



Postgraduate Studies

**Master program in Management; Executive
MBA Program and PMBA Program**

POLICIES, REGULATIONS and PROCESSES

February 24, 2016

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Pursuant to the Higher Education Act (Official Gazette of the RS, no. 32/12, 40/12-ZUJF, 57/12-ZPCP-2D, 109/12 and 85/14) and the Statute of the IEDC – Bled School of Management, Postgraduate Studies, the Postgraduate Studies and Quality Commission, on February 24, 2016, adopted the

REGULATIONS ON MASTER IN MANAGEMENT STUDIES (THE EXECUTIVE MBA PROGRAM) AT IEDC - BLED SCHOOL OF MANAGEMENT, POSTGRADUATE STUDIES

The following information provides details on the program for Master in Management Studies. Depending on enrollment choice, Master in Management Studies students are part of one of the following program formats: one year, two year or three year – President’s format. In terms of content, obligations and expectations from students, each of the program formats is equivalent. For ease of communication in day-to-day life within the studies we will refer to all program formats as Executive MBA (EMBA).

I. GENERAL PROVISIONS

Article 1

These regulations define in detail the academic disciplines for which the IEDC–Bled School of Management, Postgraduate Studies (hereinafter: IEDC) organizes education for earning a master degree in management, second level of education, according to the European education system.

The Study Program was adopted by the Senate of the Faculty of IEDC – Bled School of Management, Postgraduate Studies on 24.04.2008 and by the Higher Education Council of the RS on 09.06.2008. The Council of Slovenian Quality Assurance Agency for Higher Education has, based on the 32. Article of Higher Education Law, on September 18, 2014 reaccredited the program for a full period of 7 years.

In this document the wording EMBA will be used for the Master in Management study program which includes the EMBA and PMBA program formats. The wording EMBA Program Director will be used to refer to an EMBA Program Director or Co-Director. Regulations specify the admission requirements, the criteria for selecting EMBA students, the EMBA program curriculum requirements, regulations related to student assessment, academic progress, academic integrity, and professional behaviour, and processes related to academic decisions and appeals.

Article 2

IEDC offers and organizes educational programs for earning a master degree in management in ISCED area 34 (business and administration).

The EMBA is worth 120 ECTS consisting of 3000 study hours.

The EMBA program is formally accredited as second level of the European Education system. The program is taught in three different formats:

1. Executive MBA program - One year format; when completing students will receive a formal master diploma and MBA diploma.
2. Executive MBA program - Two year format; when completing students will receive a formal master diploma and MBA diploma.

3. Executive MBA program – Three years format (Presidents’ MBA); when completing students will receive a formal master diploma and MBA diploma.

The program comprises classroom instruction, team activities and individual work. The official language of the EMBA program is English.

II. ADMISSION REQUIREMENTS

Article 3

In order to apply for admission to the EMBA (master in management), the following condition must be met:

- Completion of a first-cycle degree program (180 ECTS) or equivalent level of study program

Additionally all candidates must demonstrate:

- Minimum 3 years of meaningful work experience
- Proficiency in English

And:

- Successfully complete an interview organized by IEDC – Bled School of Management EMBA Admissions Office

The Postgraduate Studies and Quality Commission may define a limited number of places for enrollment into the EMBA program.

Article 4

An application documentation package for the EMBA program must include the following:

- Completed application form,
- Certified copy of highest degree diploma, translated into Slovene or English by a court interpreter and/or academic transcript of course grades related to the highest degree diploma obtained,
- 2 letters of recommendation,
- Candidate’s CV.

III. SELECTION PROCEDURE

Article 5

Within 7 days after receiving the application, the IEDC EMBA Admission Officer will verify the complete documentation and the candidate’s eligibility. All eligible candidates will be invited for an interview with an IEDC EMBA Program Director or other IEDC senior faculty member. The interview will be performed at the latest within 30 days after the complete application is received.

During the interview the candidate is evaluated based on the following criteria:

- assessment of the candidate's professional achievements and maturity,
- assessment of the candidate’s managerial and leadership competences and personal value system,
- assessment of the candidate’s motivation, clarity of career goals and interests, and their compatibility with the purpose of the EMBA program,
- English language proficiency.

Article 6

Within 15 days after their last interview, candidates are informed if they are accepted and enrolled into the program.

In case of limited enrollments, candidates who complete the application documentation after the class limit has been reached will be placed on a waiting list for current year admission or have their applications deferred until the next year.

Article 7

After the selection procedure is completed, the IEDC EMBA Admission Officer will in written form invite the accepted candidates to sign the contract.

Those candidates who were not accepted will be informed in written form about the outcome only. Candidates not accepted in one academic year will have the right to re-apply for the program starting in another academic year.

Article 8

Normally, IEDC will offer some scholarships to deserving EMBA candidates. Scholarship information, application procedures, and application deadlines will be updated regularly on the IEDC EMBA web-site.

Article 9

To maintain guaranteed current year admission eligibility, candidates selected for program admission must sign a contract within 15 days after they are notified of their selection and pay the first installment of the tuition according to the contract conditions.

Article 10

Tuition

The amount of the tuition is defined in the study contract. If IEDC denies the student any further attendance in the program due to the reasons laid down in the Article 36 of this document, or if the student arbitrarily terminates the program before its official ending, the student or company sponsor obligation to pay the full tuition fee remains.

IV. CURRICULUM

Article 11

The academic requirements of the EMBA program include 60 ECTS credits per academic year. The total academic requirements for whole program are 120 ECTS credits.

The following table lists the course requirements in the Program. The expected study hours and the ECTS weight for each course are shown. Please note that this curriculum is subject to change.

	Number of study hours (ETCS*)
Required courses	
Accounting and Control	175 (7)
Financial Management	250 (10)
Marketing Management	175 (7)
Operations Management and Management of Information Technology	150 (6)
Strategic Management	150 (6)
Leadership (Leading through People & Leading Self and Others)	250 (10)
Personal Development (including End of Module exams in sessions I+II)	225 (9)
Business and Society	125 (5)
Business Ethics and Corporate Governance	125 (5)
Development of Management and Communication Skills	125 (5)
Arts and Leadership	125 (5)
Integrated Consultancy Project	750 (30)
Elective courses (three required)	
Customer Focused Organization	125 (5)
Advanced Topics in Finance	125 (5)
Advanced Topics in Sales and Marketing	125 (5)
Building and Managing High Performance Teams	125 (5)
Creating Venture Opportunities	125 (5)
Crisis Management	125 (5)
Leadership Roundtables	125 (5)
TOTAL	3,000 (120)

* European Credit Transfer and Accumulation System

Periodic EMBA Program Review

The Faculty Council reviews the content and delivery of the EMBA Program on an annual basis making adjustments, as needed, which are consistent with existing accreditation standards and requirements. Major revisions of the EMBA curriculum recommended by the Faculty Council are subject to approval by the IEDC Senate.

V. FACULTY COUNCIL

Article 12

Faculty Council

The Faculty Council has the responsibility of ensuring compliance with the EMBA Program's academic standards and regulations.

The Faculty Council meets on a case-by-case basis and is comprised of:

- Chair, member of IEDC faculty
- Three other IEDC faculty members
- Head of Postgraduate Studies Office (ex-officio)

Mandate of the Faculty Council:

- to deal with cases which could result in requiring a student to withdraw from the EMBA Program,
- to provide advice to the EMBA Program Director on administrative processes and proposals to resolve minor violations of the academic regulations and standards for professional and ethical behavior,
- to deal with exceptional cases of grade appeal,
- to determine, in exceptional cases, whether a student has achieved acceptable overall contribution to classroom and study group discussions,
- to approve final selection of the EMBA honor's list,
- to decide the conditions for an approved prolongation of studies or an extended student leave of absence from the EMBA Program,
- to review and propose changes to the EMBA curriculum and its delivery.

On an annual basis, the Faculty Council reports to the Postgraduate Study and Quality Commission on decisions made and conditions related to approved prolongation of studies or extended student leaves of absence from the EMBA Program. Major proposed changes to the EMBA curriculum and delivery require IEDC Senate approval.

The Chair and members of the Faculty Council are appointed by the Dean of IEDC for a three-year term and are eligible for re-appointment.

The quorum for a Faculty Council decision is three voting members. In case of absence or potential conflict of interest, the Chair will appoint another member of the Faculty Council to chair the meetings on a specific issue.

If the Faculty Council does not agree unanimously, decisions are made on the basis of majority of the votes cast by all present members. In case of tied votes, the Faculty Council Chair vote decides. The Faculty Council Chair may ask a Faculty Council member to refrain from voting in case of potential conflict of interest.

In its deliberations, the Faculty Council may seek input from various sources. This includes but is not limited to the student(s) whose case is being discussed, members of IEDC administration, members of the teaching faculty, IEDC staff members, current EMBA students, and legal counsel.

Members of the Faculty Council may make decisions and give opinions also through "correspondence" meetings in writing in the event that it is not possible to ensure joint decision-making at a Faculty Council meeting or in the event that the convening of a meeting involves disproportionate costs. In the event of decision-making conducted in writing, the Chair is obliged to ensure that all members of the Faculty Council have been sufficiently informed in advance on matters related to the issue in question.

VI. STUDENT ASSESSMENT AND ACADEMIC PROGRESS REQUIREMENTS

Article 13

Required presence

EMBA students are required to attend all EMBA modules. All planned absences must be announced to the EMBA Office at latest 48 hours in advance by e-mail or oral communication. Emergency absences must be reported in due time to the EMBA Program Manager.

Students may not be absent for more than five days (5) throughout of the program. In case of justified absence for more than five days, he or she will be normally required to take substitute course(s) in the EMBA program in the following year and will not be entitled to receive the degree until all course requirements are met.

Students can check their current absence status with the Program Manager at any time during the study and will receive a formal warning after being absent for four days in total.

Students who are absent for more than 50% of any course contact hours (or 50% of contact hours in a part of a course taught by a particular professor) will normally be required to take substitute course(s) in the EMBA program in the following year.

Under exceptional circumstances only, the EMBA Program Director may request that the Faculty Council assign remedial work to compensate for moderate absences in excess of the normal limits stated above. If Faculty Council approves such a request, the student would still need to submit satisfactory remedial work, on time, as a condition to be eligible to graduate from the EMBA program. If Faculty Council does not approve such a request, the student will be required to take substitute course(s) in the EMBA program in the following year.

EMBA students are also required to keep an acceptable overall record of on-time arrival for class sessions.

Article 14

Academic evaluation of courses with individual exams

Academic evaluation of students in a number of courses includes individual or team-based group exams. Exams may take the form of in-class exams (open or closed notes), reflection papers or other essay exams, team project exams, or oral exams. Specific exam timing and schedules will be provided to students by the beginning of each EMBA Program module.

In-class exams are scheduled to be written on specific dates and are governed by the following rules:

- (i) Students can only enter the examination room five (5) minutes in advance of the start time.
- (ii) Only one student may leave the examination room at a time.
- (iii) Each student must complete individual exams independently and without collusion with other students (see Section VII regarding Academic Integrity Standards).
- (iv) Students who are unable to attend the exam due to illness or an emergency must inform the EMBA Program Manager as soon as possible prior to the scheduled exam time. Alternative examination arrangements will be discussed and resolved with the EMBA Program Director in these cases.
- (v) Students who miss a scheduled exam due to other reasons will receive a failing grade for the exam and be allowed to do an exam re-take for a first failed exam in a particular course.

In those courses that do not include in-class examinations, the course professor will explain the required submissions for academic evaluation. This normally includes a reflection or essay exam paper or a graded project assignment.

Article 15

Deadlines for submission of reflection papers and other graded papers

There are specific deadlines for submission of reflection papers and other graded papers. The EMBA Program Director has the right to apply a grade penalty to papers that are submitted late, particularly if a student has developed a pattern of late submission of papers for assessment. For papers submitted late which have satisfactory or above satisfactory academic content, the maximum grade penalty for late submissions will result in meeting minimum course requirements. Students will receive a warning from the EMBA Program Director if they are developing a pattern of late submission of papers for assessment. Subsequent failure to meet deadlines for submission of reflection and other graded papers can constitute evidence of unprofessional behavior to be referred to the Faculty Council for resolution.

Article 16

Grading Scheme for Coursework and Examinations

International Scale	IEDC Grading scale	Definition
A	4.5 – 5.0	Excellent (outstanding achievement)
B	4.0 – 4.4	Very Good (well above the average standard)
C	3.0 – 3.9	Good (generally sound work, exceeds minimal requirements, typically includes class average grade)
D	2.0 – 2.9	Satisfactory (performance meets the minimum requirements)
E	Less than 2.0	Fail (does not meet minimum standards)

Each course in the EMBA Program includes a syllabus that outlines the coverage of topics, schedule, and evaluation scheme. Students in the program receive a grade after completion of each course based on the specific requirements set out in the course syllabus. Normally, grades for courses completed in one module will be distributed by or before the beginning of the next module.

Some courses are evaluated on a PASS/FAIL basis rather than the scale shown in the table above.

It is important for students to fully understand the expectations for academic evaluation as prescribed in each course syllabus. Students are encouraged to speak with professors regarding course evaluation expectations to ensure that these expectations are fully understood in advance.

All submissions for grading must be the I own and independent work of the individual or team making the submission. In particular, students must not commit either plagiarism or collusion. More about these issues is specified in Section VII: Academic Integrity Regulations.

Article 17

Exam Re-takes

Exams include in-class exams reflection paper exams, or essay exams which are submitted for grading. If a student fails an exam, he or she will be required to re-take it. The EMBA Program Director will decide on the format of the re-take exam which can be an oral or written exam. The EMBA Program Director will consult with the student and course professor before making this decision.

Students who have to re-take an exam will be advised of the re-take exam date at least one week in advance. Normally, the re-take exam date will not be changed to a later date after it has been set.

The maximum re-take grade will normally reflect meeting minimum course requirements. In exceptional circumstances, the EMBA Program Director may recommend that the Faculty Council awards a higher exam re-take grade.

Only one re-take is permitted. If a student fails an exam for the second time, the student will be advised of this by the EMBA Program Director and the Faculty Council will be asked to recommend a suitable course of action, which may range from remedial work and a second exam re-take to withdrawal of the student from the EMBA Program. In such cases, the student will have the opportunity to present extenuating circumstances to the Faculty Council orally or in writing within 15 days after the student has been advised of the second exam failure. Faculty Council will consider such evidence before reaching a decision on the case.

Article 18

Individual courses with reflection papers or essay exams

After attending a course with no in-class examination or project assessment, the student is required to write a reflection or essay exam paper. The purpose of reflection papers is to encourage students to reflect on the key lessons learned during the course. While graded, reflection papers are also designed as a means of personal development.

Reflection exam papers are graded as PASS/FAIL. Essay exam papers are graded on a grade scale of 1.0 to 5.0.

In submitting essay and reflection papers for grading, IEDC discourages students from using all except very short quotes extracted from internet or other public sources of information. What faculty typically want to grade is the student's own thoughts and conclusions and most often students will be submitting fairly short papers. To encourage content originality, some professors may set limits on the percent of content in reflection or essay exam papers which show similarity with content on the internet or other public sources of information. Any such limits will be clearly stated in the reflection paper exam assignment.

The rules related to plagiarism and collusion apply fully to reflection and essay papers submitted for grading. (See section VII: Academic Integrity Regulations.) To avoid plagiarism, any reflection or essay paper content taken from the internet or other public sources of information must be shown in quotation marks with proper citation. Acceptable referencing and citation guidelines are included in the EMBA Handbook.

Article 19

End of Module Integrative Exams

Students are also assessed through two Integrative End-of-Module (EOM) Exams. These are team exams based on integrative and complex case studies. Teams perform an in-depth analysis of an integrative case study under time pressure and present and defend their analysis and recommendations to a faculty member. All members of a team receive a common grade for the integrative exam.

If a team fails an Integrative Exam, it will be asked to re-take this exam on a date set by the EMBA Program Director in consultation with the team members.

Successful Integrative Exam re-takes will result in a maximum team and individual grade that reflects meeting minimum course requirements. Failing an EOM exam re-take will be referred to the Faculty Council for resolution.

If a student misses the Integrative Exam, he or she normally has to take the exam in the next year. Exceptionally, the EMBA Program Director may ask the Faculty Council to determine whether he or she can do the exam individually.

Article 20

Executive MBA Integrated Consultancy Project

The Integrative Consultancy Project forms a critical portion of the EMBA Program curriculum. Students are formed into teams to complete the Project. All members of each student team receive the same final grade for the Project.

The Project has each student team working with a client organization on a specific management challenge. The Project consists of three stages with the ultimate goal of providing the client organization with insightful analysis and recommendations to address the specific management challenge. Presentations are required at each stage of the Project and teams receive grades and oral feedback from their Faculty Project Mentor after each of the three client presentations.

Under very exceptional circumstances, a student enrolled in the one or two year EMBA program format may submit a request to the Faculty Council to allow this student to substitute an individual Executive PMBA Integrated Consultancy Project (as described below) instead of the team-based Executive MBA Integrated Consultancy Project. The Faculty Council will review and decide on such requests on a case-by-case basis.

Executive PMBA Integrated Consultancy Project

The Executive PMBA Integrated Consultancy Project is an individual project of research and consultancy aimed at developing new insights and solutions to a core and present business challenge. Each PMBA student works directly with a Faculty Mentor to develop the project over the course of their studies. Upon completion of the project work each PMBA student submits the results in the form of a written thesis which is defended in front of a committee of faculty members. The committee is comprised of the Project Mentor and two other Faculty members.

To allow sufficient time for examination and final grading, a student must submit his/her completed individual project work by November 1 to be eligible for graduation in December of that year.

PMBA students can choose to do a team-based Executive MBA Integrated Consultancy Project (as described above) instead of the individual Executive PMBA Integrated Consultancy Project which will require them to participate and contribute fully to meet the requirements of the Executive MBA Integrated Consultancy Project.

Article 21

Participation and Contribution

Students are expected to be present at all classes and to contribute actively to class discussions, end-of-module and other teamwork assignments, field visits, and the Integrated Consultancy Project.

Student participation is subject to evaluation at multiple levels. Courses in the EMBA Program typically include a component of the evaluation for class participation and contribution. At the course level, this evaluation may include an assessment by the professor as well as a peer assessment by classmates. At the end of the Program, based on the participation and contribution assessments across all courses and the Project, the EMBA Program Director assigns an overall EMBA Program grade for participation to each student.

If a student receives a failing grade for class participation from an individual professor which results in an overall failing grade for the course, this development can be resolved by the EMBA Program Director arranging a substitute oral examination for the student. The EMBA Program Director or delegate will observe the oral exam which will normally be conducted by the course professor. If the student passes the oral examination, the participation grade for the course will be changed to a satisfactory grade. If the student fails the oral examination, this issue will be referred to the Faculty Council for resolution.

If a student develops a pattern of failing grades for class participation, the student will be advised of this pattern by the EMBA Program Director. Together, they will develop a plan to remedy this situation. Subsequent lack of student progress on this performance dimension will be referred to Faculty Council for resolution. Faculty Council will decide whether or not a student should be required to withdraw from the EMBA Program due to lack of acceptable overall contribution to classroom and study group discussions.

Article 22

Academic Status Reports

The Academic Status Report is a document where all student final grades of the courses listed in Article 11 above are recorded. Students have access to their individual records on the Members Area throughout the program. The Academic Status Report is classified as information of a personal nature and therefore treated according to the legal regulation of personal data in Slovene legislation.

The EMBA Program Director will inform and advise a student regarding concerns about the student's performance and progress during the EMBA Program.

Article 23

Students' Responsibility for Academic Progress

It is a student's responsibility to inform the EMBA Program Director at the earliest possible date of any medical, learning disability, or other challenge that may impede his or her ability to meet the academic progress standards of the Program.

Article 24

Prolongation of Studies or Leave of Absence

The IEDC Postgraduate Studies and Quality Commission establishes guidelines for prolongation of studies or leave of absence. One of these guidelines is that a student must complete the program within five years after being enrolled in the study program.

An EMBA student may submit a request to the Faculty Council asking for prolongation of his or her study program for one additional year. Faculty Council will make the final decision on such a request and can approve the request or deny the request for prolongation of studies. Approval may be subject to certain conditions set by the Faculty Council. Normally, one of these conditions would be that the student completes all three stages of an EMBA Integrated Consultancy Project in the year in which the student is initially assigned to a Project team.

In the case of a serious personal or professional challenge, a student may submit a request to the Faculty Council asking for an extended leave of absence from the Program. The Faculty Council will make the final decision regarding such a request. If approved, a leave of absence may be granted with certain conditions. Normally, one of these conditions would be that a student must re-enroll in the EMBA Program within a maximum of 3 years. All conditions listed in the approved leave of absence must be met in order to re-enroll in the EMBA Program.

Every effort will be made to reinsert the student into the same place in the EMBA Program where he or she was granted a leave of absence, notwithstanding changes to the curriculum. The Faculty Council will decide all details regarding a student returning from a leave of absence and reintegrating with the Program.

Article 25

Academic requirements to receive the IEDC EMBA diploma and Master in Management diploma

Each student in the EMBA Program must successfully complete all of the required courses and prescribed number of elective courses in the Program. Credit is granted for each course successfully completed towards this academic requirement. A total of 120 ECTS are required to complete the EMBA program. Note that 1 ECTS is considered equivalent to 25 study hours. Study hours refer to the time students devote to a course whether inside the classroom or outside of the classroom in team meetings as well as individual preparation, including time during modules at IEDC and time at home between modules.

To receive the IEDC EMBA diploma and Master in Management diploma, students must meet the following requirements:

- Satisfactory completion of all individual exams and assignments.
- Satisfactory completion of the End-of-Module Exams.
- Satisfactory completion of all three stages of the Integrated Consultancy Project (one year and two year version) or satisfactory completion of individual Integrated Consultancy Project (three year – President's version).
- Acceptable overall contribution to classroom and study group discussions.

The Faculty Council will normally require a student to withdraw from the EMBA Program if any of the above conditions is not met.

Article 26

Composition and Calculation of the Weighted Program Grade

Students' average grade in the program is calculated as a weighted average based on the grade achieved and the ECTS weight of the course. Note that courses evaluated on a PASS/FAIL basis will not be included in the calculation of the weighted average. All courses and the final grades, regardless of the grading system used, will be reported on students' Academic Status Reports.

At the end of the Program, students receive a composite weighted grade report. The composite weighted grade is calculated as follows:

- (i) 40% weight based on the grade in the Integrated Consultancy Project
- (ii) 40% weight based on the average grade of all exams
- (iii) 20% weight based on the grade of individual participation.

At graduation from the Program, Honors may be awarded to some class participants based on exceptional individual performance throughout the Program, on performance in the Integrative Consulting Project, and on proven leadership and motivation of other students throughout the year. The EMBA Program Director recommends the Honor's list which requires approval from the Faculty Council.

Article 27

Conferral of the Master Diploma

The Dean of the Faculty confers the master diploma, diploma supplement and MBA diploma. The conferral is made within the IEDC Graduation Ceremony each December.

Article 28

The master diploma bears the name of the IEDC - Bled School of Management, Postgraduate studies. The diploma includes the full name of the recipient of the master and his or her date and place of birth and the date of diploma conferral. It bears the seal of the IEDC - Bled School of Management, Postgraduate studies.

The IEDC diploma supplement includes all academic details of the program in accordance with Slovene legislation and is in both Slovenian and English language.

V11. ACADEMIC INTEGRITY REGULATIONS

Article 29

IEDC has strict standards governing the academic integrity of all coursework and examinations. All submissions for academic evaluation must be the own and independent work of the individual or team making the submission. In particular, students must not commit either plagiarism or collusion.

If students have any questions about what constitutes plagiarism or collusion, they should clarify their questions with the EMBA Program Director.

All students in the Program are subject to the academic integrity standards and regulations explained below. In the case where a student violates any one of these regulations, the normal consequence is the student's dismissal from the EMBA Program. The specific decision regarding the consequences for violating academic integrity regulations rests with the Faculty Council and is determined on a case-by-case basis.

Program Managers, Faculty and Staff present during an in-class exam have a responsibility to assess the appropriateness of individuals' behavior during the exam according to IEDC standards and to report possible deviations to the EMBA Program Director. Faculty grading reflection paper or essay exams have a similar responsibility.

Article 30

Plagiarism

In an academic setting, plagiarism is the offence of attributing someone else's work as the student's own work. One form of plagiarism is the copying of other people's work or ideas (with or without their knowledge) and submitting it under the student's own name. Plagiarism is an offence whether committed with intent or not.

Easy access to a very large source of electronic information through the Internet has made the academic integrity issue of plagiarism a major concern within academic institutions. IEDC EMBA students should that papers submitted for grading are subject to electronic analysis which identifies content which is similar to information found on the internet or other public sources of information.

It is acceptable for students to refer to or quote the works of others in their submissions as long as correct citing standards for such references are followed. The aim of such standards is to ensure that the works of others is not misrepresented as a student's own original work. An explanation of acceptable forms of academic referencing and citing is provided in the Citing Rules contained in the EMBA Handbook.

EMBA Students will have an opportunity to have papers they submit for grading (other than in-class examinations) reviewed for originality and further editing prior to submission deadlines. The EMBA Handbook will specify time lines and procedures for this opportunity.

EMBA students will be advised by the EMBA Program Director regarding minor lapses in their use of referencing and citation guidelines when submitting papers for grading. If a student submits a paper for grading which has significant un-referenced content from the internet or other public sources of information or develops a pattern of incomplete or improper referencing and citation practices, the EMBA Program Director will refer such developments to the Faculty Council for resolution.

Plagiarism is a very serious offence and can result in Faculty Council requiring a student to withdraw from the EMBA Program.

Article 31

Collusion

In an academic setting, collusion is the offence of submitting work for grading as the student's own work when it has been copied or edited from the work of another student or completed jointly with another person or persons (whether or not these others are students) Please note also that any student who knowingly aids or allows another student to copy or edit his or her work as part of paper submitted for grading by another student will be regarded as guilty of collusion.

Collusion is a very serious offence. The EMBA Program Director will ask Faculty Council to review any evidence which suggests collusion and to resolve such cases. Evidence of collusion normally results in Faculty Council requiring a student or students to withdraw from the EMBA Program.

Article 32

Responsibility for Academic Integrity

It is the responsibility of students in the EMBA Program to understand and uphold the academic integrity standards and apply them correctly in order to avoid plagiarism or collusion in the work submitted for evaluation. If a student is unsure whether an action is a violation of academic integrity standards then he or she should ask the EMBA Program Director or course professor in advance.

As some of the academic requirements of the EMBA Program are satisfied through work created by teams, special consideration should be given to maintaining the academic standards when submissions are being prepared collaboratively. Every member of a student team preparing and submitting work for academic evaluation as part of a student team is equally responsible for the academic integrity of the submitted work. A violation of the academic integrity regulations in a team submission will be considered as individual violations of the academic integrity regulations by each member of the team.

Students must read and understand the required standards and formats for references, citations, and quotations to be used in the preparation of work for submission for academic credit. Acceptable referencing and citation guidelines are included in the EMBA Handbook.

It is strongly recommended that any student who has concerns that his or her individual work or the work of the team of which he or she is a member may not meet the academic standards of the EMBA Program seeks advice from the EMBA Program Director or individual course Professors.

VII. STANDARDS OF PROFESSIONAL AND ETHICAL BEHAVIOUR

Article 33

IEDC expects that all EMBA students will maintain high standards of professional and ethical behavior.

Specifically, but not exhaustively, EMBA Program students should not engage in conduct which is harming the image of the profession, is harming his or her student fellows' progress and expectations, is harming the reputation of the IEDC Faculty for

Postgraduate Studies without reasonable cause, or is intentionally damaging the school's property. EMBA participants should not provide false data or engage in falsification of documents. Extreme instances of such behavior will be brought to the attention of the Faculty Council for resolution which would normally result in Faculty Council requiring a participant who has exhibited such behavior to withdraw from the EMBA Program.

It is also expected that EMBA participants will not obstruct or disrupt classroom or study group activities and will maintain a professional and respectful attitude in relations with other students, professors, and administrative and professional staff of the IEDC Faculty for Postgraduate Studies. Students will be warned by the EMBA Program Director of minor infractions of these standards. Repeated or extreme patterns of such behavior can be referred to the Faculty Council for resolution.

EMBA students are required to keep an acceptable overall record of on-time arrival for class sessions. The EMBA Program Director will warn students initially if they are developing an unacceptable pattern of on-time arrival for class sessions. Subsequent lack of progress in complying with this requirement can be referred to the Faculty Council for resolution.

Repeated failure to meet deadlines for submission of reflection and other graded papers after warnings from the EMBA Program Director can also be referred to the Faculty Council for resolution.

Lack of effort to prepare for and contribute to classroom, study group, and Project group discussions can constitute unprofessional behavior. Students will be warned initially by the EMBA Program Director in such cases and subsequent lack of progress in addressing such issues can be referred to the Faculty Council for resolution.

Faculty Council will decide whether cases of unprofessional or unethical behavior brought forward to it for resolution are severe enough to require a participant to withdraw from the EMBA Program. In such cases, Faculty Council may seek legal advice before making a decision.

IX. ACADEMIC DECISIONS, PROCESSES, AND APPEALS

Academic decisions relate to course grades and decisions which are related to enforcement of academic regulations. Academic regulations comprise requirements for academic progression, academic integrity regulations, and standards of professional and ethical behavior.

Article 34

Course Grades

As previously noted, it is important for students to fully understand the expectations for academic evaluation in each course. Students are encouraged to speak with professors regarding course evaluation expectations and processes to ensure these expectations are fully understood in advance.

It is the right of all students to receive written feedback on exams that are graded on a scale of 1.0 to 5.0. When a failing grade is assigned for any exam, written feedback will explain the basis of the academic evaluation and grade. Once a student receives an academic evaluation or grade for a course, the primary line of inquiry for a student to understand the grade achieved is to discuss that matter with the professor who graded the paper. Such discussions can result in the professor maintaining or changing his or her initial grade.

In very exceptional cases where there may be strong evidence of irregularities in the grading process, the EMBA Program Director may ask the Faculty Council to arbitrate and resolve individual course grading disputes. Normally, such intervention would be restricted to failing course grades only.

To provide minimum consistency across faculty evaluations, the Program Director may ask individual faculty to provide average class grade evaluations in a range that is consistent with good overall class evaluations and approved by the Faculty Council.

Article 35

Processes for Resolving Issues Related to Academic Progression, Academic Integrity, and Professional Behavior

(i) Second Failure of an Exam:

Normally, a second failed exam will result in Faculty Council requiring the student to withdraw from the EMBA Program according to academic progression requirements.

If a student fails an exam for the second time and the student appeals this grade, this issue will automatically be referred to the Faculty Council for resolution and the student will be advised of this development orally or in e-mail or registered mail by the EMBA Program Director. In such cases, the student can request that the Faculty Council appoints an expert in the field of study of the exam paper to review the failed exams and provide an opinion on the academic merit of these failed exam papers. The expert will be appointed by the Faculty Council and will be provided with the exam assignments and submissions by the student and also representative copies of exam papers submitted by other class students who received failing or low passing grades on the initial course exam for comparison. The expert will provide an opinion of the academic merit of the failed exams to the Faculty Council as an input to Faculty Council deliberations.

A student may request to have the Faculty Council consider extenuating circumstances before reaching its final decision regarding the consequences of a second failed exam. This can be achieved through a written submission from the student within 15 days from the date when the student has been advised by the EMBA Program Director of a second exam failure. In his or her written submission, the student must explain fully the nature of the extenuating circumstances that he or she wants Faculty Council to consider.

In case of a subsequent meeting with the student, Faculty Council members may address other questions to the student which could help the Faculty Council to reach a final decision.

The Faculty Council may decide to conduct interviews with other parties before reaching a decision. Normally, the process for reaching a final decision by the Faculty Council would not extend beyond 15 days.

The Chair of the Faculty Council will advise the student in writing by registered mail or e-mail correspondence of the Faculty Council decision in such cases.

(ii) Other Individual Course Grades

The processes are specified in Articles 21 and 34 above.

(iii) Academic Integrity Regulations

Concerns of suspected or observed violation of the academic integrity regulations related to plagiarism or collusion can be brought to the attention of the EMBA Program Director by IEDC staff, professors, EMBA students, other broadly defined members of the IEDC community, or initiated by the EMBA Program Director.

If the EMBA Program Director concludes that there is likely or observed evidence of violation of the academic integrity regulations, he or she will share these concerns initially in meetings or written correspondence with the student(s) who may be in violation of the academic integrity regulations. At this time, the student(s) will have an opportunity to reveal extenuating circumstances and/or to challenge the evidence on violation of the academic integrity regulations.

If the EMBA Program Director concludes that there is still strong evidence of likely severe violation of the academic integrity regulations, he or she will advise the student(s) of this development in writing and refer the issue to the Faculty Council for resolution. The EMBA Program Director will provide written documentation of findings and concerns to both the student(s) and the Faculty Council. Student(s) will receive this documentation by e-mail or registered mail.

When bringing an issue to Faculty Council for resolution, the EMBA Program Director can provide a recommendation to resolve the issue or indicate only that the issue and evidence are of a nature that requires Faculty Council rather than administrative resolution.

A student whose case is referred to Faculty Council by the EMBA Program Director has the right to ask Faculty Council to consider extenuating circumstances or administrative process irregularities before Faculty Council reaches a final decision. This can be achieved through written and/or oral presentation from the student(s) directly to Faculty Council within 15 days of the student(s) being advised that an issue has been referred to the Faculty Council for resolution. In case of an oral student presentation, Faculty Council members may address other questions to the student which could help the Faculty Council to reach a decision.

As part of its deliberations, the Faculty Council may decide to conduct interviews with the student(s) or other parties before reaching a decision. Normally, the process for reaching a final decision by the Faculty Council would not extend beyond 15 days after receiving written arguments from the student(s).

It is both the right and the responsibility of the student(s) to ensure that all relevant extenuating circumstances or administrative process irregularities be shared with the Faculty Council before Faculty Council reaches a decision.

It is the responsibility of the Faculty Council to make a fair decision based on the evidence presented to it by the EMBA Program Director and the student(s).

Any subsequent appeal of a Faculty Council decision will be based only on irregularities in the processes and fairness of deliberations followed by the Faculty Council in arriving at its decision, including inappropriate administrative or Faculty Council applications of the "Policies, Regulations, and Processes" specified in this document.

A severe violation of the academic integrity regulations can result in Faculty Council requiring the involved student(s) to withdraw from the EMBA Program.

The Chair of the Faculty Council will advise the student(s) in written form of Faculty Council decisions in such cases.

(iv) Standards of Professional and Ethical Behavior

The processes for resolving cases of unprofessional or unethical behavior are identical to those described in section (iii) above and can result in requiring a student to withdraw from the EMBA Program.

(v) Administrative Resolution of Minor Violations of the Academic Integrity Regulations and Standards of Professional and Ethical Behaviour

In cases of perceived minor violations of the academic integrity or professional and ethical standards, the EMBA Program Director can propose an administrative course of action to remedy the situation without recourse to a Faculty Council decision.

If a student disagrees with the evidence of minor violation of academic integrity or professional and ethical standards or the solution proposed by the EMBA Program Director, he or she can request that the case be forwarded to the Faculty Council for resolution by advising the Chair of the Faculty Council of this request in writing and providing a written statement that explains the student's position in the matter within 15 days of receiving an administrative proposal from the EMBA Program Director to resolve this issue.

Article 36

Removal of a Student from the EMBA Program

An EMBA student is excluded from further studies in the following cases:

- If an EMBA student fails twice to complete a required or elective course either because of unjustified absence or because of not passing the exam, and the Faculty Council is not willing to propose another resolution to resolve this issue;
- If the Faculty Council decides that an EMBA student has severely violated a regulation on academic progress, academic integrity, or the standards for professional and ethical behavior, and the Faculty Council is not willing to propose another resolution to resolve this issue;
- If an EMBA student does not complete the EMBA Program within five years after being enrolled into the study program and the Postgraduate Studies and Quality Commission is not willing to further extend this time frame for the student;
- If an EMBA student does not meet financial obligations or other mandatory stipulations defined by the study contract.

If any of the above conditions becomes evident, the Chair of the Faculty Council will notify the student about the Faculty Council decision to require the student to withdraw from the EMBA Program and the reasons for this decision in written form either by registered mail and/or by e-mail correspondence.

Article 37

Appeals of Academic Decisions

A student can appeal an administrative decision and/or proposal made by the EMBA Program Director and request consideration and resolution of this issue by the Faculty Council. (See Article 35 (v).)

In case of all Faculty Council decisions, the Faculty Council Chair will notify the student about the decision and the reasons for it in written form by registered mail and/or by e-mail correspondence.

A student has the right to appeal a Faculty Council decision to the Postgraduate Studies and Quality Commission (referred to as the PSQ Commission in Article 37) within 15 days after being advised through mail of a Faculty Council decision. Within this same time period, a student who wants to appeal a Faculty Council decision must indicate this decision and provide a written statement of the evidence and basis for the appeal to the Chair of the Faculty Council and to the Chair of the PSQ Commission.

Appeals of Faculty Council decisions will be based only on irregularities in the processes and fairness of deliberations followed by the Faculty Council in arriving at its decision, including inappropriate administrative or Faculty Council applications of the "Policies, and Regulations, and Processes" specified in this document. The student has the right to be interviewed by the PSQ Commission or its Chairman to make an oral defense of his or her written statement of the evidence and basis for the appeal to the PSQ Commission.

The PSQ Commission can decide to interview or consult with the student, members of the Faculty Council, other IEDC community members, legal counsel, and other sources of information before responding on the merit of the appeal.

The PSQ Commission must review the student appeal and accept or reject it within 15 days after the appeal is filed by the student.

The PSQ Commission may adopt decisions through correspondence. In the event of decision making conducted in writing, the Chair of the PSQ Commission will ensure that all PSQ Commission members have been sufficiently informed in advance on the issue to be resolved.

If the PSQ Commission members vote on a student appeal decision, the decision is made on the basis of majority of the votes cast by all participating PSQ Commission members. In case of a tied vote, the PSQ Commission Chair vote decides.

The PSQ Commission can decide on the appeal in favour of the student or reject the appeal by re-affirming the Faculty Council decision. This decision will be final and not subject to further academic review. The PSQ Commission Chair will communicate the decision in writing to the student and the Faculty Council.

All Faculty Council decisions come into force 15 days after the decision of the Faculty Council in case of no student appeal, or on the day of the PSQ Commission decision in case of an appeal.

Unless stated otherwise at the time of an initial Faculty Council decision or decided later by the PSQ Commission, a student who has appealed a Faculty Council decision can remain in the Program, under probation, and attend classes and other EMBA Program activities during the time period of the appeal process.

If the PSQ Commission decides favourably for a student on his or her appeal of a Faculty Council decision to require the student to withdraw from the EMBA program, Faculty Council will still ask the student to meet normal Program requirements for securing a passing grade on any exam paper which has not been assigned a grade prior to the conclusion of the appeal process unless otherwise stated in the written decision of the PSQ Commission.

X. PRIVACY IN ACADEMIC MATTERS

Article 38

IEDC holds that matters of a student's academic evaluation and academic standing must be treated as a private matter between IEDC and the student.

- (i) In the normal course of IEDC operations, a student's academic evaluation and academic standing may be discussed and reviewed internally by members of the administration, faculty, and staff of IEDC, and Faculty Council without the student present.
- (ii) No representative of IEDC (administration, faculty, and staff) will discuss a student's academic evaluation and academic standing with any external party (e.g., employers, family members) including other students.
- (iii) If a student wishes to discuss his or her academic evaluation and academic standing with a representative of IEDC then he or she is free to bring counsel to that meeting. The presence of counsel at such a meeting is limited to face-to-face meetings only. A representative of IEDC will send no discussion of a student's academic evaluation and academic standing in electronic format to counsel or third parties unless required by law.

These regulations shall enter into force on the date of adoption.

Adopted by the Postgraduate Studies and Quality Commission, February 24, 2016.