



CEEMAN

IQA

International Quality Accreditation

A RECOGNITION OF EXCELLENCE AND RELEVANCE



Foreword

CEEMAN, the International Association for Management Development in Dynamic Societies, was established in 1993 with the aim of accelerating the growth and quality of management development in Central and Eastern Europe. Gradually CEEMAN has become a global network with more than 200 institutional and individual members from over 50 countries in Europe, North America, Latin America, Africa, and Asia.

In 1998, CEEMAN established the **INTERNATIONAL QUALITY ACCREDITATION** (“CEEMAN IQA”), which was specifically designed to enhance the excellence of management educational institutions operating in the transitional economies of Central and Eastern Europe, taking into consideration their specific contexts and needs.

As CEEMAN grew and developed broader international recognition and reach beyond Central and Eastern Europe, it has taken into consideration not only the context in which management education institutions operate and the needs of their stakeholders but also has given great emphasis to fostering originality, creativity, innovation as well as social and ethical contributions to local and international businesses and academic communities.





CEEMAN IQA is now recognized globally as a high-quality and trustworthy institutional accreditation in the field of management education.

Recent social and economic changes throughout the world have created new managerial and leadership challenges. These present opportunities for management and leadership development, and at the same time require new knowledge, competences, skills and attitudes. These development needs require management education which is responsive and relevant to the challenges.

In 2016 CEEMAN introduced a new accreditation platform where CEEMAN IQA standards directly reflect CEEMAN's main intentions which are to encourage its members firstly to aspire to **INTERNATIONALLY RECOGNIZED QUALITY STANDARDS** and secondly to create and deliver management education that is **RELEVANT TO THE NEEDS OF THEIR RESPECTIVE ENVIRONMENTS**. These intentions apply to both management education per se and to fulfilment of broader social and ethical responsibilities.

With this direction, CEEMAN IQA has become an agent of change which promotes excellent and relevant management education and creates a unique international community of management education institutions which aspire to continuous progress and relevance.

We invite you consider CEEMAN IQA for your institution!

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'D. Purg'.

Professor Danica Purg
CEEMAN President



CEEMAN IQA Mission

CEEMAN IQA enhances management education through its unique accreditation process which emphasizes BOTH internationally recognized quality standards and the relevance of an institution's activities in responding to meeting the development needs of its customers and markets.






CEEMAN IQA Vision

CEEMAN IQA aspires to be THE preferred and recognized accreditation standard for management education institutions in recently emerged and emerging economies around the world.

"CEEMAN IQA evaluates INTERNATIONALLY RECOGNIZED QUALITY STANDARDS and RELEVANCE of an institutions' activities in the context of alignment between the institution's mission, vision, strategy, and its resources and execution capabilities".

Jim Ellert, Former CEEMAN IQA Director

CEEMAN IQA Objectives

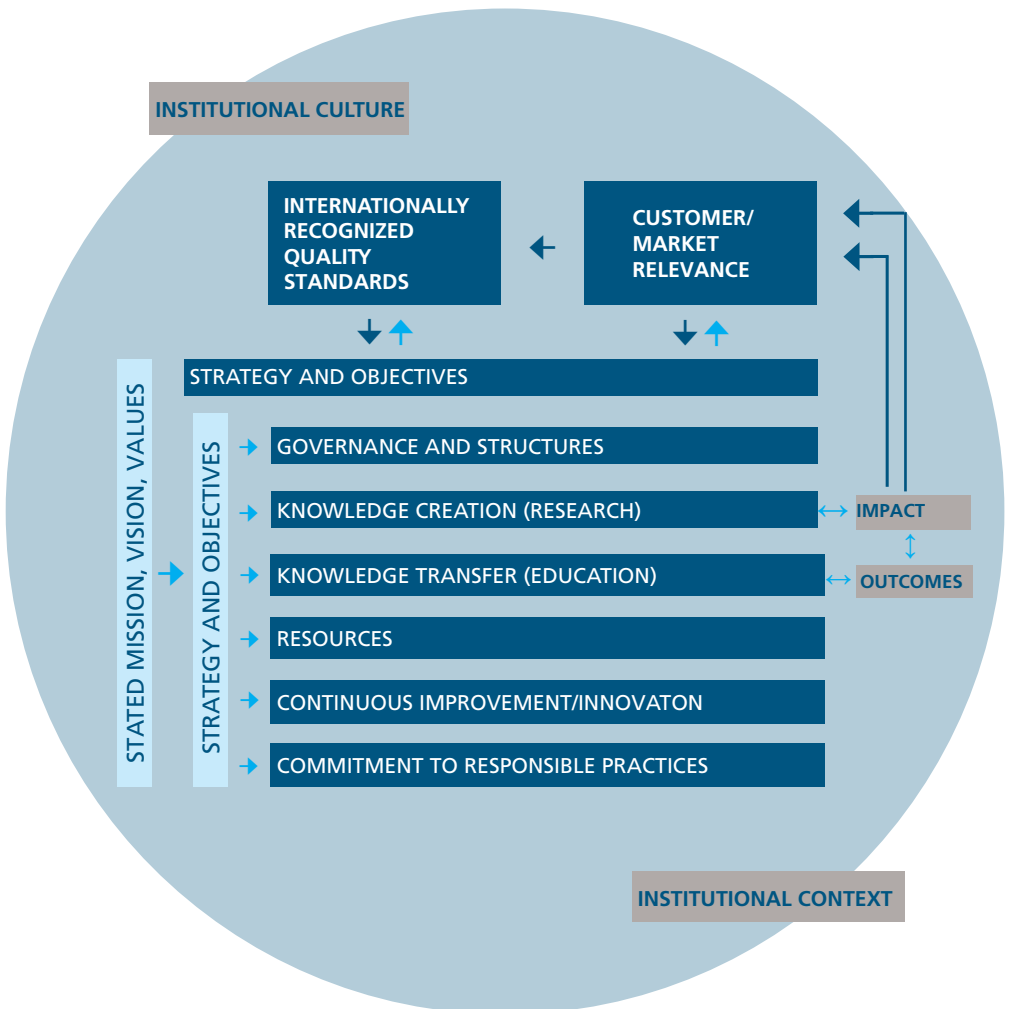
-  To **contribute** to setting and promoting internationally recognized quality standards, while also coupling these with an additional quality requirement: responsiveness and relevance to the development needs of companies and students/participants in the specific environments where the accredited institution operates.
-  To **encourage** and multiply international contacts among academics in the field of management education and research, but equally to encourage close and regular productive contact between institutions and their business partners, with the objective of better understanding business development needs and engaging in relevant practice-based research.
-  To **foster** processes of continuous improvement in all aspects of institutional activity and to encourage creativity and innovation in both the content of management education and the processes by which it is delivered.
-  To **assure** that proper attention is paid not only to the “internal”/managerial substance of management education but also to the broader questions of social, ethical, and environmental responsibility which business activity entails.



CEEMAN Accreditation Framework

The CEEMAN Accreditation Framework depicted below shows the seven areas of assessment upon which accreditation is based: strategy, governance, research, education, resources, continuous improvement/innovation, and responsible practices. Each area is examined from three different perspectives: alignment with the institution’s stated mission, vision and values and the influence of the institution’s informal culture on achieving these; the degree to which each area adheres to internationally recognized quality standards; and how each area responds to, and is adapted to the specific needs of the environment(s) in which the respective institution operates.

Exhibit 1: CEEMAN Accreditation Framework



CEEMAN Accreditation

Standards and Areas of Assessment

INTERNATIONALLY RECOGNIZED QUALITY STANDARDS

CEEMAN IQA assesses alignment relative to internationally accepted accreditation standards regarding institution's strategy and objectives, governance, knowledge creation, knowledge transfer, resources, continuous improvement/innovation, and commitment to responsible practices.



CUSTOMER/MARKET RELEVANCE

CEEMAN IQA places particular emphasis on the relevance of the institution's activities and services from the perspectives of its various stakeholders.

Achievements of CEEMAN IQA standards are evaluated through seven CEEMAN IQA areas of assessment:

1. STRATEGY AND OBJECTIVES
2. GOVERNANCE AND STRUCTURES
3. KNOWLEDGE CREATION (RESEARCH)
4. KNOWLEDGE TRANSFER (EDUCATION)
5. RESOURCES
6. CONTINUOUS IMPROVEMENT/INNOVATION
7. COMMITMENT TO RESPONSIBLE PRACTICES

As reference points for evaluation in each of these areas, applying institutions are asked for the following:

-  Statements of mission, vision, and values
-  A description of the specific market environment(s) and contexts in which the institution operates and the associated implications for management development needs in this market space.

Evaluation of Internationally Recognized Quality Standards

CEEMAN IQA is based on the belief that while there may be considerable variation in statements of mission, vision, and values, and substantial differences in the management development needs in specific environments, there nevertheless exist certain globally recognized quality standards which every accredited institution should meet.

AREAS OF ASSESSMENT

INTERNATIONALLY RECOGNIZED QUALITY STANDARDS

STRATEGY AND OBJECTIVES

The institution has a focused and differentiated strategy with verifiable objectives, which is aligned with the institution's mission, vision, and values.

GOVERNANCE AND STRUCTURES

The institution has appropriate and effective governance (leadership, management, decision-making, structures) which is aligned with the institution's mission, vision, and values.

KNOWLEDGE CREATION (RESEARCH)

The institution delivers quality academic and practice-oriented research which supports leading-edge knowledge transfer activities and is aligned with the institution's mission, vision, and values.

KNOWLEDGE TRANSFER (EDUCATION)

The institution provides quality program design, content, and delivery with appropriate teaching and learning processes and methodologies and active support for students and participants, all of which are aligned with the institution's mission, vision, and values.

RESOURCES

The institution has adequate resources (financial, human and infrastructure), which are aligned with the institution's mission, vision, and values to ensure long-term financial viability.

CONTINUOUS IMPROVEMENT/ INNOVATION

The institution has robust quality assurance processes in place and can demonstrate how change and innovation have actually occurred as a consequence of continuous improvement initiatives.

COMMITMENT TO RESPONSIBLE PRACTICES

The institution demonstrates responsible practices through education, research, and institutional behaviour.



CEEMAN IQA signifies overall recognition of “excellence”. Few if any institutions, including those widely considered to be world leaders in management education, would receive top scores in every individual area of assessment. What is important is the overall assessment. Each CEEMAN accreditation peer review team makes an overall assessment from the data provided in the Self-Assessment Report and its own on-site observations.

Evaluation of Customer/Market Relevance

CEEMAN IQA also evaluates whether an institution has an appropriate understanding of the development needs of its customers and the market environments in which it operates and whether the institution responds to these needs with relevant management research, educational offerings, and active engagement in its respective local and wider business and social environments.

CEEMAN appreciates diverse cultural, educational, business, and social contexts, and diverse management development needs. The CEEMAN accreditation framework does not prescribe any particular business model.

CEEMAN IQA asks each evaluated institution to demonstrate how its teaching and learning processes, program offerings, research, and management development activities are relevant to the needs of its local and wider business and social environments.

“CEEMAN believes that effective management education combines a strong orientation to management practice with solid theoretical and conceptual underpinnings. The CEEMAN IQA accreditation looks for both and it is unlikely to be awarded to institutions which veer excessively in one or other direction at the expense of the other. This applies to teaching as well as to research activity”. Derek Abell, CEEMAN IQA Accreditation Committee President



Benefits of CEEMAN Accreditation



FOR MANAGEMENT EDUCATION INSTITUTIONS

CEEMAN IQA provides international acknowledgment that the accredited institution delivers management education and engages in research which is not only excellent by internationally recognized quality standards but well adapted and relevant to the customers and markets in which it operates. It demonstrates in particular a commitment to continuous improvement and innovation as well a commitment to responsible corporate and leadership practices.

CEEMAN IQA accreditation peer review teams have world-class expertise and experience. They may also provide advisory support on how institutions can continue to enhance the quality and relevance of their management education offerings.

CEEMAN IQA recognition helps to strengthen the institution's competitive advantage and positioning on national and international levels. It facilitates additional marketing communications to fully capitalize on these advantages. Here support is available from CEEMAN IQA Advisory Services, if required.

CEEMAN IQA accredited institutions benefit from increased cooperation with reputable and trustworthy national and international business and academic partners.

CEEMAN IQA accredited members are invited to join the network of CEEMAN accredited institutions. This unique community serves as a channel for the sharing of knowledge, good practice, and experience among CEEMAN IQA members and provides an inspirational platform for further initiatives.



FOR STUDENTS AND PARTICIPANTS

CEEMAN IQA is a confirmation that the accredited institution attended or under consideration by students/participants meets internationally recognized quality standards and is also responsive and relevant to attendee needs.

CEEMAN IQA signifies that the accredited institution is recognized as a leading provider of education in its market and enjoys a strong reputation among potential employers.

CEEMAN IQA is a confirmation that the management, faculty, and staff of the accredited institution are committed to continuous improvement and innovation in all aspects of education and services related to student/participant needs.

CEEMAN IQA is a verification that the accredited management education institution is very effective at preparing students for the world of work. Its graduates are equipped with appropriate skills, competences and knowledge to become respected leaders capable of responding to the development needs of their local and wider environment.





FOR EMPLOYERS

CEEMAN IQA is a confirmation for potential employers and executive education sponsors that the accredited institution provides not only excellent but also relevant education to meet corporate needs. In particular, accreditation verifies a commitment to continuous improvement and innovation, and to responsible corporate and leadership practices.

CEEMAN IQA indicates that graduates of the accredited institution have acquired the intellectual capital (new knowledge, skills and competences) and social capital (networks and personal qualities of leadership) to qualify them for the responsibilities they will assume. They have a solid basis in both functional management and the more integrative capabilities required as their careers advance.

CEEMAN IQA is proof that the accredited institution has the potential to be an outstanding corporate partner for businesses seeking management development and consulting services.



FOR EDUCATIONAL AUTHORITIES

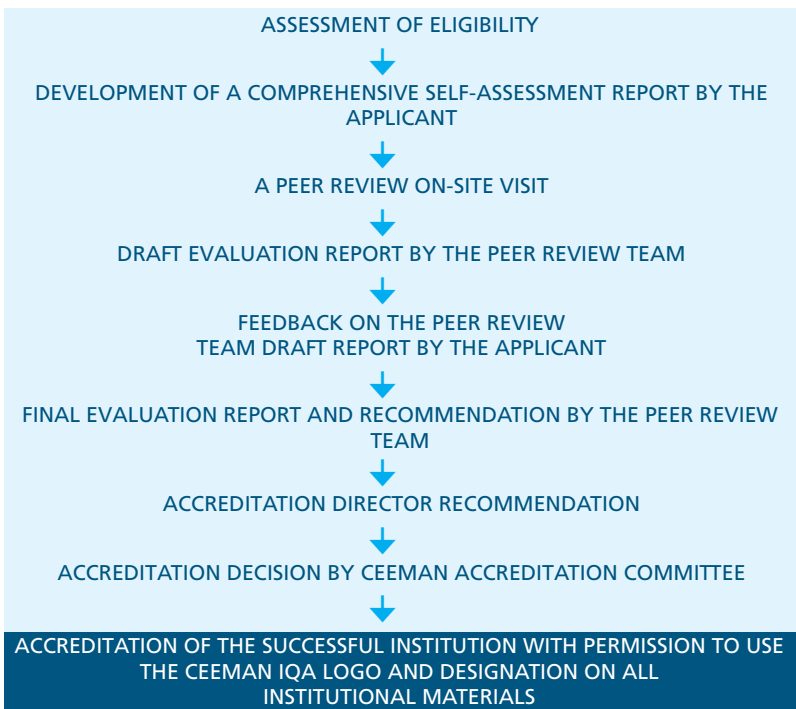
CEEMAN IQA complements national or regional accreditation with internationally recognized accreditation. It provides assurance to an institution's national and regional stakeholders that the institution not only meets internationally recognized standards of excellence but is also adapted and responsive to the markets in which it operates.

CEEMAN IQA is an assurance to authorities who are asked to accredit an institution under their jurisdiction that the institution has already been rigorously evaluated at an international level.



CEEMAN IQA Procedure

CEEMAN IQA has a nine-stage accreditation procedure:



Eligibility criteria: 1) CEEMAN membership; 2) educational institutions that provide management or business education; 3) minimum of five years of operation; 4) minimum of three graduating cohorts in each of its major groups of program offerings.

CEEMAN IQA accreditation status is granted for an initial period of six years after which the institution can apply for re-accreditation.

For more information regarding the CEEMAN accreditation procedure, self-assessment document requirements, accreditation fees and CEEMAN IQA accredited institutions please consult the IQA section of the CEEMAN website (www.ceeman.org/iqa) or contact the CEEMAN IQA Director, Assistant Professor Alenka Braček Lalić.

Testimonials of CEEMAN IQA Accredited Institutions



Kozminski University, Poland (CEEMAN IQA accredited since 2001)

“The CEEMAN IQA accreditation process has proven to be essential to Kozminski University (KU) development. Accreditation guided us in the search for the right strategic direction in the rapidly changing business education environment of today. Moreover, CEEMAN offers a great number of networking opportunities such as conferences and seminars, which constitute excellent platforms for sharing knowledge and experience. We believe that CEEMAN IQA is of fundamental importance to the development of a high-class education system in Central and Eastern Europe”.



ISM University of Management and Economics, Lithuania (CEEMAN IQA accredited since 2006)

“CEEMAN IQA confirms ISM University of Management and Economics’ commitment to creating international quality standards based teaching, learning and research environments, and to developing high-quality, high impact programs that have an international focus and are relevant to the business needs. Internally CEEMAN IQA is seen as an institutional learning process that helps to sustain a culture that supports creativity, innovation and continuous quality enhancement of all our processes. While ISM has an excellent reputation locally, CEEMAN IQA accreditation adds value and reputation to our institution internationally, and it is a signal to the international markets regarding the quality of our academic provision, and opens up opportunities to multiple international collaborative activities that benefit students, staff, businesses, and society in general”.



Almaty Management University, Kazakhstan (CEEMAN IQA accredited since 2010)

“Obtaining CEEMAN IQA allowed AlmaU to grow at the international level giving more opportunities to exchange best practices with other leading institutions around the world. CEEMAN IQA helped to set up the effective institutional management process, which was very essential during the transformation period of AlmaU. Significant guidance and direction received by CEEMAN IQA team let us pursue our intentions to cooperate with business and public sector by developing strategic partnership with entrepreneurial corporations, NGOs and national companies. CEEMAN IQA is one of the accreditations that advocate the Principles of Responsible Management Education of the United Nations Global Compact and bring comprehensive and relevant knowledge to its members. This feature brings the value of the accreditation not only to the institution being accredited, but also makes a benefit for education development on the national level”.

CEEMAN IQA Team Management



Assistant Professor
ALENKA BRAČEK LALIĆ

CEEMAN IQA Accreditation Director and Co-Director of EMBA Study Program at IEDC-Bled School of Management, Slovenia

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Professor **DEREK ABELL**

Accreditation Committee President

Founding President and Professor Emeritus at ESMT-European School of Management and Technology in Berlin, Germany; International Dean at HSM Educação, Sao Paulo, Brazil and former President at IMD, Lausanne, Switzerland

CEEMAN IQA Advisory Services

On request and at reasonable cost, CEEMAN IQA provides advisory services over and above those provided during the accreditation process itself. Several types of available services are:

Follow-up advisory services are provided after CEEMAN IQA accreditation is granted especially with regard to implementation of the recommendations of the CEEMAN IQA peer review team and how the CEEMAN IQA may be best deployed in the institution's marketing activities.

Tailored advisory services also available to management education institutions that are interested in CEEMAN IQA but are not currently meeting CEEMAN IQA standards.

In addition to advisory services in connection with accreditation standards, **CEEMAN IQA advises its members** in the areas of internationalization of management education; research and its application in teaching; technology-enhanced teaching and learning platforms; and how to make the most of accreditation in marketing communications efforts.

CEEMAN IQA advisory services are provided in different forms. These include advisory services **on request, customized advisory services, seminars, conferences, group facilitation, and webinars.**

CEEMAN

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