



# MLC

MANAGEMENT  
AND LAW  
COLLEGE  
LJUBLJANA



# INSTITUTIONAL DESIGN

## Positioning

There are several faculties and schools in Slovenia, offering knowledge in the field of management. Their programmes are largely related to fundamental orientations of faculties, such as: economics, sociology, business sciences etc. These programmes are not always designed systematically and logically, since they are influenced by other programmes provided by the schools. However, there is no connection between management and law in Slovenia, despite the fact that management and its decisions are often governed by law due to its significance. This results in frequent legally controversial decisions by managers or – on the other hand – insufficiently ambitious decisions due to the lack of knowledge in the field of management. Furthermore, lawyers have insufficient knowledge of the content and nature of management and have difficulties assessing and considering its characteristics.

Due to the need to connect both fields, an idea of research and education in the field of management and law in a logical connection arose. This idea is supported by a large number of faculties and schools abroad, where both fields were connected. Therefore, the proposer of this initiative aimed to achieve three objectives:

- to organise the study of management that will be at least of equal quality compared to the existing programmes;
- to achieve originality in establishing the connection between management and law;
- to aim at high applicability of knowledge, which should be founded on sound bases: good theory is the best practice.

The study programme is therefore aimed at individuals who wish and want to work as managers of companies and other organisations or work as managers of business units, business functions and projects, as well as smaller organisational units. It is also aimed at specialists who support the work of managers, such as: planners, controlling associates, risk managers, organisers etc. Furthermore, in particular at the second and third level of study, it is also aimed at lawyers who frequently cooperate with managers, for instance in legal departments, and heads in various legal organisations. In the provision of the study programme, the connection between management and law and the three principles above will always be taken into account.

## Mission

The Slovenian economy and the society as a whole largely depend on the performance of Slovenian companies and other organisations, while this is largely formed and determined by the work of managers. Their work largely depends on their knowledge, which can be obtained to a great extent at relevant institutions of higher education.

Several institutions of higher education and faculties offer knowledge in the field of management and related knowledge to future managers, whereby the development and presentation of the contents is largely related to other fields (economy, commerce, sociology etc.). However, education programmes that would connect the fields of management and law are not developed in Slovenia. Foreign faculties show that such connection is important and at the same time also practical, since a series of management decisions are connected with their legal conformity. The establishment of the Management and Law College would be useful for a number of stakeholders. The mission of the new college is primarily the following:

- by providing education programmes in the field of management and law, the college will provide the Slovenian economy and society with appropriate staff, contributing to the prosperity of the society as a whole;
- enable enterprises and other organisations to acquire staff with the knowledge of management and law, capable of a successful management of enterprises and other organisations;
- enable students to acquire useful knowledge for subsequent jobs in management and also law that is closely connected with management. It will ensure the knowledge and skills in the field of management and law that is required by the graduates in their active integration into the labour market and self-employment;
- it will provide additional knowledge in the field of law to managers and knowledge in the field of management to interested lawyers.

## Vision and objectives

The MLC Ljubljana intends to become the leading Slovenian college within its field. Thus it is to become a recognised education and research institution in the domestic and international environment. This will be achieved based on the following activities:

- The management and law study programme will be based on the alliance between the higher education institutions and practice of enterprises and non-profit organisations.
- The institution will be known for modern study methods of teaching and partnership study concept of academic community.
- The faculty will motivate students for creative work and educate and train them for relevant work in management or related legal activity in the real sector. The study programmes will be professionally drawn up by placing emphasis first on the connection of individual subjects into a systematic whole. The college will develop the methods of efficient study that will enable lower costs of study and provide a suitable motivation for the student. The faculty will link the study programme and process with business practice. The study methods and modern forms of work will be adapted to the level of the study programme. The basic objective will be to achieve the maximum quality of the study, demonstrated by a high level of student progression and short duration of the study programme.
- The college will research the field of management in general and in particular from the perspective of law. It will develop and implement improvements and novelties that will contribute to an improvement management, in particular for the purpose of recovery of socio-economic conditions of the economy. It will set up an international scholarly research network for the study programme and solving of management and business problems.
- Due to the needs for such staff and excellent education and research, the employability of graduates will be high. The graduates will be

attractive to all, in particular development-oriented enterprises and non-profit organisations.

- The college will be an active partner in the connection between the business, research and higher education environment.

Objectives and development strategies are defined primarily for the following areas:

1. Design of marketing and promotion of the trademark
2. Provision of economic and material autonomy and independence
3. Study activity
4. Development and research activity
5. International cooperation
6. Development of library activity
7. Provision of quality development (factors and results)
8. Extra-curricular study activities and organisation of a student community
9. Professional services and economic and organisational development.

## **Basic values**

In its work and development, the college will take into account and build in particular on the following values:

Creativity and innovation: introduction of modern study methods and approaches, optimisation as a modern business concept of minimising the risks, development of modern forms of networking of business, research and higher education sector;

Connection and cooperation: connection as the basis of operation, connection with business and academic environment, international cooperation and transfer of knowledge for increased economic competitiveness, connection and cooperation with a wider social environment;

Fairness and social responsibility: development of ethical values within an academic community, highlighting and observing ethical values of business partners, socially responsible behaviour;

Contribution to social development: employability of graduates, development of educational approaches, development of legal (business) framework at the local and regional level, intercultural and international connection and cooperation;

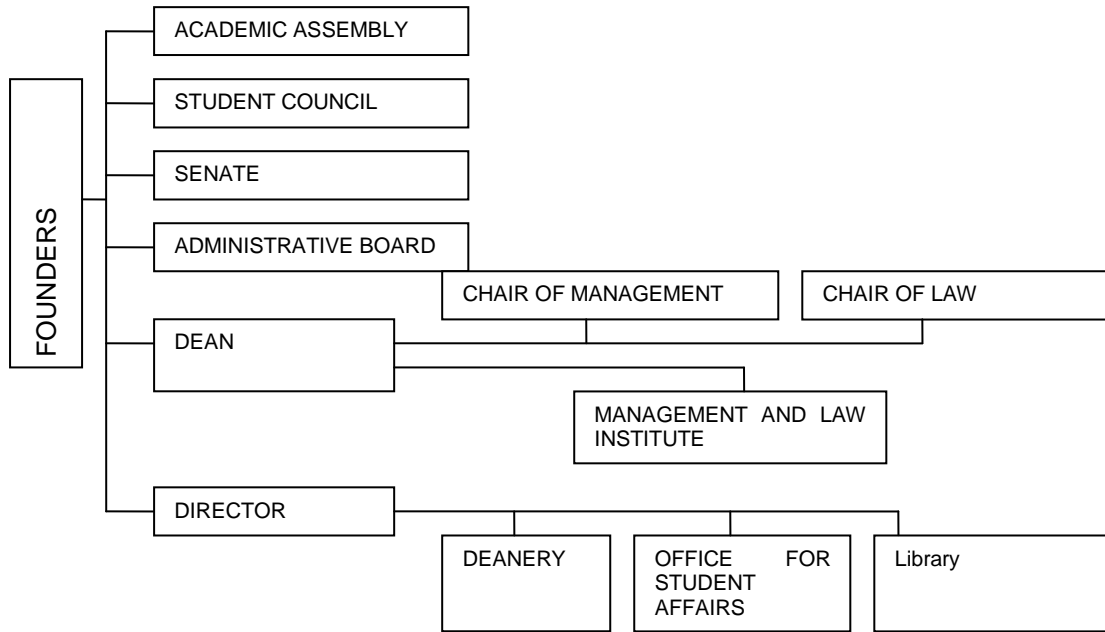
Self-evaluation as a basis for continual improvement: self-evaluation and evaluation of own activities, evaluation of the attainment of objectives of own activities, evaluation of professional development within the academic community;

Difference: recognition of graduates by their useful skills and knowledge, graduates with developed personalities and social connections, developed and recognised extra-curricular study activities, accepted as values in the overall personal development of graduates.

## **Organisational structure**

According to Slovene legislation, the MLC Ljubljana is an independent (i.e. private) institution of higher education.

The organisation of College activities can be presented by the following chart:



# STUDY

## Programmes

### General

The main focus of the study programme is an interdisciplinary approach related to management, law and education. Professional development and practical training in study programmes comprise  $\frac{1}{4}$  of the student workload. The college organises practical training within the partner network, where students are able to get in touch with and solve business problems critical for acquiring specific competencies.

The study programme is delivered in the form of 8/30, meaning that the classes usually include 30 students and the tutorial is provided in groups of 6-8 students.

The teaching staff consists of professors carrying out their principal activity in a business environment. Assistants are also closely connected with problem solving in the real sector. The third level study programme will include established lecturers from abroad for the purposes of scholarly research excellence.

High quality standards of the study programme provide the basis for high level of student progression, short duration of the study and high employability. Employers will be satisfied with the skills, knowledge and socialisation level of graduates.

The partner network has been organised in two groups of partners – narrow and wide group. The narrow group of partners consists of partners that are included in an ongoing cooperation, while their wide group is composed of partners where study visits, cooperation and practical training is provided occasionally.

The college is oriented to be a small and high-quality institution. The number of students enrolled in the college will increase from approximately 40 in the first year to 270 students in the seventh year of operation. The structure of students, as planned by the college, will be the following: 50-65% at the Bachelor's level, 30-35% at the Master's level and 3-5% at the Ph.D.'s level.

Business concept: an elite method of provision of complex forms of study of management and law - at the Bachelor's level primarily aimed at students who



require high level of motivation though applicability of the study programme; at the Master's level aimed at groups that would like to change the education field due to increased employability and self-employment; at the Ph.D.'s level the provision of the management and law study programme that will primarily include the research of management and legal concepts in entrepreneurship by applying modern technologies of operational research. Primarily the Master's, and in particular the Ph. D.'s level will be provided by foreign lecturers for the international market.

The aim and objectives of the management and law study programmes:

- The objectives of the Bachelor's study programme are to qualify the students for various fields of work at the lower and middle management in companies and other organisations. The study process has been organised in such a manner to motivate students who successfully completed secondary education, as well as those who failed to complete higher education. Students will acquire basic interdisciplinary knowledge of corporate law and management in entrepreneurship. Graduates will be qualified for works that include tasks in the management of modern information-based business functions of middle-sized and small enterprises. The subject-specific competencies of graduates will be selected in such a manner to ensure them optimal employment opportunities. Graduates will find employment in small and middle-sized enterprises in the basic business functions: purchase, production, sales, staff in the sphere of work of planners and analysts. Graduates will be able to carry out the job of assistant lawyer in enterprises (preparation of internal rules) or in attorney and notary offices.



## **Management and law I (Bachelor's degree)**

*Objective:* The programme structure: 1/3 management, 1/3 law and 1/3 professional development – training for development and research work and entrepreneurship. The goal of this programme is to qualify students for various areas of work concerning low and middle-size management in business and other companies. The students are going to obtain fundamental interdisciplinary knowledge from the area of corporate law and enterprise management. The graduates will be able to carry out tasks in relation to the administration of IT supported business functions of small and middle-size enterprises. The programme aims to strongly increase the graduates' abilities for employment in small and middle-size enterprises, where they could perform basic tasks in business operation. They could also work as assistant lawyers in business enterprises as well as in attorneys' and notaries' offices.

***Duration:* 3 years**

***ECTS:* 180**

***Degree:* Bachelor of Management and law**

*Term 1*

Subject	ECTS	Lectures	Seminar	Tutorials
Management	6	20	10	20
Business and enterprise organisation	6	20	10	20
Introduction to law	6	20	10	20
Obligations law	6	20	10	20
Professional development I	3	10	10	10
Practical training I	3	10	10	10

*Term 2*

Subject	ECTS	Lectures	Seminar	Tutorials
Marketing	6	20	10	20
Finance	6	20	10	20
Administrative law	6	20	10	20
Optional subject	6	20	10	20
Professional development II	3	10	10	10
Practical training II	3			20

### Term 3

Subject	ECTS	Lectures	Seminar	Tutorials
Accounting	6	20	10	20
Entrepreneurship	6	20	10	20
Business contract law	6	20	10	20
Fundamentals of research in management and law	6	20	10	20
Professional development III	3	10	10	10
Practical training IV	3	10	10	10

### Term 4

Subject	ECTS	Lectures	Seminar	Tutorials
Business informatics	6	20	10	20
Labour and social welfare law	6	20	10	20
Company and business law	6	20	10	20
Optional subject	6	20	10	20
Practical training V	3			20

### *Term 5*

Subject	ECTS	Lectures	Seminar	Tutorials
Organisational behaviour	6	20	10	20
Administrative contract law	6	20	10	20
Criminal and punitive law	6	20	10	20
Optional subject	6	20	10	20
Professional development IV	3	10	10	10
Practical training VI	3	10	10	10

### *Term 6*

Subject	ECTS	Lectures	Seminar	Tutorials
Optional subject	6	20	10	20
Practical training VI	3			20
Graduate paper				

### List of optional subjects:

Management of financial institutions

Strategic and project management

Theory of organisation with analysis and formation

Dealing with human capabilities

Management and marketing in sports

Construction and environmental issues in entrepreneurship

Public procurement law

Insolvency law

Intellectual property law

Fundamentals of law in culture and sports

Business German I

Business German II

Business English I

## **Management and law II (Master's degree) & Ph.D. in management and law**

The MLC Ljubljana is preparing its Master's programme to be accredited by the Slovene National Quality Assurance Agency, and plans to enrol first students in it in 2015. The objective of this Master's programme is to qualify the students for various complex activities in companies and other organisations, and increase the employment opportunities of graduates of those Bachelor's study programmes with a low employability rate. The study process will be modularly adapted to the acquired competencies of students at the programmes of previous education. Students from technical and other highly professional or natural science study programmes will upgrade their managerial knowledge in the field of management and law in entrepreneurship. In addition to competencies in the field of management

and law, students from social science study programmes will upgrade professional knowledge which is important for their employment, in particular in work assignments of basic functions of entrepreneurship. With graduates of higher education institutions with low employability, the emphasis will be put in particular on subject-specific skills to increase their employability (such as communication, computer and information science, business English, knowledge of the basic characteristics of materials in the selected areas of employment). Graduates will be qualified for work and tasks in the development and management of middle-sized and small enterprises and for independent establishment of small enterprises and institutions. Graduates will be able to independently and successfully carry out the tasks of an assistant lawyer in enterprises (for example: management of general services) or in attorney and notary offices.

Once the Master's programme is well established, the MLC Ljubljana will prepare its Ph. D. programme. The objective of the doctoral study programme will be to educate specialists in an internationally comparable study environment in order to acquire the abilities of: 1) developing management as a discipline based on process measurement and optimal decision-making; 2) introducing a legally regulated business environment and socially responsible management of organisational systems; 3) researching optimisation methods in the management of business processes within the legislative conditions and other conditions of the business environment. In their doctoral dissertations, doctoral candidates will ensure interdisciplinarity of management and law by providing an interdisciplinary approach and applicability of research work or developing the applied models of operational research in the field of managerial and legal problems. Doctoral graduates will be employable in the most demanding jobs in large business systems, which require highly specialised knowledge, as well as in research and educational institutions.

## Faculty members

The MLC Ljubljana joins a number of Slovene professors but has also managed to attract international lecturers, who will mainly cooperate in its Master's and Ph.D.'s programmes, as well as in the capacity of visiting professors in the undergraduate subjects.

## Slovenian lecturers

No.	Full name	Title	Field of appointment
1	Dr. Aleksej	Associate	Labour law and social

	Cvetko	professor	welfare Law
2	Dr. Aleksij Mužina	Assistant professor	Law
3	Dr. Aljoša Dežman	Assistant professor	Commercial law and Roman law
4	Dr. Blaž Kovačič Mlinar	Assistant Professor	Law
5	Ddr. Davorin Kralj	Assistant Professor	Management
6	Dr. Janez Čebulj	Associate professor	Administrative law
7	Dr. Julija Lapuh Bele	Assistant professor	Computer and information science
8	Dr. Lidija Kodrin	Senior lecturer	Marketing
9	Dr. Luigi Varanelli	Assistant professor	Law
10	mag. Rosvita Šengelaja	Foreign language teacher	German
11	Dr. Rudi Rozman	Full professor	Management and organisation
12	mag. Damjan Pintar	Lecturer	Sports management
13	mag. Dušan Blaganje	Senior lecturer	Public administration
14	Dr. Janez Grad	Professor emeritus	Information science
15	mag. Matjaž Nanut	Senior lecturer	Law
16	Dr. Darja Mazi-Leskovar	Associate professor	English and American literature
17	Dr. Marko Novak	Associate professor	Legal theory and constitutional Law
18	mag. Lidija	Senior lecturer	Finances and



	Robnik		accounting
19	Dr. Srečko Devjak	Full professor	Quantitative methods in administration
20	Dr. Črtomir Tavzes	Research assistant	

## Foreign lecturers

No.	Full name	Title	Field of appointment
1	Dr. Gregory T. Papanikos	Full professor	Economics and eusiness
2	Dr. Walter Scherrer	Full professor	Regional economics
3	Dr. Slobodan Čamilović	Professor emeritus	Economics, management, labour and social Law
4	Dr. Mirjana Drakulić	Full professor	Business, computer and cyber Law
5	Dr. Slavica Cicvarić Kostić	Assistant professor	Marketing, public relations
6	Dr. Jovan Filipović	Full professor	Quality management
7	Dr. Milan Martić	Full professor	Operational research
8	Dr. Nataša Petrović	Associate professor	Environmental management
9	Dr. Nevenka Žarkić Joksimović	Full professor	Financial management
10	Dr. Florian Herzog	Assistant professor	Operational research
11	Dr. Massimo Bianchi	Full professor	Business management
12	Dr. Laura Tampieri	Lecturer	Business management
13	Dr. Joao Alberto Sobrinho Teiweira	Full professor	Management biotechnological productions and

			environmental technology
14	Dr. Ana Paula Carvalho do Monte	Associate professor	Finance management
15	Dr. Pires Jose Adriano Gomes	Full professor	Management information systems
16	Dr. Paula Odete Fernandes	Associate professor	Entrepreneurship
17	Dr. Alcina Maria de Almeida Rodrigues Nunes	Associate professor	Innovation,      business design

# RESEARCH

Development and research activity will be focused primarily on the field of management and law in entrepreneurship and the related optimisation problems. The central topics of the research programme will be research on the transfer of knowledge and development of quality. Research will be carried out by joining international research networks and establishing close connections with specialised research and other institutions.

The starting point of the research activity in the initial stage will be the network developed by the founder and partners of the college – mainly research and educational as well as other institutions. The basic network includes institutions with which the document indicating the interest for cooperation in scholarly research was already signed:

## – Domestic institutions:

- B 2, izobraževanje in informacijske storitve, d. o. o. (research unit: B2 research and development)
- RIZIKOMANAGEMENT, d. o. o.
- ILTRA Inštitut za lesarstvo in trajnostni razvoj, d. o. o.
- The Ljubljana School of Business (VŠPV)
- IJS Jožef Stefan Institute
- Chamber of Craft and Small Business of Slovenia
- The Slovenian Academy of Managers
- PRUDENTIA, Business and Human Rights Institute, Ljubljana

## – Foreign institutions:

- University of Belgrade, Faculty of Organizational Sciences (FON)
- SWISSQUANT group AG Zürich (Swissquqnt)
- IPB Instituto Politécnico de Bragança (IPB), Portugal
- Athens Institute for Education and Research, Greece (Atiner)
- University of St. Gallen Institute for Operations Research and Computational Finance, St. Gallen Switzerland (ior/cf-HSG)
- Slovenian Economic Union (*Slowenischer Wirtschaftsverband*)

- SVIMAP NETWORK (Neaples, Italy)
- Udruženje za javnu upravu Srbije (Belgrade)
  
- University of Zagreb, Faculty of Law, Department of General Theory of Law and State

In the previous period, the founders established a network that enables the cooperation of the college with business, scholarly research and other communities.

Within the network, the founders signed various documents to support the establishment of the college. Furthermore, these documents evidence the signatories' interest in cooperation with the college both on the study and scholarly research field.



# CONTACT

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(abbreviated as the 'MLC Ljubljana')

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The MLC Ljubljana is open to any kind of cooperation in the area of both  
research and higher education.

Please feel free to contact us!