

IEDC-Bled School of Management, Postgraduate Studies

Quality Report 2015 With Supplements

Bled, March 2016

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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 (hereafter IEDC) was originally founded in 1986 by the Slovenian Chamber of Economy and is from 1995 independent private management education centre owned at present by 33 companies. Since the very beginning, IEDC focused on providing executive education of the highest level of quality to international audience. It also clearly positioned itself as an active partner on the process of transformation, which was and still is going on in the societies of Central and Eastern Europe.

“The mission of 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 has been offering a highly successful International Executive MBA program. The program has been of high quality and well 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. Since 2010, IEDC has been offering also Executive PhD study program.

Some videos about IEDC: <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 founded another institution in 2001, IEDC-Bled School of Management, Postgraduate Studies (hereafter 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 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 part-time formats) as Master Program in Management (Magistrski program managementa; hereafter Master Program), fully compatible with Bologna regulations. In February 2010, IEDC Faculty received the accreditation for the Executive PhD Program in Management (Doktorski program managementa; hereafter PhD Program) and enrolled the first cohort of PhD students.

In the period since its inception in 1986, more than 76.000 executives and students from over 80 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 Master Program in 2008, IEDC Faculty has until now (2015) enrolled 314 students. With the PhD

Program being launched in 2010, 37 PhD students within six generations have been enrolled, 27 of them still attending the program.

President of IEDC and Dean of IEDC Faculty is Prof. Danica Purg.

Prof. Purg holds several prestigious awards, recognitions and positions:

- President of CEEMAN¹ since its establishment in 1993
- Founding President of UNGC Slovenia (United Nations Global Compact Slovenia)
- President of the PRME Steering Committee, in 2013 (PRME is an international association uniting 500 business schools from 80 countries that strive for responsible management education)
- In 2016 received the Life achievement award in the field of sustainable development, ethic and corporate governance from Cologne Business School
- In 2014 received the 2014 Lifetime Achievement Award in the field of management by the Managers' Association of Slovenia
- In 2013 awarded by The Kozminski University with 'The Medal of Honor'
- 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 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 became Fellow of International Academy of Management (IAM)
- In 1991 named Distinguished Lecturer of the Year at Redlands University, California

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

In 2012, Master Program of IEDC Faculty (as called MBA program) 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

¹CEEMAN, the International Association for Management Development in Dynamic Societies (<http://www.ceeman.org/>), is 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 more than 220 business schools and management development institutions from 55 countries from all continents. One of the major CEEMAN projects is the International Management Teachers Academy, with more than 500 alumni from 38 countries.

Association of MBAs, the international impartial authority on postgraduate business education, to business schools that offer an MBA program that is different, innovative and creative in its approach, attributed the MBA Innovation Award.

1.3 Position of IEDC within the business community

Relationship with the business community is core to the existence of IEDC, since it is built into its mission and almost in all of its institutional aspects. Not only IEDC serves the management and leadership development needs of the business community, but also it aspires to be a partner to the community in reaching its broader social purpose. This aspiration inspires 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 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 and meet the rigorous academic standards expected for that profile of applied research, IEDC Faculty places emphasis on the innovative use of Master advisory consulting projects. The teams of Master Program students under the faculty mentorship, resolving specific managerial issues for selected corporate partners, perform those. There were 16 such projects carried out in the period 2013-2015; 183 projects were carried out from 1991 until the end of 2015, of which 60 % for the needs of Slovene companies and corporations. The overall satisfaction of the partners is very high and it is quite frequent that they start implementing the recommendations even before the official end of the project.

IEDC Faculty members, highly engaged and active, also demonstrate 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 of PRME and its past Chair; President of the United Nations Global Compact Slovenija; 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 at IPM Minsk, Belarus; member of Advisory Board of the School of Management at Zhejiang University, China.
- Assist. Prof. Nenad Filipović: Končar d.d. Croatia, Chairman 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. Jim Ellert: Member of the Supervisory board of CBS Executive, Copenhagen, the executive education division of Copenhagen Business School.
- Prof. Nina Bandelj: Chair-Elect of the American Sociological Association's Economic Sociology Section; Co-Director for the Center for Organizational Research, as Editor of Socio-Economic Review.
- Assoc. Prof. 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 of the International Leadership Association.
- Assist. Prof. Alenka Braček Lalić: International Quality Accreditation (IQA) Director at CEEMAN; Chair of the Council at the National Education Institute of the Republic of Slovenia.

2 EDUCATION

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

Degree level	Name of the program
Bologna 2 nd level degree	Master Program in Management
Bologna 3 rd level degree	Executive PhD Program in Management

Both programs are focused on subjects related to management. In accordance with IEDC mission and educational philosophy, they include a number of courses allowing 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 marketing, finance, operations or strategy and leadership), but also bring in 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 Students

The Master Program targets experts, managers and executives in a variety of positions from a wide range of industries and countries. Typical participants are on average 37 years old, 79 % of them hold a Bachelor degree and have had over 12 years of relevant work experience. In most cases, they have been singled out by their companies 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 PhD Program, participants are on average more than 40 years old, a significant percentage of them are 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.

The Master graduates from IEDC are quite welcome on the employment market due to their competences. A large majority of them are connected with the private sector, but some are also in the public sector. Among IEDC alumni there are individuals who became ministers or ambassadors.

2.1.1. Students in Master Program (usually referred to as MBA students)

IEDC Faculty offers Master Program that is offered in three formats: two-year (17 weeks: 7 modules in 2 years); one-year (17 weeks: 4 modules in 1 year) for candidates ready for extremely intense study; three-year format for candidates in management positions, who cannot afford longer absence from their professional life.

In 2015 there were enrolled 36 participants from 11 countries, 80 % of enrolments are international.

Master Program in Management (Executive MBA); one-year and two-year format

	2013/2014	2014/2015	2015/2016
Number of participants	39	40	36
Average age	36	37	38
Average number of years of work experience	11	11	13
% of female participants	39	32	31
Number of countries	14	11	11

IEDC Faculty's innovation is **the three-year format of the Master Program in Management**, which is designed to reflect responsibilities and time constraints of executives. The format offers the same high-quality education as those of one- and two-years but students can spread out their studies over three years, follow more individually customized schedules and benefit from individual monitoring by senior faculty.

Master Program in Management (Executive MBA); three-year format

	2013/2014	2014/2015	2015/2016
Number of all participants	34	26	23
Number of new enrolments	5	3	7
Average age	40	42	43
Average number of years of work experience	15	15	15
% of female participants	32	43	35
Number of countries	12	10	12

Transition of Master students in study years

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

From the 1st to the 2nd study year the **transition** of Master students is **in the average 97 %**, meaning that mostly one student fails. Equally, on the average one of the students does not complete the study.

In cases that a student took a leave of absence for a justifiable reason, he/she can (and usually does) complete the study with the next generation. The 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.

2.1.2. Students in PhD Program

The innovative international PhD Program is built on IEDC's history of excellence in executive education and focused on the issues of strategy, leadership, and general management. 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.

The 1st generation of PhD students enrolled in the academic year 2010/11. The policy is to have an annual intake of 5-10 new students. In 2010/11 enrolled 11 students; in 2011/12 seven students; in 2012/2013 five students; in 2013/14 five students; in 2014/15 five students; in 2015/16 four students.

With 4 students graduating and 6 dropping out, there are at present (March 2016) 27 active PhD students coming from 15 countries: Austria, BiH, Croatia, Germany, Kosovo, the Netherlands Macedonia, Romania, Russia, Serbia, Slovenia, Spain, Sweden, USA and Qatar.

Executive PhD Program

	2010/11 - 2015/16
Overall number of active participants	27
Average age	40
% of female participants	32
Number of countries	15
% international enrolments	72

Transition of PhD students in study years

PhD generations	No of students enrolled	Transition from 1st year to 2nd year	Transition from 2nd year to 3rd year	Studies accomplished
1st generation (academic year 2010-2011)	11	10	8	2
2nd generation (a/y 2011-2012)	7	5	4	2
3rd generation (a/y 2012-2013)	5	4	3	
4th generation (a/y 2013-2014)	5	5	4	
5rd generation (a/y 2014-2015)	5	4		
6th generation (a/y 2015-2016)	4			

IEDC Faculty observes that the advancement of PhD students to 2nd and 3rd study year is relatively progressive. Further progression is however slower: students take more time to work individually on their dissertation. Even if being supported by their mentors and having access to the PhD Program Director, their progress nevertheless slows down.

PhD students advancement:

1 st to 2 nd year:	84 %
2 nd to 3 rd year:	67 %

Out of overall 37 students enrolled since the launch of the program, 4 have graduated, 6 dropped out, 27 are being active (March 2016).

2.2 Curriculum of the Master Program (Executive MBA)

The IEDC Faculty Master Program in Management is equivalent to 2 years of full time studies, which equals 120 ECTS (European Credit Transfer and Accumulation System), or 3.000 hours of direct or indirect study load.

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 course, 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. Master Program offers also electives courses. If an elective is undersubscribed, students are asked to transfer to another one.

MANDATORY COURSES in 2015

Nr.	Course	ECTS
1	Računovodstvo in nadzor / <i>Accounting and Control</i>	7
2	Finančni menedžment / <i>Financial Management</i>	10
3	Vodenje trženja / <i>Marketing Management</i>	7
4	Vodenje operativnega poslovanja in informacijskih tehnologij / <i>Operations Management and Management of Information Technology</i>	6
5	Strateški menedžment / <i>Strategic Management</i>	6
6	Voditeljstvo / <i>Leadership</i>	10
7	Razvoj menedžerskih in komunikacijskih spretnosti / <i>Development of Management and Communication Skills</i>	5
8	Poslovni svet in družba / <i>Business in Society</i>	5
9	Poslovna etika in korporacijsko upravljanje / <i>Business Ethics and Corporate Governance</i>	5
10	Osebnostni razvoj / <i>Personal Development</i>	9
11	Umetnost in voditeljstvo / <i>Arts and Leadership</i>	5
ELECTIVES COURSES		ECTS
1	Napredne teme v prodaji in trženju / <i>Advanced Topics in Sales and Marketing</i>	5
2	Organizacija usmerjena k stranki / <i>Customer Focuses Organizations</i>	5
3	Ustvarjanje novih poslovnih modelov / <i>Creating Venture Opportunities</i>	5
4	Vodenje uspešnih timov / <i>Building and Managing High Performance Teams</i>	5
5	Napredne finančne teme / <i>Advanced Topics in Finance</i>	5
FINAL PROJECT		
	Integracijski svetovalni projekt / <i>Integrative Consultancy Project</i>	30
		120
TOGETHER (mandatory courses + 3 electives + final project)		

The Master Program 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 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 Faculty carefully reviews such suggestions, it has been decided not to make such changes since IEDC Faculty believes the current balance is a good compromise and shortening some courses in order to prolong others would not be justified.

The other line of comments, which were taken into account, was about the choice of electives. Based on these comments IEDC Faculty 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. For the same reason of a better-adjusted curriculum, the elective “Innovation Management” was taken off for the academic year 2014/2015 and substituted with “Advanced Topics in Finance” – focusing on Financial Theory, Financial Markets, and Personal Investment Strategy.

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.

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

2.3 Curriculum of the PhD Program

The PhD Program at IEDC-Bled School of Management is equivalent to 3 years of full time studies, which equal 180 ECTS or 5,400 hours of direct or indirect study load.

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

The PhD Program structure by year is as follows:

Year 1: In the first year students complete 4 required courses (Quantitative Research Methods and Techniques in the Social Sciences; Qualitative Research Methods and Techniques in the Social Sciences; Leadership; Strategic Management), attend 1 research seminar, prepare and publicly present the formal doctoral research proposal.

In order to advance from the first to the second year, PhD students must complete all 4 required courses, attend the research seminar, publicly present their dissertation proposal and obtain approval of the PhD dissertation proposal from the Postgraduate Studies and Quality Commission.

Year 2: In the second year, students complete 2 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 Coaching, Counselling and Mentoring

In addition to course work, students attend 2 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, PhD students must complete 2 elective courses, attend 2 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 are primarily engaged with their research projects through data collection, analysis and dissertation preparation. Students attend 1 research seminar and furthermore focus on the preparation of the dissertation for submission, examination and defense.

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

1st year curriculum

Course	Hours (lectures/seminar/ indiv. work)	ECTS
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1st semester

Kvalitativne raziskovalne metode in tehnike v

150

5

družboslovju/ **Qualitative Research Methods and Techniques in Social Sciences**

Kvantitativne raziskovalne metode in tehnike v družboslovju/ Quantitative Research Methods and Techniques in Social Sciences	150	5
Strateški menedžment/ Strategic Management	150	5
Voditeljstvo/ Leadership	150	5
Raziskovalno delo na disertaciji/ Research work on dissertation	300	10
2nd semester		
Študijski seminar/ Study Seminar	150	5
Raziskovalno delo na disertaciji/ Research work on dissertation	300	10
Prijava doktorske naloge/ Submission of dissertation topic	450	15
TOTAL	1800	60

2nd year curriculum

Course **Hours (lectures/seminar/ indiv. work)** **ECTS**

3rd semester		
Izbirni predmet 1 / Elective 1	150	5
Izbirni predmet 2 / Elective 2	150	5
Študijski seminar / Study seminar	150	5
Raziskovalno delo na disertaciji / Research work on dissertation	450	15
4th semester		
Študijski seminar / Study seminar	150	5
Raziskovalno delo na disertaciji / Research work on dissertation	300	10
Izvirni članek / Research article	450	15
TOTAL	1800	60

3rd year curriculum

Course **Hours (lectures/seminar/ indiv. work)** **ECTS**

5th semester		
Raziskovalno delo na disertaciji / Research work on dissertation	750	25
Študijski seminar / Study seminar	150	5
6th semester		
Raziskovalno delo na disertaciji / Research work on dissertation	600	20
Zagovor doktorske disertacije / Doctoral Dissertation defense	300	10
TOTAL	1800	60

2.4 IEDC Faculty Professors

In 2013, IEDC Faculty employed:

- For 100% of her time:
 - one full time associate professor : Dr. Mojca Ramšak
- For 20% of their time:
 - two full professors: Prof. Danica Purg, Prof. Arnold Walravens
 - one associate professor: Dr. Nina Bandelj (*since then habilitated in full professor*)
 - one assistant professor: Dr. Brane Kalpič
 - one senior lecturer: Dr. Pierre Casse

In 2014, the IEDC Faculty did not proceed to new hiring of the academic teachers and discontinued working with Assoc. Prof. Mojca Ramšak.

In 2015, the IEDC Faculty employed:

- For 20% in September 2015 (as research Fellow), for 50% in February 2016 (as Co-Director of EMBA program):
 - one assistant professor: Dr. Alenka Braček Lalič
- For 20% of their time:
 - two full professors: Prof. Mary Jo Hatch, Prof. Mollie Painter Morland

List of professors and lecturers employed at IEDC Faculty (2015/2016):

title/ Name	job/position	% of employment
Prof. Danica Purg	Dean	20
Assist. Prof. Nenad Filipović	Academic Director, Assistant Professor of Management and Leadership	100
Assoc. Prof. Ian Sutherland	Assistant Professor, Deputy Dean for research, Executive PhD Director, Director of IEDC Institute for Leadership Research	100
Prof. Mary Jo Hatch	Professor of Management and Leadership	20
Prof. Mollie Painter Morland	Professor of Management and Leadership, Chair of Coca-Cola Sustainable Development	20
Assist. Prof. Brane Kalpič	Assistant Professor of Strategic Management	20
Prof. Nina Bandelj	Professor of Organizational Behavior	20
Prof. Arnold Walravens	Professor of Corporate Governance and Art & Leadership	20
Dr. Pierre Casse	Leadership lecturer, Chairman of the Chair of Leadership	20
Assist. Prof. Alenka Braček	Co-director of Master Program in	50

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

In addition to lecturing, the second area of involvement of the professors is the research and publications. Resident professors are more active in this area, while visiting professors 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 in higher number and higher quality of faculty publications.

IEDC Faculty has produced more than 40 cases, many of which were based on the Master/MBA project work and coordinated and written by IEDC Faculty members. Teaching notes for both internal and international use accompany most of cases. 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 professors heavily engage is mentoring the research and advisory projects at IEDC Faculty; this includes the mentoring Master/MBA advisory projects and mentoring PhD candidates, allowing for maximum availability of mentors to students as well as above-the-average intensity of research presentations and discussions with other candidates.

List of Professors (resident and visiting) engaged in MBA program

Nr.	Surname	Name	Title	Habilitation area
1	Ahmad	Arshad	Associate Professor	Finance
2	Bandelj	Nina	Professor	Economic and Management Education Sociology and Management Education
3	Casse	Pierre	Senior Lecturer	Leadership
4	Claudel	Paul	Lecturer	Leadership
5	Ellert	Jim	Senior Lecturer	Finance
6	Filipović	Nenad	Assistant Professor	General management
7	Fisher	Robert	Professor	Marketing

8	Johnson	Fraser	Professor	Operations Management
9	Kalpič	Brane	Assistant Professor	Management
10	Pašović	Haris	Professor	Arts (film, theatre)
11	Pons	Joe	Senior Lecturer	Marketing
12	Purg	Danica	Professor	Management
13	Serrano	Juan	Lecturer	Services Management
14	Stiles	Phillip	Senior Lecturer	Leadership
15	Sutherland	Ian	Associate Professor	Personal Development; Arts & Leadership
16	Szpiro	Daniel A.	Senior Lecturer	Accounting
17	Walravens	Arnold	Professor	Economic Sociology
18	Zhexembayeva	Nadya	Assistant Professor	Organizational Behaviour

List of Professors engaged in PhD program

Nr.	Surname	Name	Title	Habilitation Area
1	Bandelj	Nina	Professor	Economic Sociology and Management Education
2	Filipović	Nenad	Professor	Management; Leadership
3	Joyner	Fredericka	Associate Professor	Management; Leadership
4	Hatch	Mary Jo	Professor	Management; Leadership
5	Möslein	Kathrin M.	Professor	Information Systems and innovation
6	Obloj	Krzystof	Professor	Strategic Management
7	Purg	Danica	Professor	Management
8	Sutherland	Ian	Associate Professor	Cultural Sociology

Criteria for IEDC Professors

The IEDC full-time faculty is intentionally kept small in size, but selected on the basis of very strict criteria. In addition, a vast network of visiting professors and lecturers comprises some of the leading names in management education, as well as many top class professionals from leading institutions worldwide.

The guiding principles for engaging a **permanent faculty member** are:

- commitment to highest standards of quality in executive development;
- practical experience within the Central and East European business environment;
- top classroom performance in an executive setting;
- ability to add value through direct contact with corporate partners;
- intellectual curiosity, ability and discipline of rigorous academic and applied research;
- international outlook;
- readiness to participate in institution building;
- proven ability to perform within IEDC teams and settings;
- highest standards of personal integrity.

The appointment of the permanent faculty is a well-defined procedure. It starts with the identified strategic needs registered in short and medium term strategy, prepared by IEDC management and approved by the Supervisory Board. The IEDC management then searches for the potential candidates (using the help of academic advisors) and invite them for a period of less formal cooperation in the form of visiting faculty. If the results confirm the expectations, the management of IEDC recommends the candidate for permanent position, which is still subject to a (renewable) one-plus-three year contract. Finally, the IEDC Habitation Committee of the Senate must approve the candidate and confirm the formal title aligned with Slovene legal requirements.

The new **visiting faculty member** is usually recommended by a member of the core-visiting faculty. The IEDC management then approaches the candidate in order to better assess the fit with the IEDC needs and to jointly determine the frame of cooperation. This includes the subject area and courses, frequency and duration of visits, and compensation package (a standard package is always offered). If the outcome of such discussion is positive, the first visit is scheduled. A visiting faculty member is recognized “core” status only after at least two years of visits, appropriate performance and confirmed willingness to contribute to the further development of the IEDC.

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 – International Management Teaching Academy), 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, COOPERATION

National cooperation

- In 2015, IEDC Faculty continued its cooperation with the Managers' Association of Slovenia (MAS); MAS grants a part scholarship to one of IEDC Master students every year. The student is chosen in the process of a strict tender. In 2015 the MAS scholarship was granted to Luliia Borysova (2014/15 Master student).
- Ongoing work has been focused on developing new project proposals in line with Horizon 2020. To aid in this IEDC Faculty has engaged in partnering with the Slovenian Business and Research Association (SBRA).
- IEDC Faculty is actively cooperating with UNGC Slovenija – the Slovenian chapter of United Nations Global Compact initiative in the areas of human rights, labour, environment and anti-corruption. In September 2015, the IEDC Faculty member, Prof. Mollie Painter Morland participated as keynote speaker at the international conference on compliance and ethics organised by EICEP and UNGC Slovenija, at IEDC-Bled School of Management.

International cooperation

IEDC Faculty has recently engaged in institutional cooperation with a number of schools and management development institutions from other countries, as well as in 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:

- HHL - Leipzig Graduate School of Management, Germany
- Economic Faculty, University in Sarajevo, Bosnia and Herzegovina
- McGill University Management School, Canada
- University of Stellenbosch Business School, JAR
- Nottingham Trent University, UK
- University of Stellenbosch Business School, Republic of South Africa
- consortium of 8 schools, of which IEDC is a member:
 - EGADE Business School, Tec de Monterrey, Mexico,
 - University of Exeter, United Kingdom,
 - 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
 - IEDC–Bled School of Management, Postgraduate Studies, Slovenia.

The consortium organizes every year »International Roundtables for Practicing Managers (so called “Leadership Roundtables”. The Roundtable concept was developed and is led by Professors Henry Mintzberg and Jonathan Gosling and is built within the framework of experiential learning supporting the development of different leadership mind-sets.

In 2015, Leadership Roundtables took place at Yokohama National University, Japan, with 7 IEDC PhD and Master students participating. <http://business-school.exeter.ac.uk/study/masters/opmba/programme/fieldvisits/feedbackfromroundtables2015/>

IEDC Faculty develops research partnerships through its international affiliate researcher network in conjunction with its members of the research group and its PhD students (for details see the supplement Research Strategy and Profile of Executive PhD program, pp. 21-48).

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

CEEMAN today counts over 220 members from 55 countries. It has been headquartered at IEDC since its beginning, and IEDC is offering to its events the organizational support.

In 2015, CEEMAN started to coordinate an international research on “Management and Leadership Development Needs in Dynamically Changing Societies”. The research, conducted in 19 countries, is headed by IEDC Faculty members: Assist. Prof. Alenka Braček Lalić, Assoc. Prof. Ian Sutherland, Prof. Arnold Walravens and Prof. Danica Purg, and also engages an international network of researchers. The main reasons for conducting the research lie in business issues which create new managerial and leadership challenges, the main intention of the research being gaining the insight into emerging business issues and actual development needs, and how to address and act upon those with relevant educational offerings. Research results are expected in 2017/2018.

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

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

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

In 2015, IEDC Faculty member, Prof. Mollie Painter Morland initiated an international project “An integrated vocabulary for promoting responsible sustainable business”. The expected outcome is a readable booklet explaining relevant terms to responsible and sustainable business and proposing various options / models for integrated institutionalization in different organisations. Its contribution will be that of creating a common language for the promotion of ethics, good governance, anti-corruption and sustainability initiatives. The project will be carried out in cooperation with Nottingham Trent University, UK. The outcomes are expected in 2017/2018.

■ **United Nations Global Compact**

The United Nations Global Compact is the world's largest global corporate responsibility and sustainability initiative in the areas of human rights, labour, environment and anti-corruption. 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 Slovenija President.

IEDC Faculty is actively cooperating with UNGC Slovenija; in September 2015, the IEDC Faculty member, Prof. Mollie Painter Morland, participated as keynote speaker at the international conference on compliance and ethics organised by EICEP and UNGC Slovenija.

■ Consortium cooperation

In 2015, IEDC Faculty entered into a consortium bid for Horizon 2020 focused on industrial relations. Led by the UK's Trade Union Congress (TUC) and Employee Relations Institute, IEDC Faculty has joined the bid with other European institutions as a delivery partner for primary research in the CEE region on developing case studies of excellent, good and less effective behaviours and practices in the field of managerial industrial relations with a view to social partnerships.

4 RESEARCH ACTIVITY AND PROJECTS

4.1 Master in Management Research projects

During the Master Program, students work as consultants to the top management of selected client organizations. The objectives of this work are to enhance the practical side of the learning process, to allow students to further internalize managerial concepts and to develop creative and applicable solutions through an environment of practice-oriented research, findings and recommendations. While projects play an important role in the learning process, it is important to remember that they are intended to be of real value to the client organizations.

Students conduct projects in three stages; 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, students 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.

In the period 1991 – 2015 there were completed 183 field team projects by IEDC Master students in local and international companies (industry analysis, company analysis, issue analysis and recommendations); out of those 86 for Slovenian companies (60 %).

In 2015 MBA students completed the following projects:

Nr. Projects completed in 2015

1	A.S.G. shpk Albania Experience: "A.S.G. Tourism business development strategy"
2	Gorenje: "Strategic contribution of HR activities"
3	Iolar: "Iolar Growth Strategy"
4	Zavarovalnica Triglav: "Strategy for regional expansion"

5	Luka Koper: "Improving effectiveness in management of large infrastructure projects"
Individual projects:	
6	Idea Leasing: Europcar: brand re-launch strategy on Ukrainian market
7	Mercator-S d.o.o: Retail chain integration and market positioning after integration- case study of Idea and Mercator - S
8	Sika Slovenia: Introduction of new brand Sika ceram on the mature market of ceramic tile adhesives in Slovenia
9	ACO gradjevinski elementi d.o.o.: ACO system solutions in drainage in Serbia & Montenegro
10	S.C. Krka Romania Srl: How generics can grow on Romanian pharmaceutical market?

4.2 Research in PhD Program

IEDC Faculty is committed to developing its research agenda and establishing its position as a leading knowledge producer in the fields of leadership and management.

The research, focused on general management and leadership, is centred on the following five core, interrelated areas:

- Leadership practice
- Leadership development
- Innovation & Creativity
- Strategy
- Sustainability

The IEDC research strategy is primarily pursued through

- a) research partnership projects
- b) research conferences and seminars
- c) development of the research community incorporating:
 - registered research group
 - international affiliate network
 - PhD students

a) Research partnership projects

IEDC Faculty continues to develop research partnerships through the international researcher network in conjunction with members of the research group and PhD students. Following is a list of research partnership projects:

Project	Dates	Research area	Researchers	Institutions
Aesthetic agency and leadership	2013-2015	Leadership Development & Leadership Practice	Dr. Claus Springborg, Dr.Ian Sutherland	CoCreation (Denmark), IEDC Faculty
Aesthetics of power	2014-2015	Leadership Practice	Dr. Ian Sutherland, Prof. Jonathan Gosling, Jasna	IEDC Faculty, University of Exeter (UK)

			Jelinek (IEDC PhD student)	
Complexity theory, leadership and the compensation problem	2015-	Strategy	Gašper Sekelj (IEDC PhD student), Prof. Jonathan Gosling, Dr. Ian Sutherland	IEDC Faculty, University of Exeter
Management and Leadership Development Needs in Dynamically Changing Societies	2015-2018	Leadership Development	Dr. Alenka Braček Lalić, Dr. Ian Sutherland, Prof. Arnold Walravens, Prof. Danica Purg	CEEMAN, IEDC Faculty
Integrated vocabulary for promoting responsible sustainable business	2015-2018	Corporate Responsibility and Sustainability	Prof. Mollie Painter Morland, Prof. Sally Higgs, Prof. Susan Kirk, Prof. Tabani Ndlovu	IEDC Faculty, Nottingham Trent University, UK

b) Research conferences and seminars

IEDC Faculty has instituted an annual **research conference** in view of contributing to the development of the research culture with local and international reach and increasing research dissemination and accessibility to its PhD students.

Research seminars are designed for PhD students with a view to expanding their awareness of contemporary research and research design, further developing their critical thinking abilities and enhancing the supportive and cohesive environment of the PhD research community.

For 2015 the goals were:

- to organize one research conference – the conference “Leadership Today and Tomorrow” was carried out in May 21-23, 2015 (*see details below*).
- to start preparations for the academic conference AoMO in 2016.
- to organize two research seminars – both were carried out (*see details below*).

Research conference

2015

“Leadership Today and Tomorrow”, May 21-23, 2015

The 2015 IEDC Research Conference facilitated an international gathering of leadership thinkers and researchers debating: *what is the nature of leadership today? and, how do we rethink and develop leadership to bring about a better tomorrow?* With 27 accepted presentations, the topics covered: leadership practice, leadership development, leadership and sustainability, and new methodological approaches to studying leadership. During the conference 6 PhD students of IEDC Faculty presented papers.

Keynote speaker: Professor Jonathan Gosling (University of Exeter, UK)

“My mistress is power, and I could not bear anyone to take her from me”

Plenary speaker: Dr. Jody Fry (Texas A&M University, USA)

“Spiritual Leadership”

Research seminars

The first seminar, on April 10-12, 2015, was a Research Writing Retreat.

The second seminar, on Sept. 23-25, 2015, was organized on the principle on roundtable discussions after PhD students had prepared themselves with the reading material on the subjects of strategy and friendly consulting. The seminar was led by Assoc. Prof. Ian Sutherland.

c) Development of the research community

IEDC Faculty is building and operationalizing a mobile **Research Community**, which is delivering basic and applied research in the fields of general management and leadership practice. The Research Community is composed of three primary elements:

- Registered Research Group
- International affiliate network
- PhD students

Below follows a list of members of each group. In the supplement *Research Strategy and Profile of Executive PhD program* there are provided short biographies and a list of selected publications. For the PhD students there is provided an overview of the research areas in which they are active.

Registered Research Group	Prof. Nina Bandelj	
	Assoc. Prof. Nenad Filipović	
	Prof. Mary Jo Hatch	
	Assist. Prof. Branko Kalpič	
	Prof. Mollie Painter Morland	
	Prof. Danica Purg	IEDC Faculty members
	Assoc. Prof. Ian Sutherland	
	Prof. Arnold Walravens	
	Assist. Prof. Alenka Braček Lalić	
	Assist. Prof. Nadya Zhexembayeva	
Prof. Nancy Adler	McGill University, Canada	
Assist. Prof. Arshad Ahmad	McMaster University, Canada	
Prof. Robert Austin	Copenhagen BS, Denmark	
Prof. Jonathan Gosling	University of Exeter, UK	
Dr. Hagen Habicht	HHL Leipzig, Germany	
International Affiliate Research Network	Assoc. Prof. Fredericka Joyner	Indiana University, USA
	Prof. Donna Ladkin	Plymouth University, UK
	Assoc. Prof. Steven Taylor	Worcester Polytechnic, USA

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 book lending, 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 at present (March 2016) a collection of close to **5.950 of books** and other materials on management and related topics, which is constantly revised and expanded (5.700 units in 2014). A significant expansion with the newest books in managerial, leadership and associated fields was achieved after IEDC 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. The partner institution IMD-Lausanne, Switzerland gave another donation in books, 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 latest donation of books, in March 2015, was that by the former Ambassador of China in Slovenia, His Excellency, Mr. Zhang Xianyi.

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. 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 members 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 subscribes to the following online Databases:

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

For all of them a remote access is also provided 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,
- Master/MBA projects.

Numbers:

- Books – 5,950; - Periodicals – 50

5.2 IEDC Publications in 2015

IEDC published the following publications:

- FISCHER, William A. *Are you a digital or an analogue leader?* (Book of the year). Bled: IEDC-Bled School of Management, 2015. 43 pages. ISBN 978-961-6720-31-1.
- FISCHER, William A. *Ste digitalni ali analogni voditelj?*, (Knjižica leta). Bled: IEDC- Bled School of Management, 2015. 42 pages. ISBN 978-961-6720-30-4.
- WALRAVENS, Arnold (ed.), BLATNIK, Tonja (ed.). *China & Europe : leadership in 21st century globalisation: 13th ELC Conference proceedings, [Bled, June 4-5, 2015]*. Bled: European Leadership Centre, IEDC-Bled School of Management, 2015. XVII, 101 pages. ISBN 978-961-6720-28-1.
- MINKOV, Michael (ed.). *Localization vs. globalization of management development in dynamic societies : proceedings of the 23rd CEEMAN Annual Conference, 23-26 September 2015, Almaty, Kazkahstan 4, Budapest, Hungary*. Bled: CEEMAN, 2015. 94 pages. ISBN 978-961-93616-5-8.

To be published:

- SELJAK, Iztok. *Embedded Business Model Innovation : (EBMI) : capabilities for the coming innovation revolution*. Bled: IEDC - Bled School of Management, Fakulteta za podiplomski

študij managementa, 2016. - (IEDC - Bled School of Management postgraduate studies. Research series). ISBN 978-961-6720-29-8.

- WALRAVENS, Arnold (ed.), BLATNIK, Tonja (ed.). *Women leaders, agents of change in Europe: 14th ELC Conference proceedings, [Bled, April 14-15, 2016]*. Bled: European Leadership Centre, IEDC-Bled School of Management, 2016. IX, 119 pages. ISBN 978-961-6720-32-8.
- *Localization vs. Globalization of Management Development in Dynamic Societies: Collection of Articles*. Bled, Slovenia: CEEMAN, 2016

6 DETAILS OF SUPPORT SERVICE AND TEACHING FACILITIES

6.1 Support service employees

Number of students per one managerial – administrative staff member is 14 (141 MBA students+ 27 PhD Students vs. 8.5 staff members, *March 2016*).

List of managerial – administrative staff members:

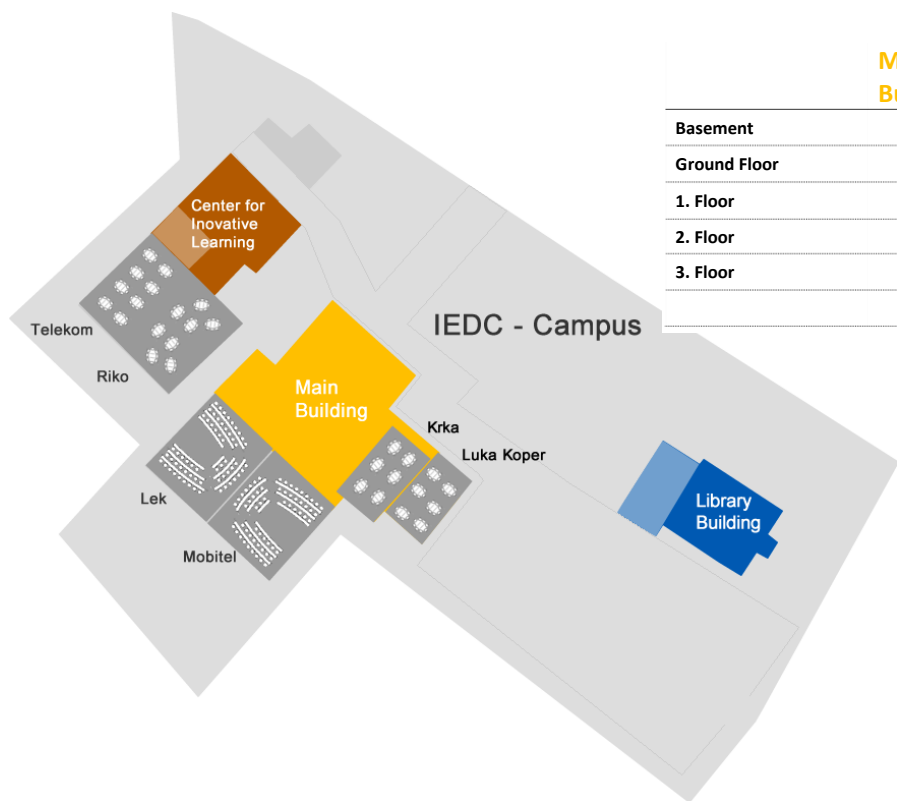
Nr.	Position	FTE
	Director of Master Program	1
1	Manager of Master Program	1.5
3	Director of Executive PhD program	0.5
	Manager of Executive PhD Program	0.5
	Head of Postgraduate Studies Office	1
4	Head of Alumni Relations	0.5
5	Admission Manager	0.5
	Marketing Manager	1
6	Librarian	1
8	Technical and IT support to all students and professors	1

6.2 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 m² and allows hosting up to five parallel programs with a total of 300 participants. Each lecturing room is equipped with high-tech equipment including a touch screen panel for the professor, allowing for simple control of the technological side of lecturing process. Each amphitheatre has the equipment and a booth for simultaneous translations, used for the conferences held on campus. The third building comprises the library, as well as 10 fully equipped seminar rooms, which are available around the clock for team and individual study preparations, work on projects, work on simulations etc.

Following the IEDC vision and values related to offering a “creative environment for creative leadership”, the school hosts a permanent exhibition of Slovenian art (140 paintings and 8

sculptures). The pieces of art are on display in the main lobby, classrooms and the seminar rooms, which add to inspirational and reflective learning environment.



	Main Building	Library Building	Center for Innovative Learning
Basement	232 m ²	126 m ²	407 m ²
Ground Floor	245 m ²	151 m ²	145 m ²
1. Floor	206 m ²	123 m ²	107 m ²
2. Floor	206 m ²	123 m ²	106 m ²
3. Floor	185 m ²	0	0

6.1 Equipment

Modern audio / video technology is at professors' and students' disposal in all classrooms and seminar rooms. IEDC made significant investments in its IT infrastructure to continue to offer participants state-of-the-art facilities and a comfortable learning environment. In seminar rooms and the public access points throughout the school there are upgraded computers. 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.

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

7 ACTIVITIES FOR THE DEVELOPMENT OF MONITORING AND QUALITY ASSURANCE

7.1 Evaluations and Accreditations

The IEDC and IEDC Faculty underwent several major internal evaluation processes for the needs of external accreditations.

National accreditation: IEDC Faculty has been accredited by the Slovenian national accreditation body NAKVIS since 2001, which makes it part of the formal Slovenian educational system. The Masters and PhD Programs are also accredited by the Slovenian national accreditation body; the Master Program was first accredited in 2008, as 2nd degree level according to Bologna declaration, and in 2010, PhD program was accredited as 3rd degree level according to Bologna declaration.

The latest external evaluation of the Master Program in Management, by the Slovenian accreditation agency NAKVIS was completed in September 2014 and the program was accredited for the period of 7 years. In September 2015, IEDC Faculty submitted the institutional reaccreditation application. The evaluation is in process.

International accreditations: The programs and the school have also received international accreditation by [AMBA](#) and [CEEMAN \(IQA\)](#).

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 obtained the AMBA accreditation in 2005 and was successfully reaccredited by AMBA in 2010 and in 2015 for the full period of five years.

7.2 Periodical self-evaluations

IEDC Faculty performs regular self-evaluation of program and service quality, as well as the customer satisfaction levels for both degree 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 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 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 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 Master and PhD Programs.

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 made by formal IEDC Faculty bodies on the basis of self-evaluations are published in official documents.

7.3 Measurements, procedures and tools for quality improvement

Basic documents of IEDC Faculty are:

- Statute
- Rules and Procedure of the Postgraduate Studies and Quality Commission,
- Study Regulations for both Master and PhD Programs
- Habilitation Criteria.

All major responsibilities related to quality monitoring pertain to the IEDC Postgraduate Studies and Quality Commission, which also adopts decisions in the area of:

- approving the enrolment of new candidates,
- approving courses and mentors,
- accepting 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,
- other matters as defined by the Statute and according to the instructions of the Senate.

7.4 Student representatives in IEDC Faculty bodies

In accordance with the IEDC Faculty Statute, IEDC Faculty Senate has two student members and IEDC Faculty Board one. There is also one student representative part of the Commission of Postgraduate Studies and Quality.

IEDC Faculty Senate; student members: Marin Odak, Tatjana Škof Rakovec
Postgraduate Studies and Quality Commission; student member: Toni Balažič
Management Board; student member: Marin Odak

8 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 managers 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. It currently counts 15 clubs in 15 countries. Through their clubs, Alumni support and inform each other about employment and business opportunities.

From January until December 2015, 16 Alumni events were organized in 9 countries (Slovenia, Croatia, Macedonia, Romania, Bulgaria, Bosnia and Herzegovina, South Africa, Serbia and Russia), including the traditional sailing event by the Croatian alumni club, the attendance of the Sarajevo Film Festival by the BiH Alumni club, or events by Alumni club in Moscow, Serbia and in Cape town.

In 2015, IEDC Faculty in cooperation with local Alumni clubs organized 5 **Case Study Competitions** in 5 CCE countries - for the first time also in Romania. It is about a competition where companies send their teams (six persons per team) to measure up with teams of other companies in solving problems (case study analysis and solutions). For IEDC this is a way to show to potential candidates how to approach problem solving in the class. During this competition, one of IEDC MBA professors followed and supervised the teams. The winners of all local CSCs met in Bled in September 2015 to compete at the Global Case Study Competition. In 2015, the winning team was that of Končar, Croatia.

In December 2015, the traditional Alumni Achievement Award event took place at IEDC. Through alumni voting, and the election by an independent commission, this event awards those individuals among IEDC alumni who have made highest contribution in a wider business and social environment. In 2015, the award was attributed to Violeta Bulc (European Commissioner for Transport), Drago Mikec (General Manager of Damatech, Slovenia), Mioara Bolozan (director of marketing at Whirlpool, Romania), Alexander Ryjov (University of Lomonosov in Moscow) and Alexey Minyaylo (director of NGO "games of the Future", Russia).

Throughout 2015, IEDC Alumni engaged also in the alumni fundraising project donating funds for the future development of the IEDC Faculty: some 60.000 € were raised within the year.

IEDC Alumni Network currently counts 4918 members from 73 countries; out of those 1334 are Master or MBA Alumni, 4 are PhD Alumni.

List of all Alumni events in 2015

Nr.	Date	Theme	Country
1	February	Case Study Competition	Croatia
2	March	Alumni winter day	Slovenia
3	March	Case Study Competition	Slovenia
4	April	Case Study Competition	Macedonia
5	May	Case Study Competition	Romania
6	June	Case Study Competition	Bulgaria
7	June	Sailing	Croatia
8	August	Sarajevo Film Festival	Bosnia and Herzegovina
9	September	Global Case Study Competition	Slovenia
10	October	Meeting of alumni club with the dean	South Africa
11	October	Meeting of alumni club	Serbia
12	November	Meeting of the IEDC Alumni Club Russia with Prof. Pons	Russia
13	December	MBA graduation day	Slovenia
14	December	Alumni Achievement Award	Slovenia
15	December	New Year's Party	Croatia
16	December	New Year's Party	Romania

Supplement 1: Quality Assurance Activities in 2015

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 as well as assessment of how demanding each course is in terms of student workload
- 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:

Average student evaluations across courses for both course content and teaching quality remained above 4.5 with 5 being the highest grade and 1 being the lowest. In the overall program evaluation questionnaire, 100% of the students indicated that they would recommend the program to their colleagues and friends.

Faculty Council proposed changes to the “Policies, Procedures, and Regulations in Master’s Program in Management” which were approved by the Post Graduate Studies and Quality Commission. The most important changes concerned (i) the composition, mandate, and processes related to the work of Faculty Council in its role of applying the Master study program’s academic standards and regulations, and (ii) harmonization of the program curriculum across program versions.

Citation requirements and guidelines were added to the Masters Study Program Handbook and a requirement was established that all written papers submitted for grading by Master/EMBA/PMBA students will be subject to further assessment with the use of Turnitin software, a widely used software which assists in identifying cases of plagiarism.

Based on student suggestions from prior years, the Accounting and Control course was significantly redesigned to reduce the number of cases studies taught per day to allow more time for content presentations.

Faculty members and senior administration discussed a written proposal prepared by one of the program co-directors on how a blended EMBA program could be designed. It was decided, at this time, not to introduce a blended EMBA program.

On the suggestion of students, the student peer review assessment form was changed to place more emphasis on qualitative assessment and written comments.

Suggestions for improvement:

- Enhancement of internal quality management processes.

Proposed measures and responsibility for achievement:

- To modify template for Self-Assessment Report to include all fundamental pillars of IEDC Faculty and for each pillar to integrate main findings, suggestions for improvements, and proposed measures and responsibilities for achievement. Objectives should be related to strategic goals of the IEDC Faculty. The report for 2016 should be publicly available for external stakeholders. Program Directors, Program Managers, and the Head of Postgraduate Studies will be involved in this process which will be supervised by the Dean and the two Vice Deans.

1.2. PHD PROGRAM

Brief analysis for 2015:

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 aggregated average for 2014/2015 was 4.82.

In order to maintain quality of the programme the IEDC deemed it necessary to address the issue regarding plagiarism and to act proactively should the challenge raises its head. In this regard, the PhD regulations were changed to include measures to be taken regards to plagiarism and collusion. The changes were accepted by the PSQ Commission with the following motion being adopted: Regulations on the Executive PhD program were proposed to undergo changes and supplements, with new articles on PLAGIARISM and COLLUSION; changes in defining the Faculty Council as the first instance body for possible students' withdrawal, appeals..., and the PSQ Commission as the second instance body bearing the final decision.

According to previous year's suggestion, PhD Director recommended to all Professors involved in the PhD Program to revise the literature of the courses. Changes in how prescribed material have changed can be pointed out to be indicative of the continuous efforts to maintain relevance and to be current. In this regard, the following are reported:

Strategy

Prescribed readings adjusted by:

Dropping the following readings (2012 & 2013): Eisenhardt, K. 1989. Building Theories from Case Study Research. *Academy of Management Review*, 14 (4): 532-550

Adding the following readings (2016): P. Brews, D. Purohit, 2007, Strategic planning in unstable environment, *Long Range Planning*, 40, 64-83.

Wasawska A., Obloj K. , Ciszewska Mlinaric M. (2016) Vicious and virtuous learning cycles in the internationalization of emerging markets firms, *European Journal of International Management*, 10 (1), pp.105 - 125

Chandler G.N., DeTienne D.R., McKelvie A., Mumford T. V. 2011. Causation and effectuation process : A validation study, *Journal of Business Venturing*, 26, 375-390.

Levinthal D, March J. 1993. The myopia of learning, *Strategic Management Journal*, 14: 95-112

Y. Kor, Mesko A. (2013), Dynamic managerial capabilities: configuration and orchestration of top executives' capabilities and the firm's dominant logic, *Strategic Management Journal* 34, 234-244.

De Jong G., Dut v. V., Jindra B., Marek P. (2011) Does country context distance determine subsidiary decision-making autonomy? , *International Business Review* , 24, pp. 874-889.

Suggestions for improvement for 2016:

- Review of PhD Regulations.
- Enhancement of internal quality management processes.

Proposed measures and responsibility for achievement:

- To modify template for Self-Assessment Report to include all fundamental pillars of IEDC Faculty and for each pillar to integrate main findings, suggestions for improvements, and proposed measures and responsibilities for achievement. Objectives should be related to strategic goals of the IEDC Faculty. The report for 2016 should be publicly available for external stakeholders. Program Directors, Program Managers, and the Head of Postgraduate Studies will be involved in this process which will be supervised by the Dean and the two Vice Deans.
- To modify PhD Regulations. 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:

In order to strengthen IEDC Faculty's Research Group, the IEDC Faculty in 2015 employed for 20 % of their time: two full professors: Prof. Mary Jo Hatch and Prof. Mollie Painter Morland.

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

Thirty-two research partners representing 18 countries participate in the research project and conduct in-depth interviews with CEOs and HRMs according to Research protocol and Research Design prepared by Principal Research Investigator Dr. Alenka Braček Lalić (IEDC-Bled School of Management, Postgraduate Studies / CEEMAN) and Dr. Ian Sutherland. The project is partially funded by EQUAL.

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

IEDC Faculty in 2015 applied for two ARRS tenders and one Horizon 2020 tender:

1. "Cultures of creativity and innovation: An interdisciplinary exploration of group and organisational creative work" (led by Dr. Ian Sutherland)
2. Small basic project: "Culture of organizational leadership: qualitative interdisciplinary research" (led by Dr. Mojca Ramšak)
3. Horizon 2020: Improving Industrial Relations (2015-2016)

In 2015 IEDC Faculty organized “Leadership Today and Tomorrow” research conference which facilitated an international gathering of leadership thinkers and researchers debating: What is the nature of leadership today? And, how do we rethink and develop leadership to bring about a better tomorrow? With 27 accepted presentations, the topics covered: leadership practice, leadership development, leadership and sustainability, and new methodological approaches to studying leadership. During the conference six PhD candidates of IEDC Faculty presented papers. Keynote speaker: Professor Jonathan Gosling (University of Exeter, UK), plenary speaker: Dr. Jody Fry (Texas A&M University, USA).

Suggestions for improvement:

- Increase number of A+/A- articles
- Enhance research culture by organizing academic conferences
- Enhancement of internal quality management processes

Proposed measures and responsibility for achievement:

- Strengthen research group and organize academic AoMO conference in 2016 (Deputy Dean for Research/PhD Director)
- To modify template for Self-Assessment Report to include all fundamental pillars of IEDC Faculty and for each pillar to integrate main findings, suggestions for improvements, and proposed measures and responsibilities for achievement. Objectives should be related to strategic goals of the IEDC Faculty. The report for 2016 should be publicly available for external stakeholders. Program Directors, Program Managers, and the Head of Postgraduate Studies will be involved in this process which will be supervised by the Dean and the two Vice Deans.