Faculty) has been accredited by the Slovenian national accreditation body since 2001, which makes IEDC Faculty part of the formal Slovenian educational system. The master and doctoral programs are also accredited by the Slovenian national accreditation body. The master program was first accredited in 2008 as 2<sup>nd</sup> degree Bologna education and in 2010 the doctoral PhD program was accredited as 3<sup>rd</sup> degree Bologna education.

International accreditation: The programs and the school have also received international accreditation by [AMBA](#) and [CEEMAN \(IQA\)](#). AMBA accreditation was awarded for the second time in 2010 and IQA for the third time in 2013.

The accreditations warrant that the study programs lead to development of a set of competences required for such programs at master and doctoral level.

In 2013 IEDC-Bled School of Management has two international evaluation visits for the purpose of accreditation of the school:

- Slovenian Quality Assurance Agency for Higher Education (SQAA); 2-day visit in February for the reaccreditation of the IEDC Faculty (with an overview of both programs). The only comment of the international evaluation team was that IEDC since it also has a PhD study needs to strengthen and enlarge its research activities, which has become one of the top priorities for IEDC in the 2013 – 2015.
- CEEMAN (IQA) international evaluation; a 3-day visit for the purpose of reaccreditation of the school. According to the evaluation report, IEDC was awarded with a full 5 years accreditation.

The reports of both evaluation visits can be given upon request.

#### **9.4 Periodical self-evaluations**

IEDC Faculty performs regular self-evaluation of program and service quality, as well as the customer satisfaction levels for both programs and for the IEDC Faculty as an institution.

Quality is controlled through the following mechanisms:

- Careful selection of the lecturers and evaluation of each course contents, delivery quality and learning outcomes;
- Careful selection of the participants and continuous assessment of each participant's study performance and learning progress;
- Careful recruitment of program staff, consisting of the Program Directors, Head of Postgraduate Studies Office, Program Managers, as well as the program sales and marketing staff;
- Student evaluation of the program organization and support delivered by the Program Managers;
- Evaluation of program overall design and contents;
- Benchmarking with the best MBA and PhD programs in the world;
- The upgrade of facilities and ancillary services.

Strict application of Study Regulations, adherence to national laws on higher education and international quality standards are constantly monitored by the IEDC Faculty management and the Postgraduate Studies and Quality Commission. Self-evaluation is formally written and accepted once a year.

Evaluation mechanisms are in place to evaluate the program design and contents for their quality and effectiveness. These evaluations are based on formal and informal feedback from alumni,

participants, employers and faculty, and are conducted during and following the MBA and PhD program.

When all analysis are made and information prepared, management of the school makes further decisions and informs all employees, students and professors about them. After deciding which results are internal and which external, some results are printed in the e-newsletter and with that spread to broader audience. All decisions which are made by formal IEDC Faculty bodies on the basis of self-evaluations are published in official documents.

## 9.5 Measurements, procedures and tools for quality improvement

Basic documents of IEDC Faculty are its:

- Statute,
- Rules and Procedure of the Postgraduate Studies and Quality Commission,
- Study Regulations for both master and doctoral program
- Habilitation Criteria.

According to IEDC Faculty Statute, the following formal bodies had been established:

- Management Board,
- Senate,
- Postgraduate Studies and Quality Commission,
- Habilitation Commission,
- Student council – we tried many times, but due to existing communication channels, we have not succeeded.

All major responsibilities related to the IEDC Faculty confirming, monitoring and deciding about study programs are defined in its Statute.

The Senate is responsible for:

- Adopting study programs and monitoring their implementation,
- Adopting program policies for research work,
- Based on the proposal from the Dean and the professional criteria, appointing lecturers and researchers,
- Prescribing the procedure for the preparation and defence of master and doctoral theses,
- Taking the final decision related to the complaints about study issues filed by the students appealing to a decision of another official body of the IEDC Faculty,
- Electing the Dean upon the proposal of the Founder and the Academic Assembly,
- Performing other tasks when so prescribed by law, the Statute and other provisions.

The Statute of IEDC Faculty defines the governance process related to student issues. This major responsibility within this process is with the Postgraduate Studies and Quality Commission. According to the Statute, members of the Postgraduate Studies and Quality Commission adopt decisions on the following issues:

- All day-to-day matters pertaining to the study programs,
- Student affairs in general,
- Approving the enrolment of new candidates,
- Approving courses and mentors,

- Accepting MSc and PhD research proposals,
- Recognition of foreign diploma works and recognition of individual courses,
- Decisions on extension of deadlines and study periods,
- Adoption of the academic calendar,
- Ways and means of quality assurance mechanisms and all other issues related to quality of education,
- All other matters as defined by the Statute and according to the instructions of the Senate

The Postgraduate Studies and Quality Commission is measuring the quality in the following main areas:

1. IEDC within the society,
2. IEDC Faculty work and processes (content, deliverance and organization of the programs)
3. Human resources,
4. Students,
5. Material conditions,
6. Quality assurance

Work of Postgraduate Studies and Quality commission is defined in its regulations "Rules and Procedure of the Postgraduate Studies and Quality Commission" which you can find in Supplement: Rules.

## 9.6 Marketing Activities of IEDC Faculty

Marketing activities are in also one of the methods of quality assurance, since that is many times the first contact with our future students, partners and supporters.

We continued with international marketing activities by organizing IEDC Master Classes in cooperation with local partners in different countries (Croatia, Macedonia, Moldova, Russia, and Slovenia). IEDC also turned a new chapter on web promotion. We launched a **new webpage** and **enriched our web letter**. Three main advantages of IEDC's new webpage are: responsive design, goal oriented content flow and video support. The web letter was also re-designed and, by new chapters titled 'Meet IEDC Alumni' and 'Meet IEDC Faculty', brings added value to the readers.

In the year 2013, we organized **21** events in **11** countries to which **518** people attended. These events are organized as Master Classes (MC), Info-Sessions (IS), Open-Houses (OH) and partnerships covering the following countries: Slovenia, Kosovo, Moldova, Macedonia, Bulgaria, Ukraine, Croatia, Romania, Russia, Serbia and Albania.

### IEDC MBA Master class Titles:

- March, 2013, Skopje, «China's Growing Influence in the Global Economy» by Prof. Jim Ellert,
- March, 2013, Chisinau, «Sustainable Business: Myth or Reality?» by Dr. Nadya Zhexembayeva,
- March, 2013, Sofia, «Leadership priorities in times of troubled markets» by Dr. Nenad Filipović,
- April, 2013, Kiev, «Role of Art in Leadership Development» by Dr. Danica Purg

- April, 2013, Moscow, «Strategy and Future Visioning» by Dr. Ian Sutherland
- April, 2013, Moscow, «From Strategy Design to Strategy Action» by Dr. Nenad Filipović
- May, 2013, Moscow, «Brands! Brands!! Brands!!!» by Prof. Colin Egan
- May, 2013, Belgrade, «Strategy and Future Visioning» by Dr. Ian Sutherland
- September, 2013, Skopje, «Key concepts in leadership: 8 Essential Questions» by Dr. Ian Sutherland
- September, 2013, Zagreb, «Hidden Champions; a way out of recession» by Dr. Danica Purg
- November, 2013, Tirana, «A Taste of Leadership» by Prof. Pierre Casse
- November, 2013, Pristina, «A Taste of Leadership» by Prof. Pierre Casse

#### **IEDC Open House in EMBA class Titles:**

- February, 2013, Bled, «Decision-making in vertically integrated organizations» by Prof. Randy Kudar
- February, 2013, Bled, «IT management» by Prof. Sulman Mufti,
- February, 2013, Bled, «Leading Through People Course» by Dr. Nadya Zhexembayeva,
- May, 2013, Bled, «Leading People» by Prof. Lynn Isabela
- May, 2013, Bled, «Creating Value and Extracting Value through Pricing» by Prof. Joe Pons
- September, 2013, Bled, «Strategy implementation» by Dr. Nenad Filipović
- September, 2013, Bled, «Strategic Marketing» by Prof. Joe Pons

#### **9.7 IEDC Faculty in “media”**

From January to December 2013, IEDC-Bled School of Management, Faculty for Postgraduate Studies, drew national and international media attention. The biggest concentration of media clips was on:

- 1.) MBA and PhD Program
- 2.) IEDC Faculty
- 3.) Research seminars (new in 2013)
- 4.) IEDC MBA Graduation Day, the honorary doctorate title and Professor of the year 2013
- 5.) IEDC aMBAssadors - IEDC graduates signing the MBA oath

Overall, there have been **922 media clips on the MBA and PhD Programs** (in the same period in 2012: 718). Media monitoring shows that 64% of all those media items are published abroad, most of them in Croatia. Regarding the type of the media, 49 % of all media clips are in digital media, 48 % in print media, the rest on radio/TV.

The media was also informed and invited to participate at both **research seminars**, which have been organized by Faculty for Postgraduate Studies, in March (Prof. Joyner) and in December (Prof. Gosling) 2013 for the first time.

**IEDC Faculty** members are widely quoted and interviewed by the media, mostly covering management education topics, corporate governance, ethics in business, sustainable development, responsible leadership, importance of innovation and creativity, women in management etc.

Prof. Purg's views on innovation in management education were presented in the media worldwide. In 2013, there have been 329 media clips on Prof. **Danica Purg**, IEDC President, about a third of all from abroad (in 2012: 241 media clips). Local in international media continuously report about her views on management education and on developing responsible and ethical leaders (Kleine Zeitung, Austria; Kärntner Wirtschaft, Austria; national TV, Slovenia; Planet TV, Slovenia; Lider, Croatia; Poslovni dnevnik, Croatia; etc.). It is worth mentioning that she was interviewed by the Financial Times (UK). She has introduced the topic of art and leadership at IEDC, using art as a tool for reflection to make leaders better observers, for The Independent (UK), magazine Moderní řízení (Czech Republic) and qLife (Croatia). She also wrote a blog for the Croatian chamber of economy titled "The possible eleventh command: Thou shall be honest in doing business".

Assistant Prof. **Dr. Filipović's** views on the economic situation and his recommendations on how to overcome the crisis were presented in different media, for example: Business hr, 24 sata TV (Croatia); TV Slovenia, Radio Triglav, Si21 (www portal), Dnevnik (all Slovenia) etc. He also wrote three columns for Instore. Altogether, there were 46 media clips on Dr. **Nenad Filipović**, Academic Director of IEDC; about half of them were from abroad.

Associate Prof. **Dr. Mojca Ramšak**, research fellow, was in the media regarding the honour in politics (TV Slovenia 1, Studio City), she has issued a series of articles and an interview in journal Večer on wine marketing, marketing in medicine, tourism, violence towards women and local auto-stereotypes. In foreign media, she appeared in Slovakia, because she published a book in Slovak language and presented it in the Slovene embassy in Bratislava.

Assistant Prof. Dr. **Ian Sutherland**, Deputy Dean for Research and Director of the Executive PhD program, has been in the interest of the media mostly regarding his research activities around Arts and Leadership (with publications in Management Learning, Organizational Aesthetics, QLife, Bildung Aktuell, Slovenian public TV Slovenia), InnoTracing (Večer, Delo and Si21) and innovations in education (Die Presse, Bildung Aktuell). Altogether, there were 54 media clips on Dr. Sutherland.

Assistant Prof. Dr. **Nadya Zhexembayeva**, IEDC faculty member and Coca-Cola Chair of Sustainable Development at IEDC, was mentioned in 64 media clips. Dr. Zhexembayeva's work was reported by different media, especially in the role of Coca-Cola Chair of Sustainable Development at IEDC. Her thoughts about sustainability trends were included in many media items, to name just a few: Sinfo, Delo (Slovenia); Business Magazine, Indikator, Ekapija (BiH); Coca-Cola Blog (USA); Csforhr.com (Israel).

Prof. **Arnold Walravens**, IEDC faculty member and Presidents' MBA Director, was mentioned in 23 media clips, mostly in connection to the book titled 'IEDC-A Creative Environment for Creative Leadership', where he contributed the discussion on connections between Art and Leadership practice based on the experience.

In addition, other IEDC faculty members were present in the media. For example, Mr. **Haris Pašović**, one of the leading theatre directors in South Eastern Europe and a visiting professor at IEDC-Bled School of Management, gave an in-depth interview for the leading Slovenian weekly supplement

Sobotna priloga. Prof. **Jonathan Gosling** gave a longer interview for Večer (Slovenia) about leadership on the occasion of 2013 PRME Summit.

Traditionally, IEDC **MBA Graduation Day**, when the **honorary doctorate title** and the title **Professor of the year** are given, also attracts quite some media attention. In 2013, Dr. Peter Kraljič was given an honorary doctorate and media reported on this a lot. He gave interviews for national TV, Gea TV, many business newspapers and magazines, also for an Albanian newspaper.

Last but not least, a very important milestone in the history of IEDC was the signature of IEDC Alumni and **MBA Oath** at the Slovenian Alumni meeting in October. The oath is a voluntary pledge for MBA graduates to “create value responsibly and ethically.” This event gained visibility also in the media: Slovenia, Croatia, BiH.

IEDC-Bled School of Management, Faculty for Postgraduate Studies, internal and external communication-related activities resulted in building reputation and visibility. Building long-term partnerships with Slovenian and foreign media have led to: **better and more frequent relations** with relevant media (especially: RTV Slovenija, radio Val 202, portal Siol.net, newspapers Dnevnik, BIZ direkt, Styria – Croatia, magazine Instore) and in approximately **20 % more media clips** than in 2012 with practically 100% positive tone.

## Supplement 1: Quality Assurance Activities in 2013

### 1. EDUCATION

**Strategic goals: pedagogical excellence measured by high students' satisfaction; innovations in methodology of leadership development; significant part of the teaching material updated regularly; international classroom measured by diverse nationalities**

#### *Internal quality management processes:*

The Master / Executive MBA program is evaluated through the following mechanisms:

1. All students complete evaluation forms after each course, each module, and at the end of the program. The evaluation forms allow students to express their individual opinions on the:

- quality of the individual courses
- quality of individual lecturers (in terms of content and teaching delivery)
- quality of the overall program

Students are invited to add comments, proposals, and improvement suggestions on the evaluation forms.

2. Course contents, delivery, and organization are also evaluated on an informal basis during the modules. Through discussions among participants, lecturers, the program director, and the program manager, IEDC Faculty seeks to identify potential problems as early as possible and to take corrective action, where necessary.

3. At the end of each module there is a session included in the study agenda called: "Module Wrap Up session". Each class has a chance to talk with the program manager, program director and sometimes other members of the staff on any issues they would like to discuss. These class discussions are a valuable complement to the individual student evaluation forms because they provide opportunities to assess whether there is class consensus around suggestions identified in the individual student evaluation forms.

4. At IEDC Faculty we also have the practice that every student, in a small group, has either lunch or an evening chat with the program director and this is another forum where students talk about issues connected with their study program.

5. We have also implemented peer assessment evaluation where students evaluate and grade each other.

### **1.1. MASTER / EXECUTIVE MBA PROGRAM**

#### ***Brief analysis:***

The teaching quality assessment reports indicated that participant satisfaction with the quality of teaching at MBA programs remain high. In the three most recent academic years, the average grades for course content and teaching quality were both above 4.5, with 5 being the highest and 1 the lowest grade.

Students were dissatisfied with the teaching quality in the Management Communications course. IEDC Faculty decided to invite a different professor to teach this course next year.

No major changes of curriculum were suggested by students with most of their recommendations being about individual course duration, typically suggesting to allocate more time to topics and faculty seen as exceptionally good. While IEDC is carefully reviewing such suggestions, in this period we decided not to make such changes since we believe the current balance is appropriate and shortening some courses in order to lengthen others would not be ideal from a pedagogic perspective.

Based on student comments and preferences, we decided to remove one elective course (“doing business in emerging markets”) delivered in the 2013 offering and to replace this with a new elective related to leadership in the program offering for 2014.

Other student suggestions led to minor adjustments within individual courses including new case material and updated course contents.

#### ***Suggestions for improvement:***

- Amend the student evaluation forms to assess also the student workload associated with each course offering.
- Review the ECTS structure of the Master/EMBA curriculum.
- Invest more efforts in internationalizing the classroom.

#### ***Proposed measures and responsibility for achievement:***

- The Program Director will take the lead in amending the student evaluation forms.
- The curriculum review will be headed by the Academic Dean.

- The Dean will take responsibility, in co-ordination with the Program Director and Sales and Marketing personnel, to strengthen sales and promotion activities and cooperation with alumni in 15 countries.

## 1.2. PHD PROGRAM

### ***Brief analysis:***

As can be seen across the courses delivered in the IEDC-Bled School of Management, Postgraduate Studies Executive PhD program, students consistently rate their courses very highly.

The course evaluations focus on the following 5 areas of learning:

- 1) Quality of the professor and his/her teaching approach
- 2) Quality of the course materials
- 3) Learning Atmosphere
- 4) Learning processes
- 5) Overall quality

Across all courses and there was a very high level of evaluation. At the course level these ranged 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 PhD program. Moreover, the aggregated averages for 2013/2014 was as follows: 2013/2014: 4.9.

At the conclusion of each course, course evaluations are first reviewed by the Program Director, and are communicated to both the Dean and the faculty members involved. Given the very high level of quantitative evaluations, we typically find the student written comments to be more beneficial in making program adjustments.

For example, comments like:

“First 3 days of course we all learned so much, and this part cannot and should not be different. Quantitative part should be changed a bit. Only two days to cover all material is NOT enough, especially for students without quantitative background. I would like that we had more practical examples in SPSS.”

IEDC have created much discussion around how better to structure the course. As an immediate response course contents now include more examples for data analysis in SPSS. IEDC continues to consider how to better balance the overview of quantitative research design with the actual

development of quantitative analysis skills. In the interim, for any student that wishes to extend his/her quantitative skills IEDC offers further follow up with Prof. Bandelj.

With regards to comments like:

“Please, we must have more interactions with other programs (conferences, MBA, EMBA...). I would like to use maximum learning and networking opportunities in IEDC”

IEDC has made more interactional and networking opportunities available. For example, IEDC ensured that all PhD students receive invitations to all conference events throughout the year. Moreover, IEDC has made the opportunity of auditing (i.e. not for credit) MBA classes open to PhD students on a case-by-case basis. Finally, whenever a PhD module overlaps with other events (e.g. MBA modules) IEDC tries to coordinate some sort of social event that would bring students together (e.g. shared coffee breaks).

Across all student evaluations of course work, IEDC-Bled School of Management, Postgraduate Studies seeks to hear the voices and opinions of our students on their experience. Wherever possible we make adjustments to courses and events to help better serve their needs and improve their experiences.

Communication with PhD students is even more intense as they were only 24 students at the end of 2013. They had day-to-day communication with the Program Manager, Program Director, their mentors and when necessary also Professors. In addition, PhD students completed evaluation questionnaires after every course on the same issues (content, professor, quality).

With regards to the novelties to the program, one change was made. Assoc. Prof Sutherland took over the full responsibility of Leadership course, which was until 2013 co-taught with Prof. Donna Ladkin. Two research seminars were offered during the period under review and they are listed below:

### 2013

**The first seminar** was in March and the speaker was Dr. Fredricka Joyner from Indiana University East, USA. Prof. Joyner was talking about “Bridging the Knowing/Doing Gap in Developing High Engagement Workplaces”

**The second seminar** was presented in December by Prof. Jonathan Gosling, University of Exeter, UK. Prof. Gosling topic was "Leading Academics: Concepts and practices of leadership in higher education, with implications for the governance of universities and similar organisations”

### ***Suggestions for improvements:***

- Updates of literature.

### ***Proposed measures and responsibility for achievement:***

- We will suggest to all Professors involved in the PhD Program to revise the literature of the courses. PhD Director is responsible for this task.

## 2. RESEARCH

**Strategic goals: IEDC Faculty's 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 AND 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**

### ***Brief analysis:***

NAKVIS' PRT made accreditation site visit to IEDC Faculty and prepared PRT Report where it stated several comments related to research dimension of IEDC Faculty.

IEDC Faculty took very seriously and immediately started implementing provided recommendations by NAKVIS' PRT. The following actions were taken in order to approach all recommendations:

1. Research group was formed in 2013, consisting of: Prof. Dr. Danica Purg, Dr. Nenad Filipović, Dr. Ian Sutherland, Dr. Nadya Zhexembayeva, Dr. Brane Kalpič, Ass. Prof. Dr. Nina Bandelj, Prof. Dr. Arnold Walravens, Ass. Prof. Dr. Mojca Ramšak. Members within IEDC Faculty Research Group had within their employment agreements established 33 % allocation of time for research related activities.
2. IEDC Faculty applied for two research projects within the ARRS call for research projects for 2014, one basic and one applied and were partners in one basic project applied by Faculty of Economics and Business from Maribor, Slovenia. The project title was: "Dynamics and influential factors of formation and growth of innovative small and medium-sized enterprises in Slovenia". Applied Project was on: "Culture of creativity and innovation: An interdisciplinary exploration of group and organisational creative work". IEDC Faculty started with InnoTracing project funded by Peter Pribillla Foundation (50.000,00 EUR).
3. In the year 2013 at IEDC Faculty employed one full time associate professor, two professors, one associate professor and one assistant professor for 20 % of their time. The list of employed professors closely connected to research activities was as follows:

<b>Title/ Name</b>	<b>Job/Position</b>	<b>% of employment</b>
Prof. Dr. Danica Purg	Dean	20
Dr. Nenad Filipović	Academic Director, Assistant professor of Management and Leadership	100
Dr. Ian Sutherland	Assistant Professor, Deputy Dean for research, Executive PhD Director, Director of IEDC Institute for Leadership Research	100
Dr. Nadya Zhexembayeva	Assistant Professor of Management and Leadership, Chairman of Coca-Cola Sustainable Development Chair	20
Dr. Peter Baloh	Assistant Professor of Management Technology and Innovation	20
Dr. Brane Kalpič	Assistant Professor of Strategic Management	20
Ass. Prof. Dr. Nina Bandelj	Associate Professor of Organizational Behavior	20
Prof. Dr. Arnold Walravens	Professor of Corporate Governance and Art & Leadership	20
Prof. Dr. Pierre Casse	Leadership Professor, Chairman of the Chair of Leadership	20
Ass. Prof. Dr. Mojca Ramšak	Researcher	100
		4,4 FTE

4. IEDC Faculty prepared Research Strategy in 2013, which was accepted at the beginning of 2014.

***Suggestions for improvement:***

- Increase number of A+/A- articles.
- Integration of students in research activities.

***Proposed measures and responsibility for achievement:***

- Strengthen cooperation with PhD candidates and publish A+/A- articles (Deputy Dean for Research/PhD Director).