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**Evaluation of the application by the
Institute for Business & Management Heidelberg Skopje
for certification of the
Certified Controller Program
according to the IGC quality standards**

1 Request

Based on the submission of the filled questionnaire the Institute for Business & Management Heidelberg Skopje requests the evaluation whether the

Certified Controller Program

fulfills the IGC quality standards to be certified by the IGC International Group of Controlling.

2 In summary evaluation

From both the analysis of relevant documents and the intensive communication with the applicant follows:

The Certified Controller Program meets – in terms of minimum requirements – all quality standards of IGC.

The very comprehensive and ambitious program is characterized by high didactic-methodical and technical professionalism.

3 Evaluation according to the IGC quality standards

The evaluation is based on the following sources: The questionnaire filled by the Institute for Business & Management Heidelberg Skopje, diverse subsidiary exemplifications and specifications, various documents (such as program's content, teaching-learning print and digital material, teaching and assessment methods, faculty background, pictures of the physical facilities) and a video-conference with Professor Naumoski. Due to the restrictions caused by Covid-19 the planned on-site visit had to be renounced. This lack was counterbalanced by the more intensive process of virtual information exchange.

Along the questionnaire's structure it is evaluated whether the program fulfills the relevant minimum requirements, which were defined by the IGC in cooperation with the Institute of Business Education and Educational Management, University of St.Gallen.

The reader finds each question including the correspondent minimum requirement, followed by the evaluation and comments.

1 Was the program you want to certify executed for two years until today or at least realized four times? (*Minimum requirement: Organized at least for two years or, if more recent, carried out four times*)

Evaluation: As yet the full program of the Institute for Business & Management Heidelberg Skopje (including all five levels; see below questions 3 and 4) was executed twice since 2015. The program with the first three levels was carried out five times since 2015.

The minimum requirement is fulfilled.

Comment: ---

2 What is the duration in days of your training program? (*Minimum requirement: ≥ 15 days*)

Evaluation: The five-levels program comprises 41 days of plenary sessions (200 hours in total, including specifically 100 hours of "active learning time") and additional 360 hours for self study (see also question 5 for the program's structure). Thereof, the first three levels consist of 35 days (140 hours of plenary sessions and active learning time, 290 hours of self-study).

The minimum requirement is fulfilled.

Comment: The comparatively extensive program requires a high time-investment by the participants.

3 Show the main goal of your entire training program that is communicated to the potential participants.

Evaluation: Resulting from the interchange of ideas with Professor Naumoski the main goal of the program is now described in the required form of meaningful and demanding competences which participants will develop during and show at the end of their studies.

The minimum requirement is fulfilled.

Comment: ---

4 Show the schedule of your entire program. (Minimum requirement: Content and working hours at least in half-day rhythm)

Evaluation: The program's schedule, divided in levels (equals "modules") and several courses within each level, is declared clearly by communicating each level's goal and by both the time budget and the main subjects of each course.

The minimum requirement is fulfilled.

Comment: See also question 9.

5 Show the educational objectives for each module of your program. (Minimum requirement: List contents and objectives. Questions 3, 4 and 5 include as a minimum only the presence of the (sub-)goals and of the detailed program. The qualifier will also judge the quality of the presented (sub-)goals.)

Evaluation: The program is divided into five levels (equals modules) at which levels 1 to 3 are labelled as "Basic", level 4 as "Advanced" and level 5 as "Expert" (see also question 4). Based on the submitted document and resulting from the interchange of ideas with Professor Naumoski each module is now operationalized in a up to date form of competences, which are students-oriented, process-oriented, transparent, meaningful and appropriate to the respective level's content.

The minimum requirement is fulfilled.

Comment: ---

6 Average number of participants in all modules. (*Minimum requirement: Maximum 30 participants per module*)

Evaluation: In total 54 persons participated in the program so far. Thereby the majority completed level 1 to 3 (varying from 13 to 9 per realisation), while only 14 continued to level 4 and 5.

The minimum requirement is fulfilled.

Comment: It is noteworthy that potential participants undergo an entrance-interview regarding basic controlling knowledge and respective motivation.

It is very likely that the participation in level four and five can be raised in the future by intensifying online teaching and implementing a new fee model.

7 Document the presence of standardized teaching materials to be used by all your trainers. (*The minimum requirement is to have standardized teaching materials and teacher guides for each module. Besides assessing the compliance with the minimum requirement the qualifier will also check how far the standardized teaching materials match with the stated learning objectives.*)

Evaluation: According to the goals of each level, adequately standardized teaching- and study-material of high didactic and professional quality is applied. Worth mentioning are textbooks authored by faculty members as well as by Horvath & Partners, scripts developed specifically for the participants, and rich case study and assessment materials.

Based on examples shown to the signatory, all trainers might be able to communicate their lesson plans including decisions on objectives, content, methods and timeline to other faculty members if a substitution is needed.

The minimum requirement is fulfilled.

Comment: The teaching- and study-material proves an adequate combination of standardization, each teacher's unique expertise and the participants' needs.

8 Program design compliant with controller's mission statement (*Minimum requirement: Each knowledge field must be covered with at least three of the mentioned contents. In total, 70% of all mentioned content must be covered.*)

Evaluation: Based on the self-declaration, the analysis of the teaching material and the conversation with Professor Naumoski the signatory concludes that the entire program (level 1 to 5) covers all knowledge fields and within each three or more of the required contents and at least 70% in total. This is overall also true if only level 1 to 3 are taken into account.

The minimum requirement is fulfilled.

Comment: Since the majority of the participants – until now at least – attends only level 1 to 3, they seem to miss quite a few important areas of knowledge and the acquisition of corresponding competences. Accordingly, the applicant's strategy to raise the participation in level 4 and 5 is supported by the signatory (see also question 6).

9 Show how many hours of your program are used for non-plenum work (individual and group work, role play, but without homework). (*Minimum requirement: 25% of the total course duration*)

Evaluation: Besides the traditional form of content-input during plenary sessions the program emphasizes the learners' activity by a variety of up to date forms (such as forum with guests, case study work, presentations, discussions, both in traditional classroom sessions and in online classes). Thereto a considerable high portion of time is used – on the one hand a part of the 100 hours reserved for "plenary sessions", on the other hand 100 hours of "active learning time". Eventually, the participants' active-learning is additionally demanded by 360 hours budgeted for independent self-study.

The minimum requirement is fulfilled.

Comment: In this context worth mentioning is the elaborated assessment system. On the one hand after each level participants have to pass an online-exam from the e-learning platform (counting for 80%, three tries), on the other hand each participant's contribution and commitment (counting for 20%, based on participation in case studies and the interactivity in class) is assessed.

These components lead to the level-specific certificate, and after level 5 to a diploma issued by the Central Certification Commission from the Institute for Business and Management in Heidelberg.

10 Feedback from the participants. (*Minimum requirement: The certification requires a standardized and written feedback from the participants after each module. The questions are intended to provide at least information on whether the contents of the course learning objectives are consistent with the announced, the participants feel that they have reached the learning goals, the competence of the trainers is adequate, the methodical/didactic qualification of the speakers is good enough. The reports have to be submitted to the qualifier.*)

Evaluation: At the end of each course within each module the participants fill in a structured evaluation-form with both open and closed standardized questions. Additionally, the participants are asked for free comments.

The minimum requirement is fulfilled.

Comment: Examples of feedback show an extremely high satisfaction with the respective module and lecturer.

If a revision of the form is planned, one question could emphasize on whether the contents of the course learning objectives are consistent with the announced ones. Additionally, it is recommended to evaluate the participants' satisfaction after they have finished the entire program. And eventually, in order to evaluate the intensity and quality of transfer of what was learned during the course into practice, the participants could be asked for a respective feedback after a few months.

11 Qualification of the faculty

Evaluation: The minimum requirement that 75% of the trainers have held within the last 3 years at least 30 training days (regardless of provider and program) is fulfilled.

The minimum requirement that 50% of the trainer faculty has at least 2 years of practical experience in the subject taught (as a consultant, as a manager, as an expert, etc.) is fulfilled.

The minimum requirement that 50% of the trainer faculty trainers work for at least 2 years in this program is fulfilled.

Finally, the requirement "*demonstrate that at least one of the following approaches is applied annually for trainer development in this program (e.g. methodical/didactic trainer education, cooperation in the development of teachers' guides, professional development of trainers, e-learning modules)*" is fulfilled. Beyond what is mentioned in the filled-in

questionnaire, the subsequent communication has shown that several measures for quality insurance and improvement in terms of content, didactic, methods are taken continuously (self-evaluation by faculty members included in the annual report of the academy; faculty-members' attending conferences both in the region and in Germany, the latter organized mainly by IGC International Group of Controlling; organization of an annual international conference in Skopje).

The minimum requirement is fulfilled.

Comment: Based on the trainers' distinct professional background and teaching experience the program unites a faculty of high quality.

4 Recommendations

Recommendations which refer to single criteria of evaluation were inserted above and accordingly discussed with Professor Naumoski. The above-mentioned modifications during the certification-process were carried out in a very determined and cooperative manner. There are no additional recommendations to be noted.

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Institute of Business Education and Educational Management

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