

Pursuant to the Higher Education Act (Official Gazette of the RS, 32/12, 40/12-ZUJF, 57/12-ZPCP-2D, 109/12, 85/14, 75/16), Criteria for the accreditation and external evaluation of higher education institutions and study programmes (Official Gazette of RS 95/2010, 17/2011, 51/2012, 6/2013, 88/2013, 40/2014), Statute of IEDC-Bled School of Management, Postgraduate Studies (09/2015), and Rules of Procedure of the Postgraduate Studies and Quality Commission of IEDC-Bled School of Management, Postgraduate Studies (9/2015), the Senate of IEDC-Bled School of Management, Postgraduate Studies, in its session April, 19 2017, adopted

QUALITY MANUAL

OF IEDC-BLED SCHOOL OF MANAGEMENT, POSTGRADUATE STUDIES

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1. INTRODUCTION

The Quality Manual specifies institutional quality management system that is consisted of policies and processes, which form a cycle for continuous improvement and contribute to the enhancement of quality of the IEDC–Bled School of Management, Postgraduate Studies.

The Quality Manual defines the Self-Assessment procedures and quality assurance instruments through which IEDC–Bled School of Management, Postgraduate Studies documents findings on the quality of its performance, analysis accomplishments of strategic objectives and proposes measures for their improvement. Additionally, it specifies the form and content of quality analyses and quality reports, defines dynamics of planning, monitoring, assessing, identifies management bodies/persons responsible for carrying out quality assessment and assurance activities and defines the procedures for the adoption of measures for improvement.

The Quality Manual ensures the effective quality loop of all core processes and supports the quality culture in which all internal stakeholders at all levels of the IEDC–Bled School of Management, Postgraduate Studies are engaged.

The Quality Manual is prepared according to:

- Standards and Guidelines for Quality Assurance in the European Higher Education Area (hereinafter: ESG Standards)
- The Slovenian Higher Education Act (Zakon o visokem šolstvu)
- Criteria for the accreditation and external evaluation of higher education institutions and study programmes (hereinafter: Criteria)
- The Rules of Procedure of the Postgraduate Studies and Quality Commission at IEDC-Bled School of Management, Postgraduate Studies
- Internationally recognized quality standards in the field of management education.

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

In 2001, IEDC-Bled School of Management founded the IEDC-Bled School of Management, Postgraduate Studies (IEDC-Poslovna šola Bled, Fakulteta za podiplomski študij managementa) (hereinafter: IEDC Faculty), which operates as the private higher education institution in accordance with the Higher Education Act in Slovenia. In 2003, IEDC Faculty in accordance to the legal changes started to offer accredited Master in Management program (MSc), according to Slovene legislation on higher education.

When the Slovenian legislation was changed to introduce Bologna reform into the Slovene higher education, IEDC Faculty accredited its program as Master Program in Management (Magistrski študijski programa Managementa; hereinafter Master Program). In February 2010, IEDC Faculty received the national accreditation for the Executive PhD Program in Management (Doktorski študijski program Managementa; hereafter PhD Program).

2.1. VISION

IEDC Faculty's vision is to be:

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

2.2. MISSION

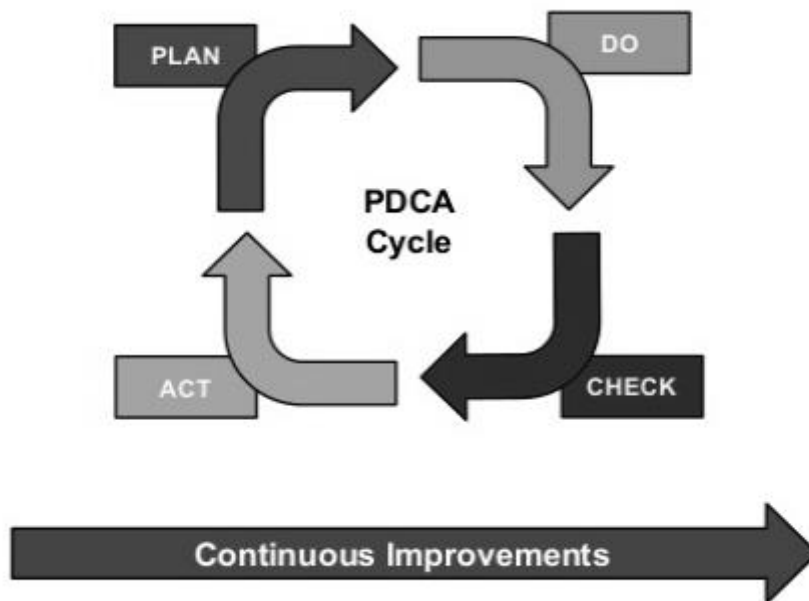
The mission of the IEDC Faculty, as an agent of change and a learning partner, is to attract the most promising potential leaders, provide them with research based world class management education in a truly international and creative context, inspire them for life-long-learning and prepare them to act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

3. QUALITY MANAGEMENT SYSTEM AT IEDC FACULTY

The purpose of the quality management system is to ensure and enhance the quality of all activities and core processes at IEDC Faculty.

The IEDC's vision, mission and strategic objectives are fundamentals from which all activities and core processes of IEDC Faculty transpire. IEDC Faculty strives to continuously improve the performance in all strategic areas through a Self-Assessment process, which is regularly performed by IEDC Faculty.

The quality management system at IEDC Faculty is designed on the model of the Deming cycle - PLAN, DO, CHECK, ACT. Activities and processes for improvement follow the pattern of continuous improvement, which is achieved by defining and setting up the processes of planning, monitoring, assessing and by taking measures for improvement of IEDC Faculty's performance and quality.



Within IEDC Faculty:

1. Strategic objectives set in Strategy of IEDC Faculty represent – **Plan**;
2. **Do** part is defined in the Annual Action Plan;
3. **Check** by the Annual Self-Assessment Report;
4. **Act** by the updated Action Plan for the following year.

3.1. Components of quality management system

Components of quality management system follows Deming cycle (PDCA) consist of:

- **STRATEGIC OBJECTIVES**
- **PREPARATION OF ANNUAL ACTION PLAN**
- **IMPLEMENTATION OF ANNUAL ACTION PLAN AND REGULAR MEETINGS WHERE ANNUAL ACTION PLAN IS MONITORED**
- **SELF-ASSESSMENT REPORT WITH MEASURES FOR IMPROVEMENT**

The quality management system guarantees that the quality loop is closed and continuously improving.

3.2. Strategic objectives

Strategic objectives set in the Strategy of the IEDC Faculty and adopted by its Senate present fundamental pillars from which all core processes and quality assurance and enhancement activities of IEDC Faculty take place.

3.3. Annual Action Plan of IEDC Faculty

The Annual Action Plan, based on the Strategy document of IEDC Faculty, comprises activities, objectives, responsibilities and key performance indicators for a calendar year.

The Annual Action Plan is adopted by the Senate of IEDC Faculty by end of December each year. It is updated by improvement initiatives based on the Self-Assessment Report.

Management Team of IEDC Faculty consisting of the Dean and the Vice Deans, Program Directors, is responsible for preparing the Annual Action Plan by December each year.

3.4. Regular meetings where the Annual Action Plan is monitored

The Dean organizes three meetings with all employees responsible for achieving strategic objectives set in the Annual Action Plan. The purpose of these meetings is to check realization of activities set in the Annual Action Plan and possible adjustments. First meeting is organized in March, second in September in one in January in the following year.

3.5. Self-Assessment Report with measures for improvement

The quality management system is based on a regular and systematic monitoring of performance, using analyses and reports that serve as the foundation for the adoption of measures to improve the quality of activities. Monitoring encompasses all strategic objectives, including fundamental faculty activities – education, research, and integration with environment, human and material resources and work environment.

IEDC Faculty prepares by end of February each year the Self-Assessment Report for the previous calendar year, which covers documentation and evaluation of all activities of IEDC Faculty according to strategic objectives set in Strategy of IEDC Faculty.

The Self-Assessment Report includes:

- documentation of activities, achievements and their evaluation of IEDC Faculty in connection with the development of the environment;
- documentation and evaluation of education, also based on the response of students;
- documentation and evaluation of research activities;
- evaluation of sufficiency and diversity of human and material resources and financial performance;
- evaluation of quality assurance activities and processes;
- analysis of achievements;
- documentation of recommendations for improvement of each strategic area.

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

Once the draft of Self-Assessment Report is communicated to and shared with employees, students, higher education teachers, associates and other stakeholders and confirmed by the Dean, the Dean sends the report to the Postgraduate Studies and Quality Commission, which assesses the Self-Assessment Report and gives approval to be submitted and adopted by the Senate of IEDC Faculty.

The Senate of the IEDC Faculty finally adopts the Self-Assessment Report, which is available to all stakeholders and is published on IEDC Faculty's website.

Based on the Self-Assessment Reports' findings, Management Team of IEDC Faculty prepares measures to improve the performance. The measures are integrated into the quality assurance processes and in the Annual Action Plan.

Preparation of Self-Assessment Report is coordinated by Head of Postgraduate Office, who involves in preparing of the report all employees responsible for achieving the strategic objectives set in the Strategy of the IEDC Faculty and other internal and external stakeholders.

3.6. Communication with internal and external stakeholders and their involvement in quality assurance processes

Self-Assessment findings are shared with students, higher education teachers, associates and other stakeholders, and everyone has the possibility to propose measures for improvement and to monitor their realisation.

IEDC Faculty regularly involves its internal and external stakeholders in discussions and talks about different aspects of quality assurance through formal sessions and ad-hoc meetings. Their recommendations are considered and their resolutions are included in the elaboration of the Annual Action Plan.

3.7. Other quality assurance instruments at IEDC Faculty

3.7.1. EDUCATION

Programme Directors and Programme Managers

The IEDC Faculty employs a quality management system in all its education programmes where the key responsibility for the programme, delivery and educational standards is held by a Programme Directors. They are assisted by Programme Managers to ensure that the quality standards are kept at all times. As primary gateway to ensure quality these two functions take control of both, academic (primarily the Programme Directors) and operational (primarily the Programme Managers) quality assurance. Both are in constant contact with students and the Programme Managers are in the classroom for most of the time. This close proximity ensures that no problems occur or that all challenges, complaints and problems are dealt with immediately. The Programme Directors also take responsibility to communicate all aspects regarding the academic programme to the respective faculty member to make sure that the quality is ensured while the programme is running and appropriate adjustments can be made, as well as a thorough debrief of all academic matters are conveyed to the faculty.

Student evaluations

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

- usefulness of the content of each course
- quality of the teaching of the course
- quality of the overall program (end of program survey)
- performance of the Program Manager (end of program survey)
- how demanding each course is in terms of study workload (end of program survey)
- in these surveys, participants are invited to add written comments and suggestions for improvements.

Analysis of students' survey is included in the Self-Assessment Report followed by recommendations for improvement, if necessary. The survey results are immediately disclosed to faculty of individual study course.

Response on feedback

The content, delivery and organization of individual courses are also evaluated on an informal basis during the modules. Through discussions among students, faculty, Program Directors, and the Program Managers, IEDC Faculty seeks to identify improvement opportunities as early as possible with a view to making adjustments during the current year.

IEDC Faculty ensures that every student, in a small group (of 5, 6 students), has either lunch or an evening chat with the Program Directors where their expectations and learning experiences can be discussed informally.

At the end of each program module, there is a session in the study agenda called: "Module Wrap-Up Session". Each class gets the opportunity to talk to the Program Directors and the Program Managers regarding the quality of the class learning experience during the module.

Faculty meeting

Due to the combination of permanent and visiting faculty regular meetings between all the faculty lecturing on a particular programme are practically not possible. However, the Dean, Vice Dean for Pedagogy and/or Programme Directors ensure that each faculty is both fully informed of the nature of the group before, kept abreast during and evaluations shared at completion of each programme. This normally takes place through individual meetings that allows for quality standards to be enforced and expectations to be managed.

Regular degree program updates, contents and methodology innovation

Within Self-Assessment process IEDC Faculty performs annual review of program structure and contents of all degree programs, based on student evaluations, improvement initiatives and findings from scientific-research or professional work.

3.7.2. RESEARCH

Quality of research activities at IEDC Faculty is ensured through Research Strategy, adopted by the Senate of IEDC Faculty and the Annual Action Plan for Research which is monitored through regular meetings and evaluated by Management of IEDC Faculty as part of Self-Assessment process. Based on the achievements of key performance indicators and internal development and external trends a new Action Plan for Research for the following year is developed.

3.7.3. ALUMNI

Alumni surveys give a feedback on alumni employment status, their professional progression after the graduation, their position at work at the time of their studies versus the current, which elements of degree programme they value as best contribution to their current professional needs. Alumni surveys are conducted every two years.

3.7.3 HUMAN RESOURCES

QUALITY OF IEDC PERMANENT AND VISITING FACULTY

Quality of permanent and visiting faculty is ensured through Rules, standards and procedures for the award of titles to higher education teachers, researchers and faculty assistants at IEDC-Bled School of Management, Postgraduate Studies.

PROCESS HANDBOOK FOR STAFF AND FACULTY

The Process Handbook for staff and faculty keeps consistency related to executive education and degree programs processes and expectations associated with learning & teaching and research approaches, professional ethics and academic integrity.

4. EXTERNAL EVALUATION

The IEDC Faculty submits itself regularly to evaluation, accreditation and assessment by two different types of external evaluation processes. In this regard national (SQAA/NAKVIS) and international (accreditation bodies) quality criteria are used to ensure quality standards.

4.1. The national external evaluation and accreditation by the Slovenian Quality Assurance Agency for Higher Education

The accreditation encompasses the verification of compliance of IEDC Faculty with the statutory conditions and assessment of the compliance with the SQAA/NAKVIS's accreditation criteria for the provision of higher education activities and the quality of higher education institutions and their study programs. The accreditation is based on: 1) Criteria for the accreditation and external evaluation of higher education institutions and study programs, adopted on May 15, 2014, set out by the Council of Slovenian Quality Assurance Agency for Higher Education, and its amendments; 2) Higher Education Act and its amendments.

The procedure for the re-accreditation of a higher education institution begins at the proposal of the applicant, where the assessment and evidence procedure is carried out by means of external evaluation and concludes with a decision on the re-accreditation. IEDC Faculty holds the national accreditation as a higher education institution and accreditations of its postgraduate study programs.

4.2. International accreditations

It is an external assessment process conducted by an authorized foreign institution in accordance with the quality standards that apply to a specific international accreditation. The IEDC Faculty holds AMBA and CEEMAN IQA accreditations. Executive MBA Program (Master Program in Management) has AMBA accreditation, IEDC as an education institution has IQA accreditation.

4.3. Recommendations given by national and international accreditation agencies

IEDC Faculty performs systematic follow-up of recommendations given by Peer Review Teams nominated by national and international accreditation agencies and consider them while preparing the Annual Action Plan. The Head of Postgraduate Office is responsible for follow-up of recommendations given by Peer Review Teams.

5. RESPONSIBILITIES FOR QUALITY ASSURANCE

The responsibilities for quality assurance rest with the Dean of IEDC Faculty and other support structures that are outlined below.

5.1. Primary responsibility

The primary responsibility for the implementation of the quality management system falls upon the Management Team of IEDC Faculty consisting of the Dean, Vice Deans and Programme Directors. Professional and administrative support is provided by the Head of Postgraduate Office.

5.2. Quality support bodies of the IEDC Faculty

Other IEDC Faculty's bodies performing tasks in the field of quality include:

- Faculty Senate
- Management Board
- Postgraduate Studies and Quality Commission
- Habilitation Committee
- Faculty Council
- Students Council

5.3. Faculty and staff

All permanent and visiting faculty and employees are fully engaged with the quality assurance processes.

6. UPDATING THE QUALITY MANAGEMENT SYSTEM AND QUALITY MANUAL

The quality management system is updated, according to improvement initiatives in Self-Assessment Report. The Quality Manual can be updated and supplemented with the potential introduction of new quality processes and amendments.

Updates of the Quality Manual are assessed by IEDC Faculty's Postgraduate and Quality Commission; and further assessed and adopted by the Senate of the IEDC Faculty.

7. PUBLIC AVAILABILITY AND LINK TO THE WEBSITE

The Quality Manual is published on the IEDC Faculty's website www.iedc.si.

FINAL PROVISIONS

The Quality Manual comes into force on the day of its adoption by the Senate of IEDC Faculty.

Bled, April 19, 2017

Prof. Dr. Danica Purg
Dean