



CEEMAN

**Management Education
for a Digital World**

28-30 September 2016
Tallinn, Estonia

24th CEEMAN Annual Conference

Participant's Handbook

Co-organized and hosted by



TALLINN UNIVERSITY OF TECHNOLOGY
TALLINN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION



24th CEEMAN Annual Conference

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Dear Colleagues and Friends,

On behalf of CEEMAN and Tallinn School of Economics and Business Administration (TSEBA), we would like to extend our warmest welcome to the 24th CEEMAN Annual Conference.

We are very pleased and honored that this conference has gathered together over 160 participants from 33 countries.

Considering the topic of this year's conference, *Management Education for a Digital World*, the conference location could not be better. Estonia is mentioned as the most "wired" and advanced country in Europe in the terms of e-Government and successful tech start-ups and initiatives which you will have a chance to experience first-hand during the conference at the experiential workshop. Our great speakers will share their insights and experience with digitalization from the business perspective as well as those related to management education and research.

We are convinced that our conference and its friendly atmosphere will once again be an excellent opportunity for peer experience sharing and information exchange.

We wish you a wonderful conference and a warm welcome to Tallinn!

Yours,


Danica Purg
President of CEEMAN


Üllas Ehrlich
Dean of Tallinn School of Economics and
Business Administration of Tallinn
University of Technology

Conference Venues and Events

Conference venue:

Radisson Blu Hotel Olümpia

Liivalaia 33, Tallinn 10118, Estonia

Tel: +372 631 5333, Fax: +372 631 5325

E: info.olumpia.tallinn@radissonblu.com

<http://radissonblu.com/olumpiahotel-tallinn>



Wednesday, 28 September

- 09:00 Conference registration opening
- 10:00 – 13:00 2nd PRME CEE Chapter Meeting “Boosting Social Entrepreneurship through Management Education”
- 14:00 – 19:00 Individual Dean2Dean meetings
- 14:00 – 16:00 Presentations by partners
- 16:00 – 19:00 Poster session “My Solution to Educational Challenges in the Digital World”
- 19:00 Welcome drink at the hotel

Thursday, 29 September

- 08:00 Registration and exhibition area open
- 08:30 – 10:00 Update and preliminary findings of CEEMAN Research on Management Development Needs in Dynamically Changing Societies
- 10:30 – 15:45 Experiential Workshop “Digital Realities” at e-Estonia showroom & Ülemiste City
- 17:00 – 19:00 24th CEEMAN Annual Conference Opening
- 19:00 – 21:30 Dinner at the hotel

Friday, 30 September

- 08:00 Registration and exhibition area open
- 08:30 – 10:00 CEEMAN IQA-International Quality Accreditation: presenting the new framework
- 10:00 – 16:30 24th CEEMAN Annual Conference - panels and roundtables
- 16:30 – 18:00 CEEMAN Annual Meeting and Awards ceremony
- 19:30 – 23:45 Gala dinner at the Seaplane Harbor

Saturday, 1 October

- 10:00 - 15:00 Guided walking tour of Old Tallinn, bus tour around Tallinn, lunch and visit to TSEBA

Organizing Team



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CEEMAN – International Association for Management Development in Dynamic Societies

Your Window to Management Development in a World in Transition

CEEMAN is an international association for management development in dynamic societies, which 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 of management development institutions working mainly in emerging markets and transition economies. The organization's interests cover the quality of education, research and innovation in these economies, as well as the broad range of subjects related to change and development.

With professional excellence as its aim, CEEMAN fosters the quality of management development and change processes by developing education, research, consulting, information, networking support, and other related services for management development institutions and corporations operating in transitional and dynamically changing environments. Its holistic approach to the phenomena of change and leadership development celebrates innovation, creativity and respect for cultural values.

CEEMAN's objectives are:

- To improve the quality of management and leadership development in general and in countries undergoing transition and dynamic change in particular
- To provide a network and meeting place for management schools and other management development institutions in order to promote and facilitate cooperation and the exchange of experience
- To provide a platform for dialogue, mutual cooperation and learning between management development institutions and businesses that are operating in the context of transition and dynamic change
- To promote leadership for change, global competitiveness and social responsibility, innovation and creativity, and respect for cultural values
- To represent the interests of its members in other constituencies

The main activities of the association include:

- International conferences
- Educational programs to strengthen teaching, research, management, and leadership capabilities in management schools
- Case writing support
- International research
- Publishing
- International quality accreditation of business schools

CEEMAN has 213 institutional and individual members from 54 countries in Europe, North America, Latin America, Africa and Asia.

www.ceeman.org



Tallinn School of Economics and Business Administration (TSEBA)

TSEBA has been providing a high quality education in economics and business administration since 1940, and greatly benefits from being an integral part of Tallinn University of Technology (TUT), which is second largest university in Estonia. TSEBA is the market leader in providing university level education in economics and business administration in Estonia. Total number of students 2,000.

The mission of TSEBA is to be an internationally renowned national academic, research and development center of Tallinn University of Technology in the field of social and economic sciences, to provide academic knowledge in order to develop TUT students' skills and values, thus contributing to Estonia's sustainable economic growth in the globalizing world.

The mission has clearly originated from the needs of the Estonian business environment. According to the mission TSEBA is the largest among the institutions in Estonia that provide economics and business education. TSEBA provides degree programs at all three levels and is involved in research and development activities in the fields of social sciences and economics. Every year 350 bachelor, master and doctoral students graduate from TSEBA. Regarding the demand for the specialists who have earned a degree at TSEBA and the employer satisfaction feedback that is regularly monitored, it can be said that TSEBA is a national academic, development and research center in the field of social sciences and economics. A large number of students from abroad – almost 570 students from 50 countries (30% of the total number of TSEBA students) - contributes to the international dimension. Participation in international projects and publication in international scientific journals serves as an indication of the international dimension of the research done by the academic staff. TSEBA has established a system for receiving regular feedback from employers, which is taken into account when new courses and programs are developed. Curriculum development is carried out in close cooperation with employers, who are represented in all the administrative bodies, councils of academic departments and the Curriculum Committee.

The Unique Selling Proposition and clear value-added to students and to corporate sponsors of TSEBA lies in the fact that the expertise of business and economics are equally strongly represented in TSEBA, which allows providing substantial professional education with well-balanced knowledge of economic theory and business skills. In the curriculum development process the vital importance and practicality of the courses are carefully considered. Leading specialists/practitioners in their field run seminars and workshops in the same courses where the leading researchers deliver lectures, thus the graduates can smoothly enter the labor market. TSEBA is part of TUT, located in the campus of TUT; and all TSEBA students have an opportunity to diversify their career options by taking the courses offered by the TUT faculty of IT and engineering. Additionally, TSEBA, in cooperation with the faculties of engineering and IT, is involved in developing and teaching interdisciplinary curricula, for example business information technology and logistics.

TSEBA programs are highly valued in our neighbor country Finland: every year a great number of Finnish students enroll in TSEBA international study programs. Also, students from Russia, Latvia, Georgia and Ukraine prefer TSEBA as a great place to study, and TSEBA English language programs are also well-known among international students from Turkey and China. TSEBA is a member of various international associations, such as EFMD, CEEMAN, BMDA, AACSB, and an active participant in different educational networks such as Nordplus, Nordplus Neighbour and Erasmus. TSEBA cooperates with more than 80 universities worldwide.

www.ttu.ee

Welcome to Tallinn!

Tallinn is the capital of Estonia, a small country in Northern Europe. Estonia has land borders with Latvia and Russia and its coastline lies on the Baltic Sea and the Gulf of Finland. The territory of Estonia is over 45,000 square km and its population is only 1.3 million. With its 450,000 inhabitants Tallinn is Estonia's largest city.



Tallinn never fails to amaze visitors with its historical charm. At its heart is the Medieval Old Town, an area of cobblestone streets, gabled houses, churches and squares that developed here from the 13th to the 15th centuries when Tallinn boomed as a key Hanseatic commercial hub. Old Town has long been the main draw for newcomers – in fact it's so unique that UNESCO added it to its World Heritage List in 1997. Other regions of the city reflect different ages, from the romantic, Tsarist-era Kadriorg Park to the unforgettable, early 20th-century wooden house district of Kalamaja. A modern shopping and

business district in the city centre completes the tableau, making Tallinn an amazing blend of old and new.



Conference Agenda

Wednesday, 28 September

Pre-conference events

9:00

Conference registration opening

10:00 – 13:00

2nd PRME CEE Chapter Meeting

10:00 – 10:10 Welcome by **Irina Sennikova**, CEEMAN Vice President, Rector of RISEBA University, PRME CEE Chapter host

10:00 – 11:00 **Boosting Social Entrepreneurship through Management Education**

- **Monika Kolb**, Research Assistant and Project Manager, Dr. Juergen Meyer endowed chair for international business ethics and sustainability at the Cologne Business School (CBS), Germany
- **Yaroslav Pavlov**, Director of Distance Learning Programs, Institute of Business Studies (IBS-Moscow), RANEPa, Russia
- **Anita Negri**, President, OIKOS International, Switzerland

11:00 – 11:30 Coffee break

11:30 – 13:00 Discussion on the future activities of the Chapter

14:00 – 19:00

Individual Dean2Dean meetings

Use the opportunity to schedule individual meetings to share and/or get personal advice from other deans, discuss potential cooperation and partnerships and any other topics of particular concern and interest

14:00 – 16:00

Presentations by partners

14:00 – 16:00 Peregrine Academic Services

14:30 – 15:00 Acezz International

15:30 – 16:00 AACSB Business Intelligence opportunities for CEEMAN network

16:00 – 19:00

Poster session “My Solution to Educational Challenges in the Digital World”, organized by IMTA Alumni

Faculty and researchers will showcase their experience and best practices in teaching and research through poster presentations (posters will stay on display for the whole duration of the conference).

- 16:00 **Zoltan Buzády**, CEU Business School, Hungary: Opening remarks
- 16:10 **Anu Leppiman**, Tallinn School of Economics and Business Administration, Estonia: *Teaching Marketing at Tallinn Business School*
- 16:25 **Iivi Riivits-Arkonsuo**, Tallinn School of Economics and Business Administration, Estonia: *Experiences of teaching 'Experience Marketing'*
- 16:40 **Georg Stadmann**, Europa-Universität Viadrina, Germany: *Creativity & Entrepreneurship Course Tools*
- 16:55 **Maritana Sedysheva**, Estonia Business School, Estonia: *Smart e-Learning Strategy into Online Course*
- 17:10 **Karin Sixl-Daniell**, MCI Management Center Innsbruck, Austria: *Motivation in Management Education in a Digital World*
- 17:25 Short break
- 17:35 **Anna M. Górska**, Kozminski University, Poland: *Social Media for Student Personal Branding*
- 17:50 **Marina Markova**, Lomonosov Moscow State University Business School, Russia: *Digital Technologies for Sustainable Development at Business Schools*
- 18:05 **Andrea Ward**, Sheffield University Management School, UK: *Technology in the Teaching Process*
- 18:20 **Erik Sootla**, Narxoz University, Kazakhstan: *Blended Learning Experiment in Kazakhstan*
- 18:35 **Zoltan Buzády**, CEU Business School, Hungary and **Peter McKiernan**, Strathclyde University, UK: Closing remarks

19:00

Welcome drink at the hotel

Thursday, 29 September

24th CEEMAN Annual Conference Management Education for a Digital World

Conference Day 1

8:00

Registration and exhibition area open

8:30 – 10:00

Update and preliminary findings of CEEMAN Research on Management Development Needs in Dynamically Changing Societies

The session, open to all conference participants, will present preliminary findings on the international research coordinated by CEEMAN on management and leadership development needs. Run by more than 30 research partners in 19 countries, the research aims to collect insights into the challenges faced by companies and their respective management and leadership development needs.

Welcome by CEEMAN President Danica Purg and the Scientific Committee members

Overview of preliminary research findings and results: Alenka Braček Lalić, lead research investigator, CEEMAN IQA Director, Slovenia

Individual country insights:

- **Anna M. Górska**, Kozminski University, Poland
- **Leila Kukuzova**, Almaty Management University, Kazakhstan
- **Vadim Saveljev**, International Management Institute MIM-Kyiv, Ukraine

Discussion and sharing insights and experience from Croatia, Estonia, Hungary, Latvia, Lithuania, Russia, Slovenia

10:15

Departure for the experiential workshop at e-Estonia Showroom from the hotel

10:30 – 15:45

Experiential Workshop “Digital Realities”

e-Estonia Showroom and Ülemiste City

Moderated by **Anto Liivat**, Lecturer, Head of the Council of Bachelor’s studies, Estonian Business School

This interactive workshop aims to provide the first-hand experience of what a digital society means. “Digital” is quickly becoming new “everyday”, while educators are often lagging behind in understanding the underlying principles, new business needs, and new trends of digital realities. The workshop will help better understand the digital world and bring it closer to educators, setting the foundation and inspiration for the conference discussions that will follow.

Part 1: e-Estonia presentation and live demonstrations

Overview of underlying mechanisms of digitalizing a society, main challenges and policy, infrastructure, e-solutions and services

- *Future is today: e-Residency, e-Government, Real-Time Economy, Smart City projects, ease of doing business and cooperation, monetization of services, Cyber security, Transparency*
- *Services hands-on: live demonstrations*

Part 2: Fantastic Baltic start-ups and digital “natives”

Meetings with successful high-tech and start-up companies from the Baltics to show examples of new business models (business changes), disruptive innovations, trends (high-tech start-ups, local innovations gone global, new industries and markets.

Lunch at Ülemiste City

Part 3: Co-working with Garage48 Hub: “What will the business school of the future look like?”

A brainstorming session (hackaton) in a typical “start-up” environment to bring together insights and impressions from the company visits and synthesize implications for management education.

Return to the hotel

16:00 – 17:00

Informal networking, exhibition at the hotel

24th CEEMAN Annual Conference Opening

Radisson Blu Hotel Olümpia

17:00 – 17:30

Welcome words

- **Danica Purg**, CEEMAN President
- **Jaak Aaviksoo**, Rector of the Tallinn University of Technology, former Minister of Education of Estonia
Estonian education system and the influence of digitalization
- **Üllas Ehrlich**, Dean of TSEBA

17:30 – 18:30

Opening keynotes

- **Taimar Peterkop**, Director General of the Information System Authority
Estonia: Gateway to the Digital World. How Estonia creates conditions and engages various stakeholders for digital innovations and entrepreneurship
- **Erki Urva**, Chairman of the Management Board of the Estonian Information Technology Foundation for Education HITSA
Opportunities and challenges the increasingly digital world brings to educators
- Questions and answers

18:30 – 19:00

Aperitif, demo from Microsoft, networking

19:00 - 21:30

Dinner at the hotel, short report from the Poster session

Friday, 30 September

24th CEEMAN Annual Conference Management Education for a Digital World

Conference Day 2

8:00

Registration and exhibition area open

8:30 – 9:45

CEEMAN IQA-International Quality Accreditation: presenting the new framework

- **Alenka Braček Lalić**, CEEMAN IQA Director
- **Derek Abell**, CEEMAN Accreditation Committee President, CEEMAN Board member, Professor Emeritus at ESMT-European School of Management and Technology, Germany

9:30 – 10:00

Coffee, networking, exhibition

24th CEEMAN Annual Conference – panels and roundtables

10:00 – 10:15

Introduction to the Second Conference Day

- **Danica Purg**, CEEMAN President
- **Sergei Filonovich**, Conference Chairperson, Dean, National Research University – Higher School of Economics, Russia

10:15 – 11:15

Business Keynotes: Digitalization and Its Impact on Business School Markets and Competition

Moderator: **Seán Meehan**, Martin Hilti Professor of Marketing and Change Management, CEEMAN Board member, IMD, Switzerland

- **Thomas Marschall**, Disruption Advisor, Business Angel Investor, Denmark
Business/strategy perspective: The disruption effect on multiple industries, what this means for how managers manage and what executives do, and what kind of graduates B-Schools should prepare for this new world
- **Ratko Mutavdžić**, Director Cloud Services, Microsoft CEE, Croatia
Technology perspective: How digitalization is affecting businesses and what B-Schools should be doing
- **Kaspars Kauliņš**, Country Manager, Pedersen & Partners, Estonia/Latvia
HR perspective: How search and hiring has been disrupted and what it means for competency profiles especially B-School graduates
- Discussion and Q&A

11:15 – 11:45**Introduction to the education panels**

- Insights from the ongoing CEEMAN research on management development needs, **Alenka Braček Lalić**, lead research investigator, CEEMAN IQA Director, Slovenia
- Opinion on the first results of the research, **Andrew Main Wilson**, Chief Executive, Association of MBAs – AMBA, UK
- Key lessons from the experiential workshop: “What will the business school of the future look like?”

11:45 – 12:00

Coffee, networking, exhibition

12:00 – 13:30**Management Education and Research for a Digital World – Content**

Moderator: **Toomas Danneberg**, Vice-Rector for International Relations, Estonian Business School, Estonia

- **Holger Patzelt**, Vice Dean Academic Affairs, TUM School of Management, Germany
STEM (science, technology, engineering and math) integration in education
- **Eitel J.M. Lauría**, Director, Graduate Programs, School of Computer Science and Mathematics, Marist College, USA
Data Analytics: A new imperative in business education
- **Nicola Kleyn**, Dean, Gordon Institute of Business Science, University of Pretoria, South Africa
Leveraging the greater context in order to maximise a business school’s impact
- **Venus Lun**, Associate Head of the Department of Logistics and Maritime Studies, Hong Kong Polytechnic University, Hong Kong/China
Boosting problem-solving skills by instilling glocal mindset
- Participants sharing their experience on the topic: roundtable discussions and reports from groups

13:30 – 14:30

Lunch, networking, exhibition

14:30 – 16:00**Management Education and Research for a Digital World – Process**

Moderator: **Rein Riisalu**, business consultant, faculty member at TSEBA, Estonia

- **Niko Slavnič**, business owner, business angel/investor, and educator, Slovenia
#HackMySchool: creating unicorn leaders by combining start up practice and business school theory
- **Assylbek Kozhakhmetov**, President of Almaty Management University, Kazakhstan
The role of knowledge management in developing modern universities
- **Ivo Matser**, CEO, ISM University of Management and Economics, Lithuania
Boosting university operations with the help of technology
- **Peter McKiernan**, Strathclyde University, UK
Management research relevance
- Participants sharing their experience on the topic: roundtable discussions and reports from groups

16:00 – 16:15

Concluding Words by the Chairperson

Sergei Filonovich, Dean, National Research University – Higher School of Economics, Russia

16:15 – 16:30

Coffee, networking, exhibition

16:30 – 18:00

CEEMAN Annual Meeting and Awards Ceremony

All conference participants are welcome to join this session, which will present report on past CEEMAN activities and plans for the future, officially welcome new CEEMAN members and institutions that received CEEMAN IQA-International Quality Accreditation in the past year, and congratulate the winners of the CEEMAN Case Writing Competition and 2016 CEEMAN Champions Award recipients

19:15

Departure for the Gala dinner from the hotel

19:30 – 23:45

Gala dinner at the Seaplane Harbor



Saturday, 1 October

10:00 - 15:00

Sightseeing Tour of Tallinn

10:00 – 11:30 Guided walking tour of Old Tallinn
 11:30 – 13:00 Bus tour around Tallinn
 13:00 - 15:00 Lunch and visit to TSEBA
 Return to the hotel at 15:00

Price: 30 Euro

You can sign up for the sightseeing trip and make the payments with the TSEBA representatives at the registration desk **until 10:00 on Friday, 30 September**.

You have chance to experience the best that Tallinn's Old Town has to offer during this 1.5-hour guided walking tour of the Old Town and the 1.5-hour bus tour around Tallinn. Come along for a journey through the best preserved Medieval town in Europe. Discover the fascinating legends and stories of Tallinn and its history.



Tallinn's Old Town, a **UNESCO world heritage site**, is considered to be the best-preserved medieval town in Northern Europe. Tallinn is a very well preserved example of an old hanseatic city. Within these fortified walls, centuries old buildings with their red tile roofs, hidden courtyards and winding cobblestone streets exhibit a unique charm that is hard to resist.

The journey starts by the fortified wall of Viru Gate - the entrance to the Lower Old Town - and continues with visits to the most interesting and significant sites of **Lower and Upper Old Town** through the narrow alleys of the Old Town.

You can admire the picturesque Lower Town, the fortified medieval **Town Wall** with many towers, the 600-year-old Gothic **Town Hall**, the **Town Hall Square** and **Town Council Pharmacy**, which is one of the oldest continuously functioning pharmacies in Europe. The path will bring you to the **Upper Town**, known as **Toompea**, where you can see Toompea Castle, which is comparatively new, built only 200 years ago, and which seats the parliament of the Republic of Estonia – the *Riigikogu*. The ancient 800-year-old castle, which stands next to it, belonged to the German Order; its tower is called Tall Hermann, where the



Estonian flag is hoisted every day at sunrise. At Toompea you can also visit the elaborately decorated **Alexander Nevsky Cathedral** – the largest Orthodox Church in the city, take a look at **the Houses of Estonian Parliament** and one of the oldest churches in Estonia - the Lutheran **Dome Church**. You can experience the magnificent panoramic views from **Toompea Hill** over the Lower Town and the rest of the city of Tallinn. The viewing platforms provide excellent views and you can take amazing pictures and admire the beauty of Tallinn from above.

The bus tour starts at Viru Square and first takes you to the **Kadriorg Park**. Peter the Great founded the park in this valley and dedicated it to his second wife, Catherine. The name of the park - Kadriorg or "Katariina's Valley" originates from her name. Kadriorg Park is the large Baroque park that is surrounding the Kadriorg Palace and the Presidential Palace. Here you can see the Russalka (Mermaid) Memorial, seen from close to Kadriorg Palace. In addition to the romantic park adorned with beautiful ponds, today Kadriorg is known for its museums, like the one located in the Kadriorg Palace and the Estonian Art Museum ('Kumu'), which is one of the most modern of its kind in Europe.

The tour continues to the **Song Festival Grounds**, the venue for the national song festivals, which are held every four years and always bring about a quarter of the country's population (450 000) to Tallinn – 30,000 singers on the stage and an entire hillside full of spectators.



Then the bus takes us to the **Pirita area**, famous for its long coastline and sandy beach, and you can enjoy the sight of the **ancient ruins of St. Brigitta Convent**, which has long been a popular dating site for young couples. The mystical atmosphere of the convent also makes it a great venue for classical music concerts and festivals. As we drive through Pirita, you will also see the **Olympic Centre** built for the 1980 Moscow Olympic Games, as the yachting regatta of the games was held in Tallinn.

On the way back to the city centre you can admire the **spectacular views over the Tallinn Bay**.

After the city tour, at 13:00, lunch has been organized at Tallinn School of Economics and Business Administration (TSEBA) and it will be followed by a campus tour at one of the oldest universities in Estonia - Tallinn University of Technology, which is considered to be the most international and innovative university in Estonia. Return to the hotel has been planned at 15:00.

Speakers



Jaak Aaviksoo

Academician Jaak Aaviksoo took office as TUT Rector on 1 September 2015.

He graduated cum laude from the University of Tartu in the field of theoretical physics in 1976. From 1976 to 1992 he was first junior, then senior and then leading scientist at the Physics Institute of the Estonian Academy of Sciences; there he defended his PhD in physics and mathematics in 1982.

From 1981 to 1994 Jaak worked as a guest professor at the Novosibirsk Institute of Thermal Physics, the Max Planck Institute for Solid State Research (Germany), Osaka University (Japan) and University of Paris (France).

From 1992 until now Jaak Aaviksoo has held the position of professor of optics and spectroscopy at the University of Tartu, from 1992 to 1995 he was Vice-Rector of the University of Tartu, from 1996 to 1998 Head of the Institute of Experimental Physics and Technology and from 1998 to 2007 Rector of the University of Tartu.

He has held the office of Minister of Education and Research of the Republic of Estonia twice and Minister of Defence of the Republic of Estonia once and has been a member of three compositions of the Estonian Parliament.



Derek F. Abell

Derek F. Abell is the founding president and Professor Emeritus of ESMT European School of Management and Technology. His primary teaching and research interests are in strategic marketing, general management, leadership in technology-based industry and the broader responsibilities of the executive "beyond the bottom line".

From 1981–2003 he was Professor of Strategy and Marketing at IMD, Lausanne, and parallel to that, from 1994–2003, Professor of Technology and Management at the two Swiss Federal Institutes of Technology (ETH Zurich and EPF Lausanne). He was Dean of IMEDE (the institutional predecessor of IMD) from 1981–1989, and from 1969–1981 a full-time faculty member at the Harvard Business School.

He originally graduated as an aeronautical engineer from the University of Southampton. He has a Master's degree from the Sloan School of Management at MIT and his Doctorate from Harvard Business School. He has served as a consultant to governments in Eastern and Central Europe, as well as to many multinational corporations around the world. He has also served as a board member of a number of European-based public and private organizations. Prof. Abell has been

closely involved in the development of CEEMAN – the International Association for Management Development in Dynamic Societies and is currently its Board member and Accreditation Committee President.

He has published five books and numerous articles. His most recent book is *Managing with Dual Strategies: Mastering the Present; Preempting the Future*, published by Free Press, New York.



Alenka Braček Lalić

Dr. Alenka Braček Lalić is International Quality Accreditation (IQA) Director at CEEMAN and Co-Director of EMBA study program at the IEDC-Bled School of Management. Besides professional engagement in quality assurance activities, she has been also heavily involved in CEEMAN cross-country research on “Management and Leadership Development Needs in Dynamically Changing Societies” where she acts a Principal research investigator and coordinates and monitors research implementation among 30 research partners from 20 countries.

Dr. Braček Lalić has been external evaluation expert nominated by several institutions, such as Centre of the Republic of Slovenia for Mobility and European Educational and Training Programs, Fund for Innovations and Technology Development Macedonia, ENIC/NARIC Slovenia, Ministry of Education, Montenegro and Academic Information Centre (Latvian Quality Assurance Agency). She is also Chair of the Council at National Education Institute of the Republic of Slovenia.

Before joining CEEMAN, Dr. Braček Lalić was an Advisor to the Minister of Education of the Republic of Slovenia and Senior Advisor at Slovenian Quality Assurance Agency for Higher Education (SQAA). She holds PhD and MSc from Faculty of Social Sciences, University of Ljubljana in the areas of human resource management, internationalization and quality assurance in higher education.



Toomas Danneberg

Toomas Danneberg is Vice Rector for International Collaboration and Head of Business Innovation MBA curriculum at Estonian Business School, Estonia.

He has a Master’s degree in marketing from Wageningen University (the Netherlands). He has worked in the field of marketing since 1996. He started his marketing career in Rabobank International, the Netherlands. Next he moved on to work in Estonia at AGEKOM, Savingsbank and Hansabank. In 2001 he set up a company that specializes on marketing services - Danneberg Marketing Know-How, offers consultancy services and training in the field of marketing and business development. Toomas Danneberg has been a lecturer of marketing management at several Estonian universities since 1998. Since 2004 he is the Baltic representative of a world leading consultancy company Trout & Partner.



Üllas Ehrlich

Üllas Ehrlich, PhD, is Professor of Environmental Economics and Dean of the School of Economics and Business Administration at Tallinn University of Technology.

His research fields are Environmental Economics, Ecological Economics, Economic and Monetary Evaluation of Nature Resources, Economics of Non-market Resources, Higher Education Economics, Management of Business Schools.

He teaches courses on Environmental Economics, Ecological Economics, Introduction to Environmental Policy and Environmental Law, Urban and Environmental Research Methods.

He is a Member of the Council of Tallinn University of Technology, Member of the Council of Tallinn School of Economics and Business Administration at Tallinn University of Technology, Member of the Council of Estonian Fund for Nature, Member of the Commission of Nature Conservation at the Estonian Academy of Sciences, Member of the Estonian Geographic Society, editor of the journal *Research in Economics and Business: Central and Eastern Europe*, editor of the journal *Proceedings of the Institute for European Studies*, *Journal of Tallinn University of Technology*, Member of the Council of Directors of COPE (Congress of Political Economists).



Sergei Filonovich

Sergei Filonovich is Professor of Human Resource Management at the State University - Higher School of Economics in Moscow and Dean of its Graduate Management School (Business School). Since 1992, Dr. Filonovich has served as a management and organization development consultant to Russian and foreign companies. He has conducted organizational studies, training in communication skills, team-building and management seminars for Siemens, Ernst & Young, Coopers & Lybrand, Occidental Petroleum, Novartis, BP and a number of major Russian companies in oil, gas, telecommunication and other industries (ROSNO, Glance, Sistema, etc.). His book *Leadership and Management Skills* is an important resource for trainers and managers.

He served as a Vice-President of the Russian Association for Business Education (RABE), board member of CEEMAN international management development association, and was one of the founders of the President's Program for the Management Development in Russia.

In 1992-1996 Dr. Filonovich was Deputy Chairman of the Department of Organizational Sociology at Moscow State University. In 1993-1996 he also served as the Dean of the Management Department of the International University for Business and Management in Moscow. In 1992 Dr. Filonovich

founded the National Center for Conflict Resolution, Prevention and Research at Moscow State Pedagogical University to conduct programs in conflict resolution in Russia.

In addition to his business and academic experience, Dr. Filonovich has gained an international reputation as author of eight books and over 100 scientific papers in the history of physics, experimental studies in the physics of semiconductors and the methodology of teaching physics and spent fifteen years, from 1977 to 1992, as Lecturer and Associate Professor in the Department of General and Experimental Physics at Moscow State Pedagogical University.

Dr. Filonovich received his undergraduate degree from Moscow State Pedagogical University in 1974, his PhD from the Department of General and Experimental Physics of Moscow State Pedagogical University in 1978 and his Doctor of Sciences degree in the History of Science and Technology from the Institute for History of Science and Technology of the Russian Academy of Sciences in 1996. He has completed training at Columbia University's Organization Development Practitioner's program and the University of Michigan's highly-respected Global Leadership Program.



Kaspars Kauliņš

Kaspars Kauliņš is the Country Manager for Estonia at Pedersen & Partners. Kaspars brings over twenty years of solid expertise in executive search, organisational development, HR and strategic business consulting. Throughout his career, he has held various senior positions within the Consumer Products (FMCG), Financial Services, Professional Advisory, and IT & Telecommunications industries, including Managing Director for the Estonian Business Centre in Riga, and Managing Director and Chairman of the Supervisory Board for a regional Executive Search firm. He has also held senior HR positions with Hansabank, Swedbank Group, and has served as the Group HR Director for SPI Group. Moreover, he has worked as the International Business Development Director at the largest ITC Company in the region. Prior to joining Pedersen & Partners, Kaspars was a leadership & strategy consultant with one of the leading training companies in Latvia, and he currently teaches Strategic Human Resources Management at the Stockholm School of Economics (SSE) in Riga.

Mr. Kauliņš holds a Bachelor's degree in Comparative Linguistics from the University of Tartu, and a post-graduate degree in Political Science from the University of Copenhagen. He speaks fluent Latvian, English, Estonian, Russian, and is conversational in Finnish, Lithuanian, Danish and Swedish.



Nicola Kleyn

Nicola has held the position of Dean of the University of Pretoria's Gordon Institute of Business Science (GIBS) since April 2015. In addition to her executive management responsibilities at GIBS, she is an active researcher and teacher.

She has published on the topics of business ethics, branding and reputation management in a number of South African academic journals including the *Journal of Business Ethics*, *California Management Review* and the *European Journal of Marketing*.

She is a member of the Marketing Association (South Africa) and the Senate of the University of Pretoria, a director of GIBS as well as the Brand Council of South Africa, and a council member of St Peter's Prep School.

Prior to joining GIBS in 2000, Nicola headed up the Learning and Development function at Investec Bank. During the 1990s she also spent time as a lecturer at the University of the Witwatersrand's School of Economic and Business Studies. Nicola holds a B Com (Hons), MBA from the University of the Witwatersrand, and a DBA from the University of Pretoria. She is married to Russell and has four children.



Assylbek Kozhakhmetov

Assylbek Kozhakhmetov is one of the founders of the first business school in Kazakhstan – the Alma-Ata School of Management, created in 1988, and later transformed into International Academy of Business (IAB). In 2014 IAB has obtained the university status and the new name - Almaty Management University (Alma University / AlmaU).

In 2011 he has obtained the degree of Doctor of Business Administration (DBA) in Graduate School of Management of the National Research University Higher School of Economics (Moscow, Russia). His teaching career has started at Continuum Mechanics academic department at Kazakh State University named after S.M. Kirov, followed by teaching at the School of managers under the Kazakh Republican Association Soyuz. Dr. Kozhakhmetov has passed specialized training on management in educational centres of Germany, France, United Kingdom, Belgium, Holland, Hungary and Estonia. In 2013 he became the State Programme Bolashak scholarship holder to pass scientific internship at Haas School of Business, UC Berkeley (USA).

He is the author of more than 60 works on management and education development.

In 1994-2002 he was the President of Central Asian Foundation for Management Development (CAMAN); in 1999-2002 – the member of the Union of industrialists council of Kazakhstan, the member of Kazakhstan businessmen Forum council; in 1998-2003 – the member of council of INTERMAN – the World organization on management development; in 1999-2002 – the member of

the European organization council on quality of administrative education (EQUAL); in 2002-2003 the vice-chairman of Public Council on development of an education system of the Republic of Kazakhstan.

His public work includes positions of the vice-chairman of public council on consideration and resolving social conflicts of National Democratic Party Nur Otan, the chairman of Republican Public Association Shanyrak, the member of independent anti-corruption council, the member of Republican Public Council on control of public funds expenditure according to the anti-recessionary program of the Government of the Republic of Kazakhstan, the member of Advisory council concerning improvement of public service of the Republic of Kazakhstan; a member of the working group on amendments to the Law of the Republic of Kazakhstan On Education; a member of the Council on combating corruption in higher education institutions of the Republic of Kazakhstan.

He is the recipient of the Excellence in Education award by the MES RK (1998), Torch of Birmingham award by the international organization People to People International, the Jubilee Medal 20 years of Independence of the Republic of Kazakhstan (2011), the Medal of Bayan Olgii aimak (Mongolia, 2010) and the medal of Atameken of II degree (2013). In September 2014, he was awarded by the prestigious CEEMAN Champions Award for institutional management. In December 2013, Dr. Kozhakhmetov was awarded by the highest state award Kurmet Medal of Honour of the Republic of Kazakhstan. In 2015 he joined the board of CEEMAN, the International association for management development in dynamic societies.



Eitel J.M. Lauría

Dr. Eitel J.M. Lauría is a Professor of Information Technology & Systems and the Director of Graduate Programs at the School of Computer Science & Mathematics, Marist College, Poughkeepsie, NY. Marist is a highly selective comprehensive liberal arts college with a beautiful campus overlooking the Hudson River, 80 miles north of New York City. Dr. Lauría holds an Electrical Engineering degree from University of Buenos Aires, Argentina, an MBA from Universidad del Salvador, Argentina, and a PhD in Information Science from University at Albany, SUNY. His broad research interests cover the fields of Data Science, Analytics and Business Intelligence. Prof. Lauría's research has been published in a number of prestigious journals, including *Decision Support Systems*, the *European Journal of Operational Research*, the *ACM Journal of Data and Information Quality*, *Expert Systems with Applications*, and the *Journal of Learning Analytics*. He is co-author of a textbook on data and information quality published by MIT/IQ. He has served as a technology consultant to IBM, Microsoft, Exxon Mobil, Reuters, STET France Telecom, GE Global Research, and the World Bank among other global corporations. Dr. Lauría is the Senior Data Scientist of the Open Academic Analytics Initiative (OAAI), a project funded by the Bill & Melinda Gates Foundation aimed at increasing college student retention by performing early detection of academic risk using data mining methods. The OAAI at Marist College was named a 2013 Computerworld Honors Laureate in the World-Good category. This project was selected from more than 700 nominations to become one of 269 Laureates from 29 countries. Dr. Lauría is also the 2015 recipient of the Board of Trustees Distinguished Teaching award at Marist College.



Anto Liivat

Anto Liivat is a lecturer of Management Department in Estonian Business School, popular business broadcast anchor and a member of the supervisory board of Enterprise Estonia. Anto has more than 10-years working experience as a management trainer and consultant in many companies, state institutions, local governments and organizations of the third sector. He is also a member of Tallinn City Council and has worked at the Executive Training Centre of EBS as the development manager of customer relations. Anto loves spending time outdoors and is one of the organizers of the Estonian Championship in Street Basketball. His fields of interest also include philosophy, management theories and theatre.



Venus Lun

Dr. Venus Lun is Director of Shipping Research Center, Assistant Professor and Associate Head of Department of Logistics and Maritime Studies at The Hong Kong Polytechnic University. She is also Adjunct Professor of Australian Maritime College at the University of Tasmania. She has published more than 60 articles in SCI/SSCI journals according to the Web of Science (Thomson Reuters), and eight books with international publishers. She is Founding Editor and Editor-in-Chief of the *International Journal of Shipping and Transport Logistics*, and Editor-in-Chief of the *Journal of Shipping and Trade*. She is active in the local maritime and logistics industry and taking up such positions as Member of the Hong Kong Maritime and Port Board (HKMPB), and Vice President of The Chartered Institute of Logistics and Transport (CILT) in Hong Kong.



Thomas Marschall

Thomas Marschall served as CEO & President of Precise Biometrics AB from 2006 to November 2013. Precise Biometrics AB is listed on the Swedish Nasdaq Small Cap list. During this period Precise Biometrics won the global market leader space in fingerprint algorithms for SmartPhones and Smart ID Cards.

Before Precise Biometrics Thomas was the CEO of the Venture backed Content Management software company Synkron for five years. He joined Synkron after 12 years in the Danish Fortune Top 100 Shipping and Oil Company Maersk, where he was responsible for the start-up of horizontal drilling and environmental oilfield service entities.

In 2015 Thomas founded the TheBigDisruption, <http://www.thebigdisruption.com>, a company engaged in disruptive technology speaking & advisory and business angel investments.

Thomas Marschall holds a Marketing Degree from Henley and has participated in Executive programs at Stanford, NUS in Singapore and The Singularity University.

He has been a member of YPO (Young Presidents Organization) since 2008 and currently serves as Chapter Chair in the Greater Europe Chapter.

He lives with three kids near Copenhagen in Denmark but frequently visits the US both East and West Coast.



Ivo Matser

Dr. Ivo Matser was boardroom consultant in many companies in various industries over the past 14 years and had several senior management / CEO positions in business. From 2003 till 2014 he was CEO of TSM Business School, the Netherlands and in the last two years he has been CEO of ISM University of Management and Economics and dean of the ISM's Executive School in Lithuania. Dr. Ivo Matser is board member of several companies and in addition to that he is involved in associations such as EFMD, The Academy of Management (US), Global Peter Drucker Forum, Principles of Responsible Management Education of the United Nations (PRME and GRLI), European Leadership Platform and international accreditation bodies for higher education. Also he is one of the European Marketing Professionals, EMP, doctorate level based on experience. Dr. Ivo Matser holds a Doctor Honoris Causa (Dr. hon) title because of his efforts for higher education to become more entrepreneurial and relevant.



Peter McKiernan

Peter McKiernan is Professor of Management at the University of Strathclyde, Scotland and holds the APS Bank Chair in Strategy at the University of Malta and a senior research position at the HHL, Germany. Previously, he was Sir Walter Murdoch Professor of Management and Dean of the School of Management and Governance at Murdoch University, Australia; Interim Head of the Department of Strategy and Organization at the University of Strathclyde; Head of the School of Management at the University of St Andrews; and Convener of the Strategy and Marketing Group at the University of Warwick. Peter has been President of the European Academy of Management (EURAM) and Chairman and President of the British Academy of Management (BAM). He is an inaugural Companion of the Association of Business Schools and holds six Fellowships: from the Academy of Social Sciences, the Royal Society of Arts, the Governance Institute of Australia, the Chartered Institute of Chartered Secretaries and Administrators, EURAM and BAM.

Peter has authored or edited many books, including the international best seller on corporate turnarounds - *Sharpbenders*, two volumes on the *Historical Evolution of Strategic Management*, *Inside Fortress Europe*, *Strategies of Growth*, *Strategic Leadership* and *Hidden Champions in CEE and Turkey* (together with Danica Purg, based on international research coordinated by CEEMAN). His research appears in top journals in the Europe, Asia and the USA. He has published in high quality journals in Europe and the USA including the *Strategic Management Journal*, the *British Journal of Management*, *Long Range Planning*, *Critical Perspectives in Accounting*, the *European Management Review*, *Technological Forecasting and Social Change*, and the *International Studies of Management and Organization*.

He is best known for his work in scenario thinking, where he has directed over 100 projects for Governments, public authorities and MNCs, on four continents. He has acted as consultant, mentor and strategy coach to many 'blue chip' organizations in the private sector. He has been a member of, and chaired, several public authority boards in Scotland – including Scotland's Colleges and West Lothian College. In 2013, CEEMAN honored Peter with their Champion Award for Institutional Management and, in 2015; BAM conferred a Life Time Achievement Award on him.



Seán Meehan

Seán Meehan is the Martin Hilti Professor of Marketing and Change Management at IMD, Lausanne, Switzerland and a Board member of CEEMAN. He joined IMD in 1997 and since then he has designed and delivered management development programs for companies such as Geberit, Air France-KLM, Caterpillar, COFRA, Hilti, MasterCard International, PWC, Sandvik, Schindler, Swiss Re, Telefonica, Toyota and Vodafone. He has consulted with many leading companies such as GE,

Novartis, Philips, Coloplast, and Masterfood. All in all Seán has directed over 120 custom programs for IMD. Seán has directed IMD's Chief Marketing Officer Roundtable, IMD's MBA program when it was ranked number one worldwide and IMD's flagship program Orchestrating Winning performance. He is incoming program director for our most Senior Leadership Program: Breakthrough Program for Senior Executives. He has served on many of IMD's institutional committees and was Dean of External Relations from 2008 to 2010.

He commenced his career with Arthur Andersen & Co. serving clients in Oil and Gas, Media, Retail and Financial Services. He is a Certified Public Accountant (Mass). Prior to undertaking doctoral studies at London Business School, he was director of Marketing at Deloitte.

His research interests encompass the nature and effectiveness of market orientation and customer value creation processes. In addition to developing case materials on Customer Focus issues, he has published his work in, among others, *Harvard Business Review*, *MIT Sloan Management Review*, *Business Strategy Review*, *strategy+business*, *Marketing Research*, *Marketing Science Institute Reports*, the *Financial Times* and the *Wall Street Journal*. He has received many awards for his research including the Marketing Science Institute's Alden G. Clayton award, The Academy of Marketing's Houghton Mifflin award, the CEEMAN Research Champion award and scholarships from the Economic & Social Research Council and London Business School. He is co-author of *Simply Better: Winning and Keeping Customers by Delivering What Matters Most* (Harvard Business School Press, 2005) which was named "Marketing Book of the Year" by the American Marketing association. His most recent book is *Beyond the Familiar: Long Term Growth Through Customer Focus and Innovation* (Jossey Bass, 2011).



Ratko Mutavdžić

Ratko Mutavdžić is Director for cloud services at Microsoft Corporation, starting in a consulting practice and then leading several different sales and technology teams. He is the author of a number of published papers on different aspects of technology, successful blogs on new technologies and project management, and active contributor in a number of social networks exploring the use and advance of new ways to connect and share innovation and invention. He frequently speaks at conferences, meetings, workshops, coffee shops and generally at every place where people like to explore, challenge, investigate, think and innovate.

Currently, he is working on a number of initiatives related to implementation of cloud computing services, driving advances scenarios like machine learning, big data, advanced analytics in different areas of public and private sector usage. He is also big advocate for Open topics, such as Open Innovation, Open Society, Open Cities or Open Government, where he researches the methodologies and frameworks on how to deliver more efficient and sustainable ways to introduce concepts of openness into different elements of civic, organizational and government activities. Same concept is applied to technology, so he is also a strong advocate of applying Open Data, Open Software or in general any open technology that, combined with existing technology concepts and platforms, can create better economic value for society.



Holger Patzelt

Holger Patzelt holds the Chair of Entrepreneurship at the Technical University in Munich (TUM), Germany. He is also the Vice Dean of Academic Affairs at TUM School of Management. Before, he was an Associate Director and group leader at the Max Planck Institute of Economics, Jena, Germany. He holds a PhD in Entrepreneurship from the University of Bamberg, Germany, and a PhD in Life Sciences from the University of Heidelberg, Germany. He has published in leading journals of both natural sciences (e.g. *Nature*) and social sciences (e.g. *Academy of Management Journal*, *Journal of Business Venturing*). He teaches lectures and seminars on the topic of entrepreneurship in Bachelor, Master and MBA/EMBA programs. Topics of lectures and seminars include, for example, entrepreneurial motivation, decision making and strategy, technology entrepreneurship, and social and sustainable entrepreneurship.



Taimar Peterkop

Taimar Peterkop is Director General of the Information System Authority, where he is responsible for coordinating Estonia's national cyber security and developing Estonia's e-government platform. Previously, Mr. Peterkop has worked as the Undersecretary for Legal and Administrative Affairs in Estonian Ministry of Defense, where he managed and coordinated the work of Legal Department, Finance Department, Administration Department and IT Department.

Mr. Peterkop has graduated from the University of Tartu Faculty of Law and holds a Master's degree in Strategic Studies from the United States Army War College. He is also a reserve officer. During 2000-2001 Taimar Peterkop worked as a lawyer in the Government Office. Between 2001 and 2005, he worked at the Ministry of Defense as Director of International Law Office and 2005-2008 as Director of Operations and Crisis Management Department. From 2008 until July 2010 he worked as a Defense Counsellor at the Estonian Embassy in Washington. Taimar Peterkop has also worked as a national defense teacher in several high schools and as an international law lecturer at Estonian Business School.



Danica Purg

Professor Danica Purg is the President of the IEDC-Bled School of Management, Slovenia, and the President of CEEMAN, the international association for management development in dynamic societies, which brings together 210 management development institutions from 54 countries. She is also leading the European Leadership Centre (ELC).

Prof. Purg is professor of leadership and effective management at the IEDC-Bled School of Management. Her special field of interest is looking for inspirations for managers from art and other professions. In 2010 Prof. Purg received the 2010 International Educator of the Year Award by the Academy of International Business (AIB) for her outstanding achievements in international business education. In 2013 Prof. Purg was nominated Chair of PRME (Principles of Responsible Management Education) Steering Committee, the initiative started by UN Global Compact. Prof. Purg is also member of several international advisory boards of well-known business schools, member of European Cultural Parliament (ECP) and President of UN Global Compact Slovenia.

She authored and co-authored several books and numerous articles on leadership issues. In 2004 she edited and jointly wrote with professors Lynn Isabella, Pierre Casse, Paul Claudel and Arnold Walravens the book *Leaders and Teams – The Winning Partnership*. In 2013 Prof. Purg was co-editor of the book *Hidden Champions in CEE and Turkey; Carving out a Global Niche* (Springer, 2013), together with Peter McKiernan. She is a frequent guest speaker at European and American universities and international conferences.

Prof. Purg is Fellow of the International Academy of Management (IAM), Doctor Honoris Causa at Moscow State University of Management, Estonian Business School, and honorary professor at Moscow International Higher Business School (MIRBIS). President of the Republic of Slovenia awarded her with the Honorary Order of Freedom for her contribution to management development in Slovenia and CEE. By the American Chamber of Commerce Prof. Purg was chosen as a business leader role model of young professionals. In January 2015, the Slovene Managers' Association conferred upon her the Lifetime Achievement Award in field of Management. A special chapter about her leadership journey was recently published in the book *Women and Leadership Around the World*, by Information Age Publishing, USA, authored by Susan Madsen.

After graduating from the Faculty of Political Science in Ljubljana, she completed her PhD at the Faculty of Political Sciences, University of Belgrade, and extensively studied at Harvard Business School, IMD Lausanne, INSEAD Fontainebleau, Technological University Delft, London University, Sorbonne and at Kalamazoo College, Michigan.



Rein Riisalu

Rein has been a lecturer at Tallinn University of Technology since 1999. His main subject of teaching is marketing and he aims to develop students' skills in team work and problem solving using business cases and simulation games.

Along with academia, Rein has been tightly related to the management and consultancy in practice. In 2001-2004, Rein was a member of the management board of Estonian Electric Railways Ltd. responsible for marketing and strategy (a leading suburban public transport company operating in the capital city area). In 2006-2007, he was working as a marketing director in a company producing construction materials for buildings. During the last seven years, Rein has had many consultancy engagements in fields of transportation, energy, fishery, agriculture, food industry, tourism etc. His largest project so far was in 2006-2007 when Rein was the project manager and team leader of the Ex-ante analysis for Estonian National Strategic Reference Framework and Operational Programs 2007-2013 (assessment of the strategy for using EU structural funds' means in the 2007-2013 programming period in Estonia). Currently, he deals with writing business case studies about 100+ million-euro-projects of an energy company.



Niko Slavnič

Niko started his career in a family business at the age of 16. Since then he went on to enjoy many years of entrepreneurial activities, developing various projects and organizations along the way. After a brief war experience following Slovenia's independence, he spent several years working at the Ministry of Interior, which gave him a different perspective and the skill to perceive the world with open eyes. As the manager of one of the best nightclubs in Ljubljana, Niko frequently organized concerts and other events. He later on graduated from programs at Harvard Business School, the University of Amsterdam, CEEMAN's International Management Teachers Academy and the University of Ljubljana, and he now regularly shares his knowledge and experience at IEDC-Bled School of Management, ESSCA and other business schools and conferences throughout the world. This unique mixture of practical business experience and theoretical knowledge has not only made him a popular guest speaker, but has also proven useful in his consulting work with more than 60 dynamic companies. Niko is currently a member of the management board at the Everet Group, where he is responsible for marketing, sales and development, supervisory board of MDS IT d.d., and as a business angel investor he is constantly looking for new business opportunities. He has previously published books about venture capital, communication and marketing.



Erki Urva

Erki Urva is Chairman of the Management Board of the Estonian Information Technology Foundation for Education (HITSA). He graduated from Tallinn University of Technology and Tartu University (both economics). From 2011 to 2013 he was a member of the board and since May 2013 he has been Chairman of the Management Board, Estonian Information Technology Foundation for Education. Before that he was Director Baltics, Linxtelecom and prior that and until 2005 VP Commercial, later President and CEO of Estonian Air. Earlier in his career and up until 2000 he had several managerial positions in the travel industry and banking.

CEEMAN Awards Ceremony

CEEMAN Awards Ceremony will take place on Friday, 30 September. At the ceremony, new CEEMAN members, newly IQA (International Quality Accreditation) accredited schools, the winners of the CEEMAN 22nd Case Writing Competition, and CEEMAN Champion Award winners will be announced.

New CEEMAN members



Since September 2015, CEEMAN membership has increased by 18 new members from 15 countries.

New institutional members:

- School of Management, Zhejiang University, China
- Asian Institute of Management, Philippines
- Moscow School of Management SKOLKOVO, Russia
- School of IT Management, RANEP, Russia
- York St John Business School, York St John University, UK
- Midlands State University, Zimbabwe

New corporate members:

- Generali, Czech Republic
- Ulyanovsk Region Corporate University, Russia
- SAP, Slovenia

New individual members:

- Aleksandar Popov, Slalom Consulting, Austria
- Brent McKenzie, University of Guelph, Canada
- Stefan Leuenberger, Edupolis, Germany
- Erika Vaiginienė, Research Institute for Changes, Lithuania
- Wolfgang Amann, HEC Paris in Qatar, Qatar
- Vladimir Soloviev, Financial University under the Government of the Russian Federation, Russia
- Omar Lüthi, Dual Academy AG, Switzerland
- Alexandra Rolya, International Management Academy, Ukraine
- Christopher Hall, Oxford University Innovation, USA

International Quality Accreditation, IQA



Since September 2015, three schools received CEEMAN's International Quality Accreditation, IQA for the duration of six years:

1. Tallinn School of Economics and Business Administration, TSEBA, of Tallinn University of Technology, Estonia in October 2015
2. Narxoz University, Kazakhstan in July 2016
3. Lviv Business School of Ukrainian Catholic University, Ukraine in September 2016

CEEMAN Champion Awards 2016

Each year, starting in 2010, CEEMAN recognizes outstanding achievements of individuals associated with CEEMAN in the areas of teaching, research, institutional management, and responsible management education.

The sixth call for nominations for the 2016 CEEMAN Champion Awards received 16 nominations from 13 institutions in 11 countries (Austria, Croatia, Georgia, Germany, Hungary, Kazakhstan, Poland, Qatar, Russia, Singapore, and Slovenia).



The nominations were reviewed by the CEEMAN 2016 Champion Award jury, composed of Jim Ellert, CEEMAN board member and IMTA academic director; Arshad Ahmad, member of the IMTA faculty and associate vice-president at McMaster University in Hamilton, Ontario, Canada; and Olga Veligurska, CEEMAN director.

After careful evaluation of all submissions, the jury selected five winners:

CEEMAN Teaching Award



Rosie Ching, Singapore
Management University

CEEMAN Research Award



Krzysztof Obłój, Kozminski
University and Warsaw University,
Poland

CEEMAN Responsible
Management Education Award



Peter Hardi, CEU Business School,
Hungary

CEEMAN Institutional
Management Award



Krysztof Rybiński, Narxoz Univeristy,
Kazakhstan

CEEMAN Institutional
Management Award for
Institutional Support



Vladimir Soloviev, the Financial
University under the Government of
the Russian Federation

22nd CEEMAN Case Writing Competition in Cooperation with Emerald



The 22nd CEEMAN Case Writing Competition organized in cooperation with Emerald Group Publishing received a total number of 68 case studies written by 141 authors and co-authors from 21 countries (Brazil, Canada, China, Germany, Ghana, Hong Kong, India, Jamaica, Japan, Kenya, Lithuania, Malaysia, Nigeria, Pakistan, Poland, Russia, South Africa, Switzerland, Thailand, United Arab Emirates, and USA).

The judging panel consisted of Vladimir Nanut of the MIB School of Management in Italy, Al Rosenbloom of the Dominican University in the USA, and Leif Sjoblom of IMD, Switzerland. The panel selected short-listed cases, reviewed them, and evaluated them on the basis of the competition criteria.

Winner of the 2016 competition: **Zoona Mobile Money: Investing for Impact**, by Mr. John Bazley, Ms. Cynthia Schweer Rayner and Mrs. Aunnie Patton Power from University of Cape Town, South Africa

2nd place: **Mio Amore: Surviving Brand Change in Transition Economy**, by Dr. Nimruji Jammulamadaka, Prof. Prashant Mishra and Assoc. Prof. Biswatosh Saha, Indian Institute of Management Calcutta, India

3rd place: **Trashy Bags: Sustainability Crisis of A Sustainable Business**, by Prof. Mathew Tsamenyi and Ms. Nana Yaa Antwi-Gyamfi from China Europe International Business School and China Europe International Business School, Africa Campus in Ghana

Other case studies that were ranked among top 10 of the 2016 CEEMAN Case Writing Competition:

- **JD.com: Leveraging the Edge of E-Business**, Prof. Allan KK Chan, Hong Kong Baptist University, Hong Kong; Mr. Long Zhao, University of Alberta, Canada and Dr. Caleb Huanyong Chen, Hong Kong Baptist University, Hong Kong
- **With your Headphones on: Go Global or Stay Local?** Written by Asst. Prof. Mariola Ciszewska-Mlinaric, Kozminski University, Poland; Asst. Prof. Aleksandra Wąsowska, University of Warsaw, Poland; Dr. Piotr Wójcik, Kozminski University, Poland and Prof. Krzysztof Obłój, Kozminski University and University of Warsaw, Poland
- **PRIRAZLOMNOYE** written by Dr. Tomasz Olejniczak, Asst. Prof. Anna Pikos and Mr. Jonathan Sidor from Kozminski University, Poland
- **Upgrading Organizational Effectiveness and Management Professionalism: A Case Study of Pronadz Reka Bina Sdn. Bhd.** written by Dr. Nik Maheran Nik Muhammad, Universiti Malaysia Kelantan, Malaysia; and Dr. Filzah Md Isa, Taylors University, Lake Campus, Malaysia
- **Sabli Food Industries: what next?** written by Dr. Zainal Abidin Mohamed and Miss Nor Surilawani Sulaiman, Universiti Sains Islam Malaysia, Graduate School of Muamalat, Malaysia
- **5FM: Youth Radio in the Digital Age** written by Prof. Russell Abratt, Ms. Justine Cullinan and Dr. Amanda Bowen from University of the Witwatersrand, South Africa
- **Freqlicer - A Million Dollar Illusion or Reality** written by Mr. Umer Hussain, Comsats Islamabad, Pakistan

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EFMD management development network includes over 860 institutional members from academia, business, public service and consultancy across 84 countries worldwide. EFMD offers a range of services, including conferences and seminars around the world, surveys and the dissemination of knowledge, quality improvement and accreditation via EQUIS, EPAS, EOCCS and CLIP, as well as the EDAF mentoring programme and BSIS impact assessment system.

<http://www.efmd.org/>



Graduway is the leading alumni networking platform for universities and Business Schools around the world. We provide institutions with their own branded, social network synchronized platform to build stronger alumni engagement.

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WELCOME TO THE WORLD OF DIGITAL VIDEO BROCHURES...



MXM PRODUCTS



Visually communicating the essence of a message.

One of the main reasons for the current massive success of videos lies in our ever-changing behaviour patterns. We are submerged with all kinds of information every day. Your target audience wants instant access to pertinent and striking information. Transmitting information using brief visual messages is undoubtedly the most powerful method available today. Whatever the subject, it will stay 3 to 4 times more present in the viewer's mind when it's shown on video. What's more, the brain processes visual information 60,000 faster.

"Seeing comes before words. The child looks and recognizes before it can speak" asserts marketing expert John Berger. Visual communication is innate in humans, so take it into account in your marketing campaigns. One of your possibilities is the video brochure.

Video brochures are genuine cutting-edge products. They are totally different from classic brochures in that they combine printability, images and sound, what offers an ideal way to stand out from your competitors.

Digital video brochures are genuine cutting-edge products. They are totally different from classic brochures in that they combine printability, images and sound. Various reputed companies have already opted for this means of communication, because it offers them an ideal way to stand out from their competitors.

- o Presentation of your company / organisation
- o Product launches
- o Trade fairs
- o Public relations
- o Press conferences
- o VIP/customer gifts
- o Direct marketing
- o Special offers
- o Special events
- o Luxury invitations
- o Instruction/Use videos
- o Training

Our digital video brochures exist in a host of different formats. They include an LCD screen, amplifier and 4-colour (offset) cardboard jacket. Packaging can be adapted to the customer's special wishes. The screens come in a range of sizes, from 2.4" to 10.1" and are supplied with a 128 MB flash memory as standard (optional 256 MB to 8 GB), together with a rechargeable battery with a life of approximately 1½ hours. Some models can be fitted with a touchscreen.

The digital video brochures are supplied with a USB cable for loading or replacing videos and recharging the battery. Several videos can be recorded in a row. But the very special advantage of the digital video brochure is its impact. Just imagine: you open a brochure that looks just like an ordinary document at first sight, when all of a sudden the images come to life to the sound of music... We know by experience that people react to the brochures with awe. So it's really very unlikely that your brochure will end up in the trash can which, as you know, often occurs with printed brochures...



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- 2014** *When, Why and How Is Technology Reshaping Management Education?*
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- 2013** *Business Schools as Responsible Change Agents: From Transition to Transformation*
Bled, Slovenia
- 2012** *Pre-Conference Seminar for Leaders of Management Development Institutions, Johannesburg, South Africa and Annual Conference on Business and Educational Challenges in Dynamically Changing Environments*
Bellville, Cape Town, South Africa
- 2011** *Management Education in a Changing World: Are We Ready for the Challenge?*
Tbilisi, Georgia
- 2010** *New Global Performance Challenges and Implications for Management Development*
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- 2009** *Local Responses to Global Crisis*
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- 2005** *Innovations in Management Development and New Challenges of Faculty Development*
Kiev, Ukraine
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- 2003** *Business Co-operation and Business Schools Co-operation: New Opportunities within CEEMAN*
Sofia, Bulgaria
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- 2001** *Going International from an Emerging Economy: Corporate Experience and the Business School Challenge*
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- 1997** *Developing and Mobilizing East and Central Europe's Human Potential for Management*
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- 1996** *Managing in Transition in Central and Eastern Europe: Stage II*
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- 1995** *From Restructuring to Continuous Improvement - Lessons from the Best-Run Companies* St Petersburg, Russia
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Program Management Seminar 2017

Dates: 5-7 April 2017

Venue: Bled, Slovenia

A seminar for program managers, coordinators, and directors, as well as institutional leaders (deans, directors, heads of departments) interested in organizing and improving the program management functions and processes at their institutions. It covers a wide range of topics and practices related to the delivery of educational programs, including marketing and admissions, work with participants and faculty, performance management, post-program activities and alumni relations, ethical dilemmas in program manager's work, and other. Join the seminar that has educated more than 400 participants from 130 business schools in 40 countries of Europe, Asia, and Africa.

www.ceeman.org/pms

International Management Teachers Academy - IMTA 2017

Dates: 11-22 June 2017

Venue: Bled, Slovenia

IMTA is a two-week major faculty development program organized by CEEMAN since 2000. Under the masterful guidance of highly experienced international faculty, IMTA provides a unique opportunity for young educators to develop their curricula, course design, teaching materials and particularly teaching skills and methods. The program is heavily based on the case method, including teaching with cases, case writing, and performance evaluation and feedback to students. It is also designed to improve competences and skills integral to specific managerial disciplines, and provides inputs essential in other areas of a faculty member's professional life, such as consulting, institution development and administration, and social responsibility. By now, IMTA has educated almost 600 graduates from 155 institutions in 49 countries, many of whom report it had a major impact on their professional and personal growth, as well as development of their institutions.

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