

# 2014–2016

## Sharing Information on Progress (SIP) Report

**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**



# Content

<b>RENEWAL OF THE COMMITMENT TO PRME . . . . .</b>	<b>5</b>
<b>UNIVERSITY OF LJUBLJANA FACULTY OF ECONOMICS . . . . .</b>	<b>7</b>
UNIVERSITY OF LJUBLJANA LEADERSHIP. TRADITION. EXCELLENCE. . . . .	7
FACULTY OF ECONOMICS INTERNATIONAL. TRIPLE-ACCREDITED. MODERN. . . . .	7
<b>PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME) . . . . .</b>	<b>8</b>
THE SIX PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME). . . . .	8
Principle 1: PURPOSE . . . . .	8
Principle 2: VALUES . . . . .	8
Principle 3: METHOD . . . . .	8
Principle 4: RESEARCH . . . . .	8
Principle 5: PARTNERSHIP. . . . .	8
Principle 6: DIALOGUE . . . . .	8
MAJOR ACHIEVEMENTS IN RELATION TO IMPLEMENTATION OF THE SIX PRINCIPLES . . . .	9
<b>PRINCIPLE 1: PURPOSE . . . . .</b>	<b>12</b>
STRATEGY. . . . .	12
MAJOR ACHIEVEMENT. . . . .	12
The FELU Strategy 2016–2020 guiding future generators of sustainable value. . . . .	12
Strong foundation with the University . . . . .	12
High level of engagement with the national government, policy makers and business . . . . .	12
Building an open-minded society . . . . .	13
Innovative approaches to teaching and intertwining with business practice . . . . .	13
Supporting outstanding local and foreign talents with scholarships . . . . .	14
Encouraging students to develop critical thinking . . . . .	14
Stimulating research and teaching through the art . . . . .	14

Promoting and supporting sustainable growth . . . . .	15
FUTURE PERSPECTIVES . . . . .	16
<b>PRINCIPLE 2: VALUES . . . . .</b>	<b>17</b>
STRATEGY. . . . .	17
MAJOR ACHIEVEMENTS . . . . .	17
Integrating the values of global social responsibility in overall curricula, programmes, courses and learning goals . . . . .	17
Incorporating ERS topics into undergraduate, master and doctoral theses . . . . .	18
Incorporating ERS topics into executive education . . . . .	18
Organising Summer Schools with the ERS note. . . . .	18
Fostering global awareness and promoting workplace diversity . . . . .	18
Incorporating values of global social responsibility through the Confucius Institute Ljubljana. . . . .	18
FUTURE PERSPECTIVES . . . . .	19
<b>PRINCIPLE 3: METHOD . . . . .</b>	<b>20</b>
STRATEGY. . . . .	20
MAJOR ACHIEVEMENTS . . . . .	20
A patchwork of successful educational operations for responsible leadership . . . . .	20
Joining the elite group of Triple Crown schools . . . . .	20
Supporting study process through educational frameworks for responsible leadership . . . . .	20
Enhancing student's engagement . . . . .	21
Creating educational framework through efficient mentorship programme . . . . .	21
Creating environments that enable equal learning experiences for all members . . . . .	21
Ensuring a high level of employability . . . . .	21
Recognising students who have made outstanding contributions . . . . .	22
FUTURE PERSPECTIVES . . . . .	22
<b>PRINCIPLE 4: RESEARCH . . . . .</b>	<b>23</b>
STRATEGY. . . . .	23
MAJOR ACHIEVEMENTS . . . . .	23
Committed to research ethics . . . . .	23
Encouraging multidisciplinary and international research excellence . . . . .	23
Creating a global impact through intellectual contributions . . . . .	24
Organising research conferences . . . . .	25

Supporting, promoting and motivating young researchers . . . . .	26
Contributing to community with the research findings . . . . .	26
Promoting research and helping advance its quality. . . . .	26
<b>FUTURE PERSPECTIVES . . . . .</b>	<b>.27</b>
 <b>PRINCIPLE 5: PARTNERSHIP . . . . .</b>	 <b>.28</b>
STRATEGY. . . . .	.28
MAJOR ACHIEVEMENTS . . . . .	.28
Engaging and interacting with a corporate community . . . . .	28
Embraced, connected and being inspired through the FELU Alumni . . . . .	29
Providing guidance and guidelines to establish business in accordance with ethics . . . . .	29
Inspiring business community with programmes on ERS topics . . . . .	29
Facilitating wider exposure and building ERS awareness . . . . .	30
Contributing to the global dialog . . . . .	30
<b>FUTURE PERSPECTIVES . . . . .</b>	<b>.31</b>
 <b>PRINCIPLE 6: DIALOGUE . . . . .</b>	 <b>.32</b>
STRATEGY. . . . .	.32
MAJOR ACHIEVEMENTS . . . . .	.32
Supporting dialog with national and international business communities. . . . .	32
Communicating ERS topics to wider community . . . . .	32
Publishing articles and books with sustainable content . . . . .	32
Ensuring a frequent interaction and dialog with the external community. . . . .	33
Integrating ERS into internal communication. . . . .	34
Engaging in socially-responsible activities . . . . .	34
Encouraging students engagement . . . . .	34
<b>FUTURE PERSPECTIVES . . . . .</b>	<b>.34</b>



# Renewal of the commitment to PRME

The Faculty of Economics, University of Ljubljana (FELU) is deeply committed to the United Nations Principles for Responsible Management Education (PRME). Ethics, responsibility and sustainability are reflected throughout the Schools' Strategy and the principle of purpose is best reflected in the FELU's values, mission and vision, which express who we are and what we believe in. The period from 2014 to 2016 was busy and productive for the FELU, and also the time of the School's 70th anniversary.

The AMBA accreditation bestowed on the FELU in 2016 means the School is the first and the only school in the wider region to be awarded the EQUIS, AACSB and AMBA international accreditations, thereby joining an elite group of triple-crowned schools.

Spring 2016 marks the 70th anniversary of the FELU, which seven decades ago welcomed its first generation of students. Today, the FELU is a robust pillar of the University of Ljubljana; it has become a leading Slovenian and international educational and research institution in the fields of economics and business sciences. In over the 70 years of its life, the FELU's stories have been written by many Slovenian and foreign students, professors, expert staff members and visitors, each adding their own piece to the Faculty's current overall image. Thus, academic freedom has become one of our fundamental values.

To foster global awareness and international co-operation between two different cultures – the Slovenian and the Chinese – in 2010 the Faculty opened the first Confucius Institute in Slovenia. Since then, we have proactively improved the level of quality, a fact that has received broader recognition. Our Confucius Institute Ljubljana was granted the highest international award, thereby becoming the Confucius Institute of the Year 2016. We are very proud of this!

The FELU is made up of people who build its image and together create its reputation. We are responsible for achieving our mission and embracing our values. My wish is that we all continue to write such stories of success that help shape both the Faculty's research and educational activities and the wider social sphere.

Wishing you all the best!

Prof. Metka Tekavčič

Dean, Faculty of Economics of the University of Ljubljana









# University of Ljubljana Faculty of Economics

## UNIVERSITY OF LJUBLJANA Leadership. Tradition. Excellence.

The University of Ljubljana is the oldest and largest higher education and scientific research institution in Slovenia. Established in 1919, it comprises 23 faculties and 3 art academies. It is renowned for the quality of its social and natural sciences and technical study programmes, structured in line with the Bologna Declaration. It has more than 40,000 undergraduate and postgraduate students and employs approximately 5,600 higher education teachers, researchers, assistants and administrative staff. The central building, all three academies and faculties are located in the centre. Some of the most recent and modern buildings were constructed on the outskirts of Ljubljana, giving the university and its students a ubiquitous presence in the city.

## FACULTY OF ECONOMICS International. Triple- accredited. Modern.

The Faculty of Economics, University of Ljubljana ("the FELU") was established in 1946 and is today the biggest higher education and research institution in the field of business and economics in Slovenia with the largest centre for executive education within a university setting. The FELU is the only school in the wider region to have been awarded the EQUIS, AACSB and AMBA international accreditations, thereby joining the elite group of Triple Crown schools. The FELU provides education at all levels (undergraduate, graduate, doctoral, executive and lifelong learning) and in most key areas of specialisation and almost all of them are aimed at an international audience and offered also in English.



# Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) initiative is the largest organised relationship between the United Nations and business schools, with the PRME Secretariat housed in the UN Global Compact Office. The initiative was launched at the 2007 UN Global Compact Leaders Summit in Geneva.

The mission of PRME is to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities and promoting awareness about the United Nations' Sustainable Development Goals.

## The Six Principles for Responsible Management Education (PRME)

The six PRME principles are the foundation for the global platform for responsible management education. They are inspired by internationally accepted values, such as the United Nations Global Compact's Ten Principles, and provide an engagement structure for academic institutions to advance social responsibility through incorporating universal values into curricula and research.

### PRINCIPLE 1: PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

### PRINCIPLE 2: VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

### PRINCIPLE 3: METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

### PRINCIPLE 4: RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

### PRINCIPLE 5: PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

### PRINCIPLE 6: DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

## Major achievements in relation to implementation of the six principles

The Faculty of Economics, University of Ljubljana (FELU) became one of the signatories to the UN Principles for Responsible Management Education (PRME) in 2009. In 2011, the FELU prepared its first PRME 2009–2010 Progress Report, followed in 2013 when the FELU prepared its second PRME Progress Report focused on achievements in implementing the Principles during 2010–2012, while in 2015 the third PRME Progress Report was prepared for the period 2012–2014. This is the PRME Progress Report for 2014–2016 with major achievements concerning implementation of the six PRME principles.



A large group of people, likely students or staff, are posing for a group photo in a paved courtyard. They are arranged in several rows, with many waving at the camera. The courtyard is bordered by a green lawn on the left, which features a large tree with bright yellow-green leaves, a small stone sculpture, and a flower bed with orange flowers. In the background, a modern, multi-story building with a light grey facade and a prominent vertical red stripe is visible. The sky is blue with some light clouds. A white line with circular endpoints connects the tree to the building and then to the red text box.

## Mission

"We broaden horizons and build competencies for the socially responsible management of business and economic challenges."





### Vision

"By 2025 we will be the school of choice in business and economics in Central Europe for doing research, learning and creating sustainable development solutions."

### Core Values

Integrity, Cooperation,  
Responsibility, Knowledge and  
Academic Freedom

# Principle 1: Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

## Strategy

The FELU develops an organisational culture which supports creativity, innovation, entrepreneurship and care for a sustainable understanding of economic and social challenges. The FELU wishes to co-create citizens of the world and at the same time also wish to ensure that the employees feel at all times that they are contributing to the school's development and achievements, and offer members of the academic community a sense of well-being on campus.

Ethics, responsibility and sustainability are reflected throughout the FELUs' Strategy and the principle of purpose is best reflected through the FELU's values, mission and vision, which articulate what the FELU is about and what we believe in.

## Major achievement

### THE FELU STRATEGY 2016–2020 GUIDING FUTURE GENERATORS OF SUSTAINABLE VALUE.

Ethics, responsibility and sustainability are reflected in the FELU's mission and vision.

Integrity, Cooperation, Responsibility, Knowledge and Academic Freedom are the values we stand for. This shapes the foundations and framework of all activities of our academic community members (students, employees and outsourced professional staff) at the FELU. Our mission and values serve as guidelines in our decision-making and ways of acting when no other specific regulations and instructions are available.

The FELU Ethics Committee is the ethical body which presents the findings for all involved parts.

The core FELU Integrity Documents which guides our everyday professional conduct are: The Code of Ethics, The Code of Research Ethics and Integrity Plan.

### STRONG FOUNDATION WITH THE UNIVERSITY

The FELU is a member of the University of Ljubljana which is a public university. As one of the largest members of the University of Ljubljana, the FELU is deeply involved at the university level. The FELU's professors have served as rectors of the University of Ljubljana. Currently, FELU's Full Professor Tanja Mihalič is one of the four Vice Rectors of the University of Ljubljana. The FELUs' dean is a member of the Deans' College and a member of the Senate of the University of Ljubljana. In addition, the FELU has two representatives in the Student Council of the University of Ljubljana. The FELU staff members are active participants in decision-making bodies of the University of Ljubljana. In total, the FELU's representatives hold positions in 15 University Commissions.

### HIGH LEVEL OF ENGAGEMENT WITH THE NATIONAL GOVERNMENT, POLICY MAKERS AND BUSINESS

The FELU has a special standing in terms of its engagement with the national government, policy makers and business leaders in the country. The former vice dean is the minister of higher education, the former dean served as a finance minister and the present dean and number of other faculty members



are also involved in government positions and operations.

As regards public relations, nearly 3,000 mentions of the topic of the Faculty of Economics were made in the 2014–2016 period. The FELU was frequently represented in media coverage (news). Such publications covered different areas such as: the Slovenian economy and politics, entrepreneurship, privatisation, business management and sustainable development. The FELU employees co-operated with different organisations that substantially influenced public policy concerning education and research. As an institution, we are thus following the goal of actively influencing the making of public policies in the areas of higher education and research.

FELU professors are members of supervisory boards of many companies, and serve as representatives on the boards of various professional associations (e.g. a FELU faculty member is currently the president of a regional chapter of the Slovenian HR Association, another FELU faculty member is a member of the Supervisory Board of the Slovenian Marketing Association etc.). This enables them to incorporate real-life examples in their teaching.

### **BUILDING AN OPEN-MINDED SOCIETY**

The FELU is providing a range of internationalisation channels at home and study abroad opportunities, such as: English language courses with ERS content given by distinguish international academics; English language study programmes, Study exchange programmes, Double and joint degrees programmes at undergraduate and graduate level with international partner schools, The FELU's Summer schools, Chinese language and cultural workshops organised by the CI Ljubljana, internship abroad programmes and job placements, Student case Competition, etc.

In 2016, the FELU has exchange and bilateral agreements in place with 198 partner institutions from 46 countries around the world. Many double-degree programmes with world renowned universities are offered to students. In the first-cycle study programme, students can choose from among four partner institutions for the Marketing and International Business programmes. For the second-cycle study programme, six partner institutions are available for students choose from within six study programmes: Business and Organisation, Economics,

Business Informatics, Money and Finance, Bank and Financial Management, Quantitative Finance and Actuarial Science. The FELU also offers its students a joint-degree programme, namely European Master in Tourism Management – EMTM, which is implemented together with two other partner institutions and is designed around the issue of sustainability.

To assist incoming students integrate into the country's social and academic environments and to help them join the labour market, foreign students were given the possibility to learn Slovenian by attending the "Slovenian for Foreigners" course in 2016.

In the 2014–2016 period, exchanges of both academic and professional staff were actively arranged. In 2016, we were awarded a tender of the Ministry of Education, Science and Sport in the area of integrating foreign visiting professors into our teaching process. In the 2016/17 and 2017/18 academic years, visits by six foreign professors in all three study cycles will be co-financed from the allocated funds.

### **INNOVATIVE APPROACHES TO TEACHING AND INTERTWINING WITH BUSINESS PRACTICE**

The FELU has been creating a suitable environment for new teaching technologies and methods, i.e. innovative approaches to pedagogy so as to increase students' interest and encourage them to become fully engaged every day, as well as gain better access to new generations and responses to the teaching process. A special team was established to this end, namely the Team for New Teaching Methods and Technologies. Along with the Quality Assurance Office, the Team also formulates the annual programme of seminars, workshops and presentations for the FELU staff working in the areas of teaching and didactics.

Through its socially responsible actions, the FELU encourages co-operation with companies and institutions in the teaching process, mainly in the form of project work, writing of business cases, visits by lecturers from business practice, students' visits to companies and institutions and conducting projects within the teaching process framework. In the 2014–2016 period, almost 200 business projects were carried out as a result of different first- and second-cycle study programmes. We partly or fully co-financed students' visits to companies. Students were offered free transport to the locations of different companies



and institutions which took part in the running of business projects.

To strengthen the pedagogical activity, co-operation with the business sector and internationalisation, the FELU successfully joined in three projects as part of a University of Ljubljana tender named "A Creative Way to Practical Knowledge" between 2014 and 2016. It is partly financed by the EU from the European Social Fund. Besides researchers and teachers, the projects bring together business sector representatives and students from first- and second-cycle study programmes from different study fields. In the 2015/16 academic year, it was involved in three successfully registered and implemented projects. In the current 2016/17 academic year, five successfully registered projects have been jointly carried out by higher education teachers, students of the first- and second-cycle study programmes as well as companies and organisations dealing with civil law.

In 2016 MSc programme Quantitative Finance and Actuarial Sciences was recognized as an academic partner of GARP (Global Association of Risk Professionals). University partners need to assure that at least 70 percent of the body of knowledge required for the FRM (Financial Risk Manager) certification is embedded in the programme syllabus. By working closely with GARP we are ensuring that our programme's content and delivery meet the most up-to-date standards and needs in risk management.

In order to raise awareness about corporate social responsibility, the Faculty strives to develop its own study cases, having already become a constant feature of the Portorož Business Conference.

#### **SUPPORTING OUTSTANDING LOCAL AND FOREIGN TALENTS WITH SCHOLARSHIPS**

The FELU Foundation was founded with the aim of contributing to the FELUs' excellence by funding and offering other forms of support to outstanding local and foreign students as well as renowned visiting professors. The FELU Foundation's finances and other resources provide scholarships for outstanding students from Slovenia and abroad, support visits by established international professors, and contribute in other ways to the FELU's excellence. In 2015, the FELU Foundation granted 7 scholarships (2 for the EMTM programme, 4 for doctoral studies and 1 for the MBA programme), in 2016 the Foundation granted 8 scholarships (5 for doctoral studies and 3 for the MBA

programme).

#### **ENCOURAGING STUDENTS TO DEVELOP CRITICAL THINKING**

The approach entails developing critical thinking on the part of students so as to prepare them well for their role in a changing society. Since the start of the 2016/17 academic year, we have been actively measuring and monitoring the share of students' final theses that critically discuss and intertwine various approaches, thoughts and schools. Moreover, teachers also encourage critical thought by linking various courses within the programmes and also with other FELU programmes and even higher education institutions in Slovenia and the EU.

#### **STIMULATING RESEARCH AND TEACHING THROUGH THE ART**

As part of our mission statement, the FELU emphasises innovation in education. Since we strive to not only work in the economics and business sciences domains, we always offer our students, staff and visitors certain novelties, which are also visible in the realm of art. Therefore, the FELU is highly committed to the promotion of arts. The FELU Art Gallery is an active part of the school and features exhibitions, collections and public programmes that stimulate research and teaching. The FELU has two Art Galleries.

## HIGHLIGHT

### Summer school on Cultural Management



In 2015 the FELU conducted its first Summer school on Cultural Management. The Summer School is the fruit of the Art Council which was founded by the University of Ljubljana. It's attracted 41 participants in 2015 and 42 participants in 2016. The Summer School's aim is to present cultural policies, the economics of culture and managerial know-how, especially in the areas of finances and marketing. The programme combines local professors, senior government officials and successful cultural managers. The Summer School facilitates the interdisciplinary co-operation of students from different faculties and the practice of cultural engagement outside the University. The participants were able to become better acquainted with certain topics of cultural management and leadership. The 2015 Summer School was also linked to the first summer festival and the school of old music which was organised by the Academy of Music in Ljubljana, under the name of Academia musicae antiquae labacensis. Six concerts were put on as part of the festival, including a grand opening concert with the famous Vespers by Claudio Monteverdi. The 2016 Summer School differed from the previous one regarding three highlights, namely the School's internationalisation was underpinned by a lecture given by Dutch Professor Marilena Vecco, three-day cultural entrepreneurship workshop was held, and one day was dedicated to visiting cultural institutions in Maribor.

## PROMOTING AND SUPPORTING SUSTAINABLE GROWTH

The FELU dynamic, connective and sustainable campus:

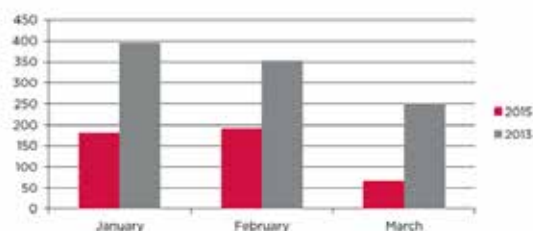
- is safe and properly equipped with the health and safety related signs, posters, warning signals and written directions.
- is easily accessible by public transport, car or bicycle.
- is adjusted to suit the needs of people with disabilities.
- provides an efficient biking infrastructure, and parking spaces for students and staff.
- is known for its modern, renewed infrastructure and good learning environment. The FELU premises include an innovative library (Central Economics Library), restaurant lounge and coffee bars, study corners, computer rooms etc.

The FELU sustainable campus is known for:

- Generating and producing our own energy: On the roof of the School 432 modules with a total power of 105 kW were installed in December 2011. With the connection of the solar power plant onto the distribution network the FELU became the first faculty in Slovenia which, to our knowledge, combined the concern for the environment with the exploitation of the solar energy. Consequently, the operation of the solar power plant is expected to reduce carbon dioxide emissions by 57.84 tons annually. This information is available and displayed on screen at the school's main lobby in order to motivate sustainable attitudes and behaviour.
- Undertaking environmentally responsible investments: the FELU completed the energy efficient rehabilitation project at its Ljubljana campus facilities. The investment provides the FELU with estimated heat savings of 872 MWh per year, and electricity savings of 305 MWh per year. Energy consumption for heating was notably reduced in 2015 compared to 2013 as a result of all the improvements.

- Table: Consumption of energy for heating (in MWh) in winter months of 2013 and 2015

Figure 1: Consumption of energy for heating (in MWh) in winter months of 2013 and 2015



- Being aware of sustainable waste management: The FELU is committed to sustainable waste management by reducing the consumption of materials, encouraging re-use, and promoting recycling and the use of recycled materials.

## Future perspectives

The mission, vision and the values will serve as guidelines for decision-making and acting.

Redesigning the structure of study programmes, with emphasis on full employability and a possibility for growth. The study programme redesign aims to improve flexibility – fewer compulsory courses, more groups of elective courses and thus more programme-specific contents, with the programme co-ordinator preparing the proposed courses and students selecting from among them. The offer and running of courses are planned to increase through external selectivity. The redesign efforts are expected to improve co-operation between the faculties within the framework of the projects in the existing courses. The redesign of the second-cycle programmes also serves as a basis for defining the future professions and accrediting study programmes composed of the already accredited study courses.

In 2017 we plan to examine the administration of study programmes, clearly divide the responsibilities and determine the areas that will remain centralised (e.g. "examination centre").

Continuation and strengthening of co-operation with other faculties, with their teaching staff and students alike.

The second-cycle study offers possibilities and needs for new forms of co-operation with partner schools such as double-degree programmes, credit transfer and similar. In 2017 we plan to offer double-degree programmes with schools from Mexico and China. In line with this goal, our summer school was expanded in 2016 to different publics and this activity will also continue in 2017. In 2016, activities related to organising the double international summer school (Toulouse Business School, France and The University of St. Gallen, Switzerland) were partly carried out.

Continuous development of the Innovative approaches to teaching in different programmes.

The continuation of activities to boost the interdisciplinary linking of courses and students with companies through co-operation in project work and by way of guest lectures.

# Principle 2: Values

*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

## Strategy

The values of global social responsibility are systematically developed in overall FELU curricula, programmes, courses and learning goals. When designing programmes the FELU explicitly integrates its core values: integrity, cooperation, responsibility, knowledge and academic freedom. Topics related to relevant ethical, societal and environmental issues are incorporated into course contents and delivery. Moreover, students are encouraged to prepare business projects and graduation theses by including these issues in their study area.

## Major achievements

### **INTEGRATING THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY IN OVERALL CURRICULA, PROGRAMMES, COURSES AND LEARNING GOALS**

The FELU delivers programmes that are designed around the issue of sustainability. Examples of responsible management education programmes;

- Tourism Bachelor and Master Programme: Both programmes include, promote and respect the principles of the Global Code of Ethics for Tourism as well as the United Nations Millennium Development Goals. In addition, programmes have held the UNWTO.TEDQUAL accreditation since 2002, acknowledging the tourism programmes as very socially responsible programmes.

- Public Sector and Environmental Economics (JMPSE): the programme specialises in Environmental and Natural Resource Economics and Management.
- Master programme of International Business: The programme's mission, vision and core values foster values of global social responsibility. Topics related to relevant ethical, societal and environmental issues are also incorporated into programme course contents and delivery.
- The full-time master programme in Business (IMB): The programme promotes social responsibility through the value pyramid, where social responsibility is the basis for all other values.
- Executive MBA programme: the values of global social responsibility are embodied in the programme mission, which is to develop principled strategic leaders. To name a few courses with Ethics, Responsibility and Social content: Global Business Environment and Global Institutional Economics, Strategic Leadership and Accountability, Cross-cultural Communications and Negotiations.

Examples of courses designed in majority around the issues of ERS. Such as on the undergraduate level: Societal Marketing and on the graduate level: Corporate Social Responsibility, Environmental Economics in Tourism, etc. The majority of FELU courses include ERS topics in its course content at all three levels of study.

All FELU's programmes have specific social responsibility-related learning goals. For example, Master programme of the International Business, has formulated a specific responsible management learning goals: Graduate develops the ability of critical analysis and application of the corporate social responsibility and corporate sustainability concepts. The competences that students are expected to have upon graduation are:

- Understanding the concept of corporate social responsibility and corporate sustainability;
- Ability to differentiate among different concepts of corporate governance;
- Capabilities for implementing the strategy of organisation by using balanced scorecard approach.

### **INCORPORATING ERS TOPICS INTO UNDERGRADUATE, MASTER AND DOCTORAL THESES**

Ethics, responsibility and sustainability topics are incorporated into undergraduate, master and doctoral theses. Students are highly encouraged by the lecturers to write theses in the area that includes ethics, responsibility, or sustainability issues.

### **INCORPORATING ERS TOPICS INTO EXECUTIVE EDUCATION**

The FELU's executive education programmes with ethics, responsibility and sustainability topics are organised within the FELU's Centre of Business Excellence (CBE). The Centre develops and organises diverse programmes and depends highly on the input from corporations (open programmes, in-company programmes, in-company business academies and other projects like the BTC Campus, Summer school programmes etc.), manages executive education programmes and supports the delivery of the FELU MBA. It also provides support for consulting and applied research projects. In the 2014–2016 period, the most visible executive education programmes that deals specifically with these topics are: Sustainability Leadership and Inspiration Academy, The Leadership Academy, The Corporate Integrity Academy and The Tourism Hospitality Academy.

### **ORGANISING SUMMER SCHOOLS WITH THE ERS NOTE**

The FELU organises Summer Schools with the ERS note. All of the summer schools we organise, namely: (1) Summer School – Take the Best from East and West; (2) Double Summer School with a partner school from France; (3) Doctoral Summer School; (4) Ljubljana Executive Summer School, and (5) Summer School on Cultural Management include courses on social responsibility. Every year, our summer schools attract nearly 600 participants, making the Ljubljana Summer School one of the biggest across Europe.

In addition, in 2015, the FELU also organised special edition of the summer intensive programme titled: "How the cultural background influences Social Responsibility". This summer programme confronted students with social responsibility issues and cultural differences and raised awareness of how one's cultural background influences social responsibility. The summer programme in English was attended

by 39 students from five partner schools: the FELU, Slovenia; BI Norwegian Business School, Norway; ISCTE – University Institute of Lisbon, Portugal; University of Economics in Prague, International School of Business and Management, Czech Republic, and ISM University of Management and Economics, Lithuania.

### **FOSTERING GLOBAL AWARENESS AND PROMOTING WORKPLACE DIVERSITY**

In order to foster global awareness and international collaboration is the FELU involved in various mobility programmes: Erasmus Student Mobility for Studies, Erasmus Student Internship, Erasmus Intensive Programme, Erasmus Mundus Partnerships, Erasmus Mundus Master Programme, ICI – ECP Korean double degree and mobility project, CEEPUS (Central European Exchange Programme for University Studies), EEA Grants Norway Grants and Bilateral Agreements. Moreover, in 2015 the FELU participated for the first time in a new EU tender for 2014–2020 supporting exchanges and mobility of students as well as teaching and professional staff outside the EU. In the first tender (2015), we were awarded funds to finance up to 87 incoming or outgoing movements of both students and academic and professional staff from Australia, Azerbaijan, Montenegro, Georgia, India, Jordan, South African Republic, South Korea, Kazakhstan, Kirghizia, China, Columbia, Mexico, Russia and the Ukraine. With this strategic movement the School fostering its global presence and promoting cultural diversity in workplace.

In order to contribute to international understanding, the FELU's international relations office has been coordinating the Erasmus Mundus partnership and mobility project since 2012: Euro-Asian Cooperation for Excellence and Advancement 1 (Euro-Asian CEA) and the Euro-Asian CEA 2. The multidisciplinary consortiums consist of 20 partners, 9 from EU countries and 11 from Central Asia (e.g. Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan).

### **INCORPORATING VALUES OF GLOBAL SOCIAL RESPONSIBILITY THROUGH THE CONFUCIUS INSTITUTE LJUBLJANA**

The Confucius Institute Ljubljana (CI Ljubljana) organises many socially responsible activities. CI Ljubljana was established in 2010 as a result of a partnership between the Shanghai University of International Business and Economics (SUIBE) and the



FELU. The main purpose of CI is to promote Chinese language and culture among students, the community and companies, encourage business opportunities in China and acts as a bridge between the business worlds of Slovenia and China. It fosters student and faculty exchange, the development of new courses and programmes, and penetration of the Asian (Chinese) market. CI organises also several socially responsible activities for children, such as cultural and language activities in kindergartens, primary and secondary schools, and other cultural events and Chinese holiday celebrations, such as: celebration of the Chinese New Year, Dragon Boat Festival, Spring festival etc. In order to raise the awareness of the rich Chinese culture, CI also organises summer camps for children.

At the 11th Confucius Institute Conference in Kunming, China, the Ljubljana Confucius Institute was given the "Confucius Institute of the Year" award. In 2016, the award was given to just 25 out of a total of 511 Confucius Institutes in 140 countries. The socially responsible conduct of the Ljubljana CI has directly improved the reputation and influence of the FELU in co-operation with Chinese institutions.

#### CI LJUBLJANA HIGHLIGHTS ON **ERS** TOPICS

A unique model that allows more than 1.000 kindergarten, primary and secondary school students in Slovenia to learn Chinese language and culture within four Confucius Classrooms across Slovenia. Confucius classrooms have been established in Ljubljana, Maribor, Kranj and Koper.

Summer activities and summer schools on topics of Chinese language and culture that were held in the 2014–2016 period attracted an increasing number of participants. The following summer schools were organised by the Ljubljana Confucius Institute: Summer School in Shanghai (July); Summer Adventure in Novo mesto (August); Summer School in Trnovo (June); Summer School in Koper (June); Autumn and Winter Schools in Koper (November and February).

The Chinese Bridge Contest for secondary school students: the Ljubljana CI offered four winners free participation in the contest in China.

Based on the success of classes among children, CI Ljubljana has also started to run a class for their parents.

## Future Perspectives

To further incorporate sustainability in programmes only an increased awareness and dedication to sustainability (programmes, research, investment, behaviour of members of the academic community) is required of all faculty members.

In order to develop and introduce new programmes with an additional focus on social responsibility and sustainability new products are developing, as well as new study programmes for managers (business academies, training and seminars for closed groups, etc.).

We are also preparing activities for developing an online platform and launching the complete study programme online.

The further development of sustainability will also be incorporated within the FELU Summer Schools and other short intensive programmes.

We plan to continue organising summer schools in the manner of the double international exchanges. We plan to further co-operate with the Confucius Institute and negotiations with it on formulating joint programmes are currently underway.

With regard to further improving sustainability in the academic processes, the FELU will continue with various activities, such as: Introduction of a system for evaluating and disseminating new teaching approaches (e.g. catalogue of teaching methods and tools and its updating) as well as the promotion of voluntary observation classes, development of the preparation and implementation of MOOCs (e.g. for market purposes) as well as payable or compulsory courses (e.g. introductory sessions, courses for foreign students). In 2017, we plan to organise preparatory (introductory) sessions in the form of short films as an element of the study programme redesign etc.



# Principle 3: Method

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

## Strategy

The FELU has become the first and only school in the wider region to be awarded with the EQUIS, AACSB and AMBA international accreditations, thereby joining an elite group of triple-crowned schools. The FELU's quality is thus clearly internationally recognised and respected, and we are aware that this triple excellence award brings with it the highest level of responsibility. Through the creation of educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership, the FELU is becoming a robust pillar of the University of Ljubljana and a leading Slovenian and international educational and research institution in the fields of economics and business sciences.

## Major achievements

### A PATCHWORK OF SUCCESSFUL EDUCATIONAL OPERATIONS FOR RESPONSIBLE LEADERSHIP

In 2016, the FELU celebrated its jubilee 70th anniversary of its existence under the slogan "We are researchers, professors and we are students. Together, we have been writing the story of the FELU for 70 years". Many socially responsible events were organized in order to celebrate this anniversary: (1) Opening of the FELU Tunnel – "A picturesque journey through time"; (2) Presentation of the jubilee anthology of the Economic and Business Review (EBR); (3) Roundtable: "From the socialist black hole to neuroeconomics: the present, the past and the future of FELU research"; (4) Opening of the exhibition:

"70 years of textbook stories"; (5) Opening of the exhibition of ALUO (Academy of Fine Arts and Design): Oiconomics; (6) Roundtable – EU 2025 – The economic future and political fate of European integration; (7) IMPRO stories and (8) Solemn academy.

### JOINING THE ELITE GROUP OF TRIPLE CROWN SCHOOLS

The FELU is the first institution in Slovenia and in the region to attain the Triple Crown accreditation, holding the three most renowned international accreditations **EQUIS**, **AACSB** and **AMBA**.

The FELU's tourism programmes hold the UNWTO's prestigious **TedQual** international accreditation.

The International Business graduate programme holds the European Certificate for Quality in Internationalization (**CeQuInt**) certificate in the field of internationalization awarded by the European Consortium for Accreditation (**ECA**).

The FELU is accredited by the Slovenian Quality Assurance Agency for Higher Education (**NAKVIS**).

### SUPPORTING STUDY PROCESS THROUGH EDUCATIONAL FRAMEWORKS FOR RESPONSIBLE LEADERSHIP

Professional support for students: the FELU organizes several events that among other things promote the equality, diversity, rights and responsibilities of individuals as important part of their education:

- Erasmus Day - Presentation of study exchange: The FELU's International Relations Office organised the traditional Erasmus Day in order to present various options for studying abroad. On Erasmus day students had also the opportunity to obtain more information about partner schools at the traditional international fair. Representatives shared information about the country, school, study programmes, culture and experiences.
- Orientation days for undergraduate and graduate students are organised annually to boost their awareness and responsibility regarding their study, and to convey the FELU's mission, core values, objectives and quality standards.
- Around the world in 30 minutes: International students present their country. In a 30-minute presentation, they focus on cultural and natural

beauties, student life, the economic situation and business opportunities.

- Celebration of the Persian New Year – Nowruz: Students from Afghanistan, Iran, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan prepared a traditional celebration marking the arrival of spring, called Nowruz. Students presented traditional customs, dance and cuisine.

Extra curriculum activities: The FELU Centre for Student and Career Services (CSCS) helps FELU students plan and prepare for life after university. FELU students can find workshops, internships and other learning experiences that help them build up their resume and pave the road to their future employment. In 2015/16 academic year the FELU teaching assistant Darija Aleksić, Ph.D received recognition for university students' special achievements and engagement in extracurricular activities.

The FELU Quality Assurance Office provides support to the FELU's teaching staff, students and corporations with the organisation of the Steering Committees, workshops for teachers in order to develop business-oriented skills, connects companies with teaching staff in order to develop joint solutions (like the business projects, final theses, case studies etc.), organises excursions and visits to companies etc..

#### **ENHANCING STUDENT'S ENGAGEMENT**

The FELU Students have possibility to be active in many students' bodies, association and other programmes where they can develop their leadership potential:

- FELU Student Council: In 2016 many activities were organised in order to build greater convergence and cooperation between the FELU, the University and the FELU's students. Members of the Student Council organised events such as: Business Week, the School of Marketing, training workshops, Charity Week, the Week of Mobility and Education, foreign language workshops etc.
- Student Associations: For ambitious individuals with exciting new ideas who are looking to further develop their potential, students have the possibility to join many student associations, such as: AISEC, the TOP EF Student Group, the FELU News, the Management Group, the FELU Sports Club, the Young Project Managers, the Students' Section of

the Marketing Association of Slovenia, the Debating Society of the FELU etc.

- FELU Tutorship programme: FELU students can serve to their peers through different kinds of tutorship: (1) Introductory tutorship for first-year students; (2) Course-specific tutorship to help students successfully cope with more demanding courses; (3) Tutorship for students with special needs; (4) Tutorship for international students. Being a FELU tutor is well-invested time and constitutes a very valuable part of the FELU community. In 2014 – 2016 period the faculty has 183 students who serves as a FELU tutors.

#### **CREATING EDUCATIONAL FRAMEWORK THROUGH EFFICIENT MENTORSHIP PROGRAMME**

In the 2015/16 academic year, the FELU started a pilot project within the second-cycle master's programme Marketing in order to ensure effective co-operation between candidates and mentors when compiling master's theses. In the current academic year, the project has been relaunched and, by 13 February 2017, already 18 students had completed their master's degree in the Marketing programme.

#### **CREATING ENVIRONMENTS THAT ENABLE EQUAL LEARNING EXPERIENCES FOR ALL MEMBERS**

The FELU puts special attention to all students with special needs as well as its top athletes and artists. For all students with special needs there is support in individualising their study programme according to their needs and special tutorial sessions are available. The FELU among all university members stands out for the biggest number of accepted candidates with special needs. In the academic year 2015/16 we enrolled 37 students in undergraduate and graduate study programmes with a recognized status of a student with special needs (partial and total loss vision, speech-language problems, handicap, etc.).

#### **ENSURING A HIGH LEVEL OF EMPLOYABILITY**

With the aim of improving students' employment opportunities, our Centre includes career advisors and specialists who connect FELU students with employers. The Centre provides students with the latest information on job postings, part-time work and practice at home and abroad, while organising

sessions with employers who seek candidates and organising the FELU's annual Career Day. In the framework of the annual career day "Work is (Not) Looking for Me", a series of workshops and presentations was organised at the FELU to present students with the leading Slovenian and foreign companies. The event aims to connect business people with the best students and help the latter find their first employment.

In addition, to support further development of its Centre for Student and Career Services and establish a better coordination with the FELU's Alumni, the FELU was granted for additional funding from the Ministry of Education, Science and Sport within a University of Ljubljana - coordinated project for co-financing of further development of career centres in higher Education. The project provides financial support that enabled the FELU to employ an additional staff member and thus strengthen resources for career placement and career support services.

#### **RECOGNISING STUDENTS WHO HAVE MADE OUTSTANDING CONTRIBUTIONS**

Every year numerous awards and commendations are granted to students whose work was particularly outstanding, such as: Beta Gamma Sigma nomination (BGS), Prešeren awards for the best students, Bank of Slovenia's Awards, FELU Award for special master theses achievement and its value to society. In addition, FELU students regularly participate in various business competitions such as the CFA Research Challenge, TRIMO Research Award, Krka Awards, International competition of the best final thesis, Watson analytics global competition etc.

## **Future perspectives**

As a leading business school, the FELU will continue to create educational frameworks, materials, processes, and environments that will enable the development of the responsible leaders we need to further enhance the quality of academic activities and processes, raising environmental awareness through different innovation projects.



# Principle 4: Research

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*

## Strategy

The FELU supports high-quality research work and encourage multidisciplinary and international research excellence with the impact on sustainable social, environmental and economic value. Research excellence is defined in measurable terms and is considered the key driver to achieve the FELU's vision by 2020. Moreover, with the FELU Strategy 2015-2020, we decided our research will continue to be intentionally diversified and will cover most areas within business and economic sciences.

## Major achievements

### COMMITTED TO RESEARCH ETHICS

The FELU researchers are highly committed to research ethics. The core role of research is specifically underlined in the FELU's mission while the values of integrity, cooperation, responsibility, knowledge and academic freedom also refer strongly to the research area. The FELU's new vision of becoming the school of choice in business and economics in Central Europe for doing research, learning and creating sustainable development solutions also demands research excellence.

### ENCOURAGING MULTIDISCIPLINARY AND INTERNATIONAL RESEARCH EXCELLENCE

The FELU applies and promotes interdisciplinarity and cooperation in international research teams. Research is managed through multidisciplinary research programme groups which fall under four thematic headings and represent the FELU's research focus: (1) Competitiveness, innovativeness and sustainability (two research programme groups run by Professors Nevenka Hrovatin and Janez Prašnikar); (2) Leadership, knowledge management and work organisation (a research programme group run by Professor Vlado Dimovski); (3) Business process management in organisations and supply (a research programme group run by Professors Džonova Jerman B. Borka and Tomaž Turk); (4) Globalisation, trade and international financial markets (two research programme groups run by Boris Majcen from the Institute of Economic Research and Professors Jože Damijan and Aljoša Valentinčič from the FELU).

The FELU Research and Development Fund has been established in 2017, enabling additional funding of research projects, research dissemination and other activities for advancing research quality.

In order to promote multidisciplinary and international research excellence, a system of internal tenders for multidisciplinary projects has been launched in 2017 where 17 research projects were submitted.

Best examples of research excellence with the social, environmental and economic value for the 2014 – 2016 period:

- Assistant Prof. Matevž Raškovič, Ph.D. has been selected as the only representative from social sciences to be awarded a Fulbright postdoc fellowship by the Fulbright Fellowship Programme for the 2016/2017 academic year in Slovenia. Hosted by Harvard University (FAS Sociology), his interdisciplinary postdoc research project is in the area of economic sociology, focusing on comparing multinational companies and young-adult consumers as distinct types of social communities between China and Central and Eastern Europe.
- FELU Assistant Professors Katarina Katja Mihelič, Ph.D. and Assistant Professor Barbara Culiberg, Ph.D. were awarded the SAGE Best Paper Award for the most significant contribution that advances leadership or organisation studies (Management Education & Development Division) for the article:

"Would you look the other way? Moreover, she was awarded the best paper award for the article: Working after-hours: exploring the effects of ICT use on workfamily conflict. In: Proceedings of the 2016 International Conference on Social Collaboration and Shared Values in Business, 21 to 23 January, 2016. Gwangju: School of Business, Chonnam National University, 2016.

- FELU assistant Alenka Slavec, Ph.D. was selected as a winner of the European Doctoral Programmes Association in Management and Business Administration (EDAMBA) Thesis Competition for her doctoral thesis entitled: "Entrepreneurial Openness: Construct Development and Empirical Testing". An investigation of peer reporting among business school students".
- FELU assistant Tanja Grublješič, Ph.D. was selected as a winner of the Jay Liebowitz Student Research Award 2014 by the International Association for Computer Information Systems (IACIS) for her doctoral thesis entitled: "Determinants of business intelligence systems embeddedness". Moreover, she was also given the Best Research Paper Award by the International Institute for Applied Knowledge Management at the Knowledge Management Conference 2015, Katowice, Poland for the article: "Women's empowerment: Social technologies in Slovenia, Romania and Georgia".
- The article "Is low fertility really a problem" co-authored by FELU Full Professor Jože Sambt, Ph.D. was selected as one of the best scientific articles in the social sciences within the SRA's annual project Excellence in Science 2015.
- FELU assistant Rok Spruk was the winner of Young Scholar prize for the article: Electoral laws, political institutions, and long-run growth: evidence from Latin America, 1800–2012: presented at the 2nd International Law and Economics Conference, Ankara, Turkey, 8 May 2015. Ankara: Bilkent University, Faculty of Law, 2015. University, 2016.
- The article "Bibliometric Methods in Management and Organisation" written by FELU Full Professor Tomaž Čater, Ph.D. was selected as one of the 10 best scientific articles published in 2015. The article has been recognised as one of the most notable research achievements of the University of Ljubljana.
- FELU assistant Tina Šegota was awarded the best paper award by the Tourism Economics journal

for the article: The analysis of tourism supply and seasonality of tourism demand for accommodation establishments: an application to the Slovenian coastal region: presented at the 4th IATE PhD workshop in Bournemouth, UK, 14-15 December 2015. Bournemouth: Bournemouth University, Department of Tourism and Hospitality, 2015.

### CREATING A GLOBAL IMPACT THROUGH INTELLECTUAL CONTRIBUTIONS

The school is committed to providing high quality, discipline-based and business related research in the most respected publications. Practice-oriented research includes highly-relevant contributions published in journals and monographs, applied business projects and consulting, as well as contributions to public administration. Papers published by the core faculty include FT top 50 journals (Academy of Management Review, Organisation Science, Accounting, Organisations & Society, Journal of International Business Studies etc.), top interdisciplinary journals (PNAS, Science etc.) and leading journals in specific fields the FELU covers in its research (e.g. Tourism Management). In the period 2014 – 2016 the FELU's researchers published 456 scientific articles. Best scientific papers with ERS topics, published in journal according to Financial Times Research rank (FT-50) in the period 2014-2016:

- Culiberg, B., Bajde, D. (2014). Do you need a receipt? : exploring consumer participation in consumption tax evasion as an ethical dilemma. *Journal of business ethics*, 124(2)271-282.
- Culiberg, B., Mihelič, K. K. (2016). The evolution of whistleblowing studies : a critical review and research agenda. *Journal of business ethics*, [in press].
- Domadenik, P., Prašnikar, J., Svejnar, J. (2016) Political connectedness, corporate governance, and firm performance. *Journal of business ethics*, 139(2)411-428.
- Kos Koklič, M., Kukar-Kinney, M., Vida, I. (2016). Three-level mechanism of consumer digital piracy : development and cross-cultural validation. *Journal of business ethics*, 134(1)15-27.
- Batten, J., Lončarski, I., Szilagyi, P. G. (2016). When Kamay met Hill : organisational ethics in practice. *Journal of business ethics*, [in press].
- Best papers published in SCI/SSCI and AJG journals with ERS topics in the 2014-2016:



- Culiberg, B., Mihelič, K. K. (2016). Three ethical frames of reference: insights into Millennials' ethical judgements and intentions in the workplace. *Business ethics*, ISSN 0962-8770, 25(1)94-111.
- Culiberg, B. (2015) The role of moral philosophies and value orientations in consumer ethics : a post-transitional European country perspective. *Journal of consumer policy*, 38(3)211-228.
- Mihelič, K. K., Culiberg, B. (2014). Turning a blind eye : a study of peer reporting in a business school setting. *Ethics & behavior*, 24(5)364-381.
- Culiberg, B. (2014). Towards an understanding of consumer recycling from an ethical perspective. *International Journal of Consumer Studies*, 28(1)90-97.
- Mihalič, T. (2016). Sustainable-responsible tourism discourse : towards 'responsustable' tourism. *Journal of cleaner production*, 111(B)461-470.
- Hrovatin, N., Dolšak, N., Zorič, J. (2016). Factors impacting investments in energy efficiency and clean technologies : empirical evidence from Slovenian manufacturing firms. *Journal of cleaner production*, 127:475-486. (The paper has been awarded for the most prominent research achievement in 2016 by the University of Ljubljana)
- Čadež, S-, Czerny, A.(2016). Climate change mitigation strategies in carbon-intensive firms. *Journal of cleaner production*, ISSN 0959-6526. 112(5)4132-4143.

The share of articles with the topics on ERS in the 2014 to 2016 period was around 13.8 percent among all articles published by the FELU researchers. Around 24 percent of FELU Core Faculty published at least one article focused on ERS topics in the 2014 to 2016 period.

## ORGANISING RESEARCH CONFERENCES

To facilitate progress in raising the overall quality of research, the FELU continues to organise and host important international research conferences. In the 2014 – 2016 period, the following research conferences with ERS topic were organised at the FELU: the FELU Research Conference, 13th Infinity Conference on International Finance, 15th International Conference on Research in Advertising (ICORIA) 2016, Annual Economic and Business Review (EBR) and Doctoral Conference, Annual meeting of EBSLG (European Business School Librarians' Group) etc.

## HIGHLIGHTS

### The FELU Research Conference



In January 2016, the FELU held its Second Research Conference. The Conference aimed to present the research work of the FELU's programme groups, best practices and guidelines for future research. With its new 2016–2020 strategy, the FELU strives to develop certain new elements of its competitive advantage, including global recognisability in terms of multidisciplinary and interdisciplinary research; and a focus on the achievement of important economic and social effects, which encompasses a dedication to sustainability. Further, the opportunities of the Horizon2020 programme along with issues of plagiarism and copyrighting were discussed.

## ICORIA 2016 – A Conference on Research in Advertising



The 15th International Conference on Research in Advertising (ICORIA) 2016 which was hosted by the FELU from 30 June to 2 July 2016 was titled "Challenges in an age of (dis)engagement". The conference addressed challenges in research and management pertaining to the media, contents and audiences in the current era of (dis)engagement.

### SUPPORTING, PROMOTING AND MOTIVATING YOUNG RESEARCHERS

With regard to career development, there are clear steps an individual needs to take in order to pursue an academic career. For junior faculty members, a system of mentorship is in place. The mentor and candidate develop a plan to achieve promotion to the position of teacher by meeting the criteria in formal education (a PhD), research (publishing output), and pedagogical activity (acquiring pedagogical knowledge and teaching experience), including activities carried out at international institutions.

In order to motivate young researchers, additional short and intensive programmes for PhD students were developed. It is worth mentioning the Ljubljana Doctoral Summer School programme, Global School in Empirical Research Methods –GSERM in cooperation with the University of St. Gallen, Switzerland.

### CONTRIBUTING TO COMMUNITY WITH THE RESEARCH FINDINGS

The FELU demonstrates consistent efforts to transfer research to practice. The FELU's public relations are very active in the dissemination of research results. The FELU monitors PR reports referring to the FELU and its core faculty members. In 2015/16, 1,963 articles were published in print and electronic media on the topic of the FELU. Core faculty members provided statements, usually in the national context (the economy and politics, entrepreneurship, privatisation, business, management, and sustainable development). Through the mass media, the FELU has submitted to a general and professional audience a significant amount of planned reports and/or content. Strong proactive communication by the faculty members represents an important building block of the FELU's media image.

### PROMOTING RESEARCH AND HELPING ADVANCE ITS QUALITY

To pursue its goal of promoting research and to help advance its quality, the FELU established an annual awards programme. The programme is open to authors of articles from the FELU. The criteria for the award are based on the relative ranking of journals in which articles are published, listed in the Social Science Citation (SSCI) and Science Citation Index (SCI) as defined by Thomson Reuters.

#### The 2014 award was given for the two best articles published in 2013:

1. Sharifi Tehrani, Mohammad, Verbič, Miroslav, Chung, Jin Young (2013). An analysis of adopting dual pricing for museums: the case of the national museum of Iran. *Annals of Tourism Research*, 43, 58–80.
2. Knežević Cvelbar, Ljubica, Dwyer, Larry (2013). An importance-performance analysis of sustainability factors for long-term strategy planning in Slovenian hotels. *Journal of Sustainable Tourism*, 21(3) 487–504.

#### The 2015 award was given for the three best articles published in 2014:

1. Černe, M., Nerstad, C. G. L., Dysvik, A., Škerlavaj, M. (2014). What goes around comes around: knowledge hiding, perceived motivational climate, and creativity. *Academy of Management Journal*, 57(1), 172-192.
2. Marques da Silva, C., Trkman, P. (2014). Business model: what it is and what it is not. *Long Range Planning*, 47(6), 379-389.

3. Lee, R., Mason, A., Sambt, J., et al. (2014). Is low fertility really a problem? Population aging, dependency, and consumption. *Science*, 346(6206), 229-234.

## Future perspectives

Continuous guidance of young teachers to develop their own skills and understand 'real' world challenges where the instrument of short in-company practice is used during third-level doctoral study. Active seeking of additional financing sources for doctoral and postdoctoral students, e.g. the Marie Skłodowska Curie (MSC) fellowships.

Development of the joint doctoral programme in business sciences. Preparation of the application for the ETN – European Training Network – Doctorate in Business Data Science – DIDAS project for the EU tender took place in 2016, the application was lodged in 2017 and, if the contract is awarded, the project will be launched in 2017.

Organisation of meetings and conversations with doctoral students as well as formulation of a proposal for activities aimed at more intensively including doctoral students in research work.

Continuation and development of the Summer Doctoral School.

Maintaining the already started activities aimed at individual academic units implementing regular thematic conferences on the topic of their professional fields, and joint conferences at the school level.

Ongoing pursuit of the goal to promote publications in high-quality scientific and expert journals, along with expansion of awards for the best articles.

Launching activities to upgrade the already established system of dissemination, updating the FELU website, video presentations of research projects, organisation of roundtables on the subject of research projects in agreement with project managers. The FELU encourages the dissemination of research results across Slovenia and in the broader region, including in co-operation with the editors of media establishments and as part of public relations activities.

Upgrading research profiles using a survey to determine the focus areas.

# PRINCIPLE 5: PARTNERSHIP

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

## Strategy

The FELU has a strong connection and support with business, corporate and government communities which also enable the FELU to influence in socio-economics issues and policy matters in Slovenia and wider region. Strong corporate connections and interactions with managers of business corporations are represented in the School's governance, in its programmers, among the faculty and in teaching and research. In addition, the FELU has strong national corporate links through its Business Advisory Board, Programme Steering Committees, Center for Business Excellence and faculty's research.

## Major achievements

### ENGAGING AND INTERACTING WITH A CORPORATE COMMUNITY

The FELU Advisory Board was established in 2002 and consist of 28 prominent Slovenian and international members of business community, who met twice per year. Its primary role is to offer guidance to the FELU's Senate by steering, supporting and monitoring the creation and implementation of the FELU's strategic guidelines.

Steering Committees are the additional advisory bodies comprised of business representatives. They assist the FELU in aligning the content and delivery of its programmes with the demands and expectations of the job market. They are directly involved in the design process of the programmes. The FELU has one Steering Committee for Undergraduate Study Programme with 21 members; 21 Steering Committees for Graduate Study Programme 96 with members, one Steering Committee for Doctoral Study Programme with 8 members, one MBA Steering Committee with 8 members.

FELU strategic partners consist of 6 international companies which offer financial and strategic support for the FELU's activities. Strategic Partner Riko and its managing director Janez Škrabec is the President of the FELU Alumni Association.

CBE Board provides strategic guidance and assists the FELU in identifying market needs, and provides the strong support in enhancing connections among the faculty members and the business community.

Corporate partners act as guest lecturers and project co-mentors. They are participants in the FELU's executive education programmes and important clients in the area of consulting and other commercial activities.

### EMBRACED, CONNECTED AND BEING INSPIRED THROUGH THE FELU ALUMNI

FELU's Alumni takes important role in facilitating links among the FELU's graduates and to foster co-operation between the FELU, its graduates and the business community. Sharing knowledge among the FELU's former students creates an opportunity to expand the use and co-creation of knowledge and to promote the FELU values of global social responsibility. Examples of Alumni seminars and workshops with an emphasis on corporate social responsibility and ethics for 2014–2016 period are: "Money should not be the main reason for changing jobs"; Jani Zupan: "Every CV should have a personal touch. There is no rule!"; "The importance of business integrity and ethics; Head of the Future: manager or entrepreneur?"; "Dealing with different types of people (depending on their temperament)"; "How to criticise and take criticism"; "Etiquette is a culture of behaviour".

### HIGHLIGHT

#### Slovenian business leaders in the world



On February 2016, the FELU hosted a roundtable on business leadership in Slovenia and the world. The event was organised by the Alumni Association of the University of Ljubljana, namely that from the FELU Alumni and from the Alumni of the Faculty of Electrical Engineering. They discussed leadership

styles that can be found in most Slovenian companies, methods for improving a company's reputation among employees, and socially responsible topics that global leaders are exposed nowadays.

### PROVIDING GUIDANCE AND GUIDELINES TO ESTABLISH BUSINESS IN ACCORDANCE WITH ETHICS

Past events reinforce our belief that integrity and business ethics principles are crucial to the achievement of both commercial success and employee well-being. People and institutions want to work with reputable companies. In order to provide guidance and guidelines for companies that want to establish business in accordance with the Good Practice Guidance on Internal Controls, Ethics and Compliance, the four partner institutions – the Chamber of Commerce and Industry of Slovenia (CCIS), the Managers' Association of Slovenia, the Slovenian Directors' Association (SDA) and the Faculty of Economics, University of Ljubljana (FELU) – works on Corporate Integrity Guidelines.

### INSPIRING BUSINESS COMMUNITY WITH PROGRAMMES ON ERS TOPICS

The Centre of Business Excellence (CBE) undertakes a more active role in executive and professional business education as well as through consulting to the benefit of global companies, the public sector, and society in general. The CBE developed of a number of non-degree programmes, including open programmes (business academies and short programmes); in-company programmes, including short courses and long programmes for special groups; business conferences and round tables; and the executive summer school. Moreover, in 2016 CBE developed in cooperation with different Slovenian and international companies' short intensive programmes with ERS topics for business community: Mercator Summer School, NLB Summer School and EY Summer School. Worth mentioned are also two projects the BTC Campus Murska Sobota and the BTC Campus Ljubljana.

- The BTC campus Murska Sobota was organised in 2016 for the first time, with the support of the Municipality of Murska Sobota, the Employment Service of Slovenia, CPOEF and the BTC Company. Murska Sobota is known as one of the regions in Slovenia with the highest unemployment rates. Education was held for 6 days and was aimed



at young people, jobseekers who are striving to acquire new job skills and other essential qualifications for a job.

- The BTC campus Ljubljana was organised for the fourth time in cooperation with CPOEF and the Employment Service of Slovenia. The BTC Campus programme was attended by 26 young people who are seeking their first job or thinking about realising their own entrepreneurial ideas. The young people involved were selected with the help of the Employment Service of Slovenia.

#### **FACILITATING WIDER EXPOSURE AND BUILDING ERS AWARENESS**

To facilitate wider exposure to the developments in business and industry and enable the exchange of ideas the FELU organised many national and international conference and seminars with focus on ERS in the 2014 – 2016 period. Examples of the events with ERS focus:

- Second International Conference: Future of manufacturing & supply chain excellence 2016 in cooperation with the company Danfoss. The gathering of more than 200 professionals from Central Europe and the Adriatic region, representatives of key activities, from procurement, manufacturing to logistics, discussed the future of production and excellence in supply chain management.
- Cutting Edge of Digital Mind: "In an efficient economy, digitalisation changes everything." The Conference's purpose was to review digital world trends with examples of best foreign practices in the fields of telecommunications, banking, innovation business and the automotive industry.
- Portorož Business Conference was held already for the 18th year in a row. The conference represents an intensive and pragmatic transfer of the newest business knowledge into action for the best business practice in the Central and SE Europe. The FELU plays a strong role in designing the programme and presenting both its research findings and student work.
- Foreign Direct Investment Summit Slovenia is a major international executive-level business conference focusing on domestic and foreign direct investment co-organised by the FELU.

- The second international conference on "China-CEE: Cross-cultural dialogue, education and business" was held between 22 and 24 September 2015 in Krakow, Poland. The conference theme was: "Societies and Cultures in Transition". The conference was hosted by the oldest university in Poland, Jagiellonian University in Kraków, and the Krakow Confucius Institute in collaboration with the CI Ljubljana, Slovenia.

#### **CONTRIBUTING TO THE GLOBAL DIALOG**

The school is a member of several international organizations, such as AACSB International (The Association to Advance Collegiate Schools of Business), EFMD (European Foundation for Management Development), EIASM (European Institute for Advanced Studies in Management), NIBES (Network of International Business and Economic Schools), CEEMAN, (International Management Development Association), NAFSA (Association of International Educator), etc.

The FELU is a founding member of ACE network (Alliance of Chinese and European Business School). The ACE alliance was established within the framework of the EFMD Asia (European Foundation for Management Development) with the aim of connection the leading business and economics schools in Asia and Europe.

The FELU contributes to a cross-national and regional dialogue through a new PRME CEE Chapter. 1st PRME CEE Chapter meeting was hosted by Riga International School of Economics and Business Administration (RISEBA) in Riga, Latvia.

The FELU makes a contribution through active participation at international conferences, seminars, workshops etc. organised by leading accreditation associations.

The FELU is a member of the China-CEECs 16+1 Think Tanks Network. The project falls under the co-auspices of the Ministry of Foreign Affairs of the People's Republic of China and the China Foundation for International Studies, initiated by his Excellency, Li Keqiang, Premier of the State Council of the People's Republic of China, and organised by the Chinese Academy of Social Sciences. The project opens up new possibilities for academic and research projects between the University of Ljubljana and the People's Republic of China.



In order to rising responsible aware among all stakeholders is also worth mentioned the co-operation with the Chinese Academy of Social Sciences (CASS) and the signing of an agreement with the China European International Business School (CEIBS). The collaboration also entails acquiring funds for financing joint research and scholarships for both young researchers and students.

## Future perspectives

The FELU will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities, and to explore jointly effective approaches to meeting these challenges with:

- Continuation of excellent co-operation with the members of the FELU's Advisory Board, Steering Committees, and our corporate partners.
- Continuing our engagement with guest lecturers and practitioners from business and professional communities showing the best examples of our fruitful partnership between education and business.
- Further strengthening communication with FELU's Alumni and its numerous sections and chapters.
- Establishing FELU Alumni by individual programmes so as to ensure broader and more active connectedness to increase the effectiveness of Alumni networking.
- Creating a network of FELU Alumni ambassadors in Slovenia and abroad. In 2017, the FELU intends to publish an invitation for foreign Alumni Clubs via the FELU's English social networks; checking the response of potential foreign ambassadors of FELU Alumni and devising a plan to include foreign alumni in the FELU Alumni. The pilot ambassador project will be implemented in one country that will be selected based on the importance of the co-operation or already established good co-operation. In line with the findings of the trial implementation, we plan to create criteria for the FELU Alumni ambassadors and network abroad (e.g. the ability to organise and finance an event).

# Principle 6: Dialogue

*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

*We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.*

## Strategy

Given the size and history of Slovenia, the FELU has maintained its prominent lead position in the country and further developed its brand within the South-East European region. In addition, the Ethical sustainability and responsibility footprint created by the FELU continues to expand in terms of research projects, student and faculty exchanges. There is a high level of engagement with the national government, policy makers and business leaders. In order to foster sustainable growth, the FELU embraces the concept of sustainability as its identity in interaction with all stakeholders - students, employees, business partners and society. The whole FELU academic community is committed to promoting ethical, responsible and sustainable behaviour.

## Major achievements

### SUPPORTING DIALOG WITH NATIONAL AND INTERNATIONAL BUSINESS COMMUNITIES

In order to facilitate and support dialog and debate on critical issues related to global social responsibility and sustainability among different stakeholders, the FELU has to interact, assess and respond to the needs of the national and international business communities. Therefore, the School actively incorporates business practice and the needs of the business world into its governance, teaching, research and consultancy activities and other initiatives undertaken by the FELU in order to make relevant contributions to society.

### COMMUNICATING ERS TOPICS TO WIDER COMMUNITY

The FELU focuses on communication with a variety of target audiences in order to better understand the responsible management:

- The FELU's faculty are important opinion-makers.
- The FELU image in the media is especially favourable concerning the event organisation and very strong FELU proactive activities in the national context. The FELU regularly organise public discussions and debates on various institutional and economic reforms and their implications, environmental issues, the financial crisis and other current topics. In the period 2014 – 2016 the FELU activities that reached a considerable attention were: Roundtable: Bank regulation after the financial crisis in Slovenia and Ireland; Lecture: The Euro Area – the challenges ahead; Meeting: Italian Business and Banking Forum; Event: Jyrki Katainen: "The Future of Europe in my mind is integration"; Lecture: Talk with a Jedi Master of Creative Leadership; Roundtable: "From the socialist black hole to neuroeconomics: the present, the past and the future of FELU research"; Roundtable – EU 2025 – The economic future and political fate of European integration etc.

### PUBLISHING ARTICLES AND BOOKS WITH SUSTAINABLE CONTENT

In 2014 a book titled Making Sustainability Work: Best Practices and Managing and measuring Corporate Social, Environmental, and Economics Impact by Mark

J Epstein and FELU prof. Adriana Rejc Buhovac was published.

The FELU's publishing activity covers two main fields: field of research as a publisher of research publications such as scientific and professional monographs and the scholarly journal Economic and Business Review and, second, as a publisher of textbooks and other materials for students. In 2016, a special attention should be given to the jubilee anthology of the Economic and Business review (EBR) - a special compilation of selected EBR articles from past decades.

#### **ENSURING A FREQUENT INTERACTION AND DIALOG WITH THE EXTERNAL COMMUNITY**

The FELU ensures a frequent interaction with the external community – guest lecturers and practitioners from business and professional communities.

#### **HIGHLIGHTS**

**Guest Lecturer: Carl Martin Sandelin, Former Vice President of Nokia (2016)**



For the third year in a row, FELU students had the honour to listen to an amazing expert from the business world, Mr. Carl Martin Sandelin. Lectures included four major concepts: (1) leadership – the difference between a team of stars and a star team,

and patterns of successful teams; (2) strategy – how organisations develop and verbalise their response to the opportunities and challenges around them, how recognising and exploiting discontinuities is a key factor in building a competitive position; (3) brand – as perceived by the organisation's shareholders; and (4) crowdfunding – powerful platforms nowadays and the successful crowdfunding campaign for the movie Iron Sky.

#### **Innovation Leadership guest lecture in the Management course (2016)**



A guest lecturer, Tine Tomažič, PhD, presented: (1) the evolution of flying; (2) management of Green Flight Challenge 2011 that was organised by NASA and Google in which Mr Tomažič led Pipistrel's Taurus G4 – the world's first fully electric 4-seat aircraft – team that in October 2011 won the NASA challenge; and (3) lessons learned from his work experiences, including having a flexible and durable team, the importance of knowing the competition, and thoughtful consideration of side effects of project results.

## INTEGRATING ERS INTO INTERNAL COMMUNICATION

The School integrates ERS into its communications, for example: Dialogue with students through the monthly newsletter featuring a section on sustainability, and through the FELU's "Corporate Social Responsibility" webpage, as well as partnering with companies that promote corporate responsibility. All ERS activities are promoted among the FELU staff also through the weekly newsletter "The EF News". Moreover, the FELU's academic community follows the values of integrity, cooperation, responsibility, knowledge and academic freedom through projects and website Our values. Throughout the FELU, the project Re:misli reminding us on the importance of clean environment.

Communication campaign "Your Opinion Counts" with the aim to inform students that their opinion on the pedagogical work is important and that actions are taken based on their opinion.

Communicating Ethical Values through a variety of projects, such as alerting students through banners posted on examination sheets: "Reveal what you know. Don't cheat" etc.

## ENGAGING IN SOCIALLY-RESPONSIBLE ACTIVITIES

The FELU organising and serving in different social activities at the school, such as: every year employees' children are visited and gifted by Santa Claus; all employees receive a birthday greeting from the dean and the school management team; in order to support women participation in academic arena and recognise their achievement, the School celebrates International Women's Day; every year student and employees enjoying Christmas time in the gathering and making of a special Christmas tree made out of FELU books; meetings with retired staff, celebrating the FELU's anniversaries etc.

## ENCOURAGING STUDENTS ENGAGEMENT

In order to enable transfer of knowledge on critical issues related to global social responsibility and sustainability, the school strongly encourages and support students in engaging in dialogue with business leaders to.

## HIGHLIGHTS

- Every year, the FELU Student Council organises a charitable educational week that features various workshops at which students can acquire soft skills.

All lectures are free and their main purpose is to raise funds for a charitable organisation.

- In the 2015/2016 academic year, the FELU Student Council raised funds for the charitable organisation Ana's Little Star during Economic Week. Moreover, funds are being raised also for the "Project Human, an association helping young people struggling with different types of addiction".
- Economic Week occurs at the start of November every year and has approximately 500 visitors, mainly students, who help improve other people's lives with their donations.
- At the time of floods in the territory of former Yugoslavia, members of the FELU Student Council took the initiative and helped, including with their own donations, collect food and clothes for the flood-affected people.
- Besides these projects, the FELU Student Council, together with the FELU Student Organisation, donated shirts to the Slovenian Red Cross for children deprived of the basic necessities, as well as T-shirts for children in summer day-care. In 2016 we donated shirts to children with Down syndrome.
- Apart from the FELU Student Council, other associations with offices at the FELU are engaged in different charitable activities. In 2016 on Women's Day celebration, the Management Group Association raised funds for a safe house for women.

## Future perspectives

Social Responsibility and proper dialogue are embedded in all FELU educational projects and the school's further development. Therefore, this area is one of the most important strategic goals of the faculty. The FELU will dedicate future efforts to increase the social awareness, education, and ethics training among its students, professors and staff and will strive for greater engagement in society.



**For the Dean**

Professor Metka Tekavčič

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