

CEEMAN *news*



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A Word from President of CEEMAN



Dear friends and colleagues,

In this issue of *CEEMAN News*, coming out just before the winter holidays, we are glad to share with you the developments in our network since September.

We had very interesting discussions about the use of technology in management education at the [22nd CEEMAN Annual Conference and Deans and Directors Meeting](#), generously hosted by ESSCA School of Management in Budapest on 23-25 September. I was glad to see that CEEMAN schools have a lot of valuable experience and innovations to share in this area – in terms of educational component (on-line and blended programs, MOOCs, and more) and in marketing and operations. The conference proceedings and videos are currently being prepared and will be available by the end of the year, along with the findings of the CEEMAN member survey on the use of technology in management education and some practical examples from our schools.

For the first time, we offered a new service for our members – individual dean-to-dean advisory meetings - held before the conference. We have received very positive feedback from the participants of this initiative and will definitely continue with it also in the future.

In Budapest we welcomed new CEEMAN members and congratulated newly accredited schools. We announced the winners of the [20th CEEMAN Case Writing Competition](#), organized in cooperation with Emerald Group Publishing, as well as the recipients of the [CEEMAN Champion Awards](#) in teaching, research, institutional management, and responsible management education. The newly-announced CEEMAN Champions have agreed to share with us some insights from their inspirational work. I hope you will enjoy reading their interviews.

CEEMAN continues growing in terms of membership and geographical reach. Since September 2014, we have welcomed five new members, some of which are presented in more detail in this issue: The University of Free State Business School, South Africa; MCI Management Center Innsbruck – The Entrepreneurial School, Austria; Institute for Complex Strategic Studies, Russia; European Global School, France (with campuses in France and Kuwait);

and Dr. Michael Otieno Nyagol, senior lecturer at the Jaramogi Odinga University of Science and Technology in Kenya (individual member).

We continue focusing on issues that are particularly relevant to dynamically changing environments. This focus was reinforced this year by our closer cooperation with the Latin American Council of Management Schools (CLADEA) and the Association of African Business Schools (AABS). I very much look forward to further exchange and specific collaboration initiatives with both associations, which, I am sure, will open up additional possibilities and learning lessons for CEEMAN schools and partners.

Our International Management Teachers Academy (IMTA), taking place on 7-19 June, 2015, and the Program Management Seminar (15-17 April, 2015) are generating significant interest all over the world and the first applications have already started coming in. I would encourage you not to miss these great development opportunities for your faculty and staff!

Please save the date also for the 23rd CEEMAN Annual Conference “Localization vs. Globalization of Leadership and Management Development in Dynamic Societies” and the Deans and Directors Meeting on “Education and Research for the Realities of Dynamic Societies”, which will take place in Almaty, Kazakhstan on 24-26 September, 2015. It will be hosted by Almaty Management University. We are very excited to bring our conference to Central Asia, and learn more about this region. From March 26-27, 2015 we will be having an Executive Education Forum taking place in Izmir, Turkey. More details on both events will follow soon.

I would like to express my gratitude to all our members and partners for their continuous support, active participation, and valuable contribution to CEEMAN. I look forward to our successful collaboration also in the future, and wish you a great 2015!

Yours,

A handwritten signature in black ink that reads "Danica Purg". The signature is written in a cursive, flowing style.

Danica Purg

Interview with CEEMAN Champions 2014



by Maja Medja Vidic

Through the establishment of the CEEMAN Champion Awards in 2010, CEEMAN has committed itself to promoting and rewarding outstanding achievements of individuals associated with CEEMAN in areas that are considered critical for success in business education and management development: teaching, research, institutional management, and responsible management education. The CEEMAN Champions are among those from whom we can get first-hand insights into their personal and institutional success stories and an inspiration for our own endeavors for excellence and outstanding achievements. Their achievements and experiences can also offer learning lessons of broader value. For this reason, we asked the 2014 Champions - Dr. Adrian Saville, Gordon Institute of Business Science, South Africa (in the category of teaching), Dr. Albrecht Enders, IMD, Switzerland (research category), Dr. Assylbek Kozhakhmetov, Almaty Management University, Kazakhstan (institutional management), and Prof. Wojciech W. Gasparski, Kozminski University, Poland (responsible management education category) - to respond to questions concerning the areas of their excellence, business education, and leadership development in general.

CEEMAN Interview with 2014 CEEMAN Champion Adrian Saville

Maja Medja Vidic: In your nomination for the CEEMAN Champion Award in teaching by the Gordon Institute of Business Science, it was emphasized that you have been the only faculty member to have consistently won an excellence-in-teaching award every year since 2007. In 2012 you were nominated for the Economist Intelligence Unit's Business-Professor-of-the-Year Award, where you were voted among the top five out of 200 business teachers from leading institutions. How do you perceive these remarkable recognitions?

...every class reminds me of the responsibility that we carry as teachers in dynamic markets.

Adrian Saville: These nominations and awards are a great honor and, at the same time, very humbling. My view is that teaching in all of its different forms has the capacity to change people's lives and careers positively, permanently, and profoundly. That these nominations and awards generally are motivated by students suggests that the time we spend in the classroom is effective. At the same time, I am fortunate that

the areas in which I teach – macroeconomics, investment finance, and competitive strategy – influence and impact people in so many ways and at so many levels. This makes the classroom a particularly fertile ground for exploration, examination, debate, and the advancement of understanding. This aspect is elevated by the fact that we live and work in a dynamic environment that wrestles daily with the drama of social, economic, and political change. It is humbling to be afforded this privilege and every class reminds me of the responsibility that we carry as teachers in dynamic markets.

MMV: The nomination also stresses your pioneering work in teaching innovations, particularly the use of the monopoly game in your investment finance course. Could you tell us more about it?

...effective teaching requires that the teacher is constantly sensitive to the fact that we are always students.

AS: Decisions in economics and finance are heavily influenced by the effects of behavioral biases, emotional factors, psychological elements, and group dynamics. In this way, deci-

sions made by individuals and institutions impact market prices, investment returns, resource allocation, and more. However, while these principles can be demonstrated, illustrated, and appreciated using conventional teaching methods, they are hard to teach in a way that the principles are understood and retained.

More to the point, in 23 years of teaching, my experience has been that in some important cases a wide gap exists between students grasping a concept and their ability to convert it into a practical understanding. This challenge in teaching pivotal principles in economics and investment finance led me to introduce the board game of monopoly. I first learned about the possibility of using game-playing when watching a 2009 documentary - Games Britannia - that explores the history of games. A recurrent message through the documentary is the manner in which human interaction in game-playing can be influenced by the environment and that, in turn, the game environment and outcomes can be influenced by decisions and behavior.

...in a world that is increasingly globalized but far from global – an international approach is critical. This highlights the importance of programs, such as IMTA.

This led me to the recognition that the monopoly game could be an effective way to convert the classroom principles of economics, decision-making and investment behaviors into practical understanding. As a result, we have been playing monopoly in class for the past five years. This started in 2009 as a fun experiment with my students but my appreciation of the effectiveness of the teaching method has grown with each class. Further I have come to appreciate a growing number of subtleties and nuances that are exceptionally difficult to teach and are powerfully illustrated by the classroom monopoly game. The game can be modified in a number of ways so that it reflects the real world of economics and finance more closely. The fact that this teaching tool is so unconventional tends to promote students' engagement and retention. It is also useful that the principles easily carry across geographies and maintain their relevance through time, which is a valuable attribute in any graduate class.



Adrian Saville, receiver of the 2014 CEEMAN Champion Award in the teaching category

MMV: As in any other profession, achieving excellence in teaching requires talent, a lot of efforts and passion, and continuous learning and self-development. Faculty development efforts aimed at improving teaching skills play an important role. How do you see the complementarity of the programs carried out within an institution and those that are inter-institutional and international in approach and nature, such as the International Management Teachers Academy (IMTA) run by CEEMAN?

AS: I believe that effective teaching requires that the teacher is constantly sensitive to the fact that we are always students. The moment that we stop learning, our ability to teach falters. Initiatives that promote learning and development are critical in any institution. However, perhaps the most effective programs are those that are portable and that, in turn, learn and evolve from experiences in other institutions. In this way, I think portability and collaboration are critical for effective learning and development. In the same vein, in a world that is increasingly globalized but far from global – an international approach is critical. This highlights the importance of programs, such as IMTA.

CEEMAN Interview with 2014 CEEMAN Champion Albrecht Enders:

Maja Medja Vidic: Albrecht, in your nomination by IMD it was pointed out that you have an extensive research record on your main research topic of "discontinuous change", using different theoretical lenses, such as upper echelons theory (chief executive officer narcissism), governance structures (family ownership) and institutional theory (mimetic isomorphism). The CEEMAN Champion Awards committee found your research highly relevant - in general and specifically to CEEMAN members operating in dynamic societies. What are the key recommendations and messages that you would derive from the findings of the impressive research that you have carried out?

Albrecht Enders: In the research projects that I work on with my colleagues from Germany and

the US, we focus on the reaction of established organizations to discontinuous changes in their environment. For instance, we have studied the response of large pharmaceuticals to the rise of biotech products and the reactions of printed book retailers to on-line competition. In our projects, we adopt different theoretical lenses through which we study these phenomena, focusing for instance on ownership structures (family versus publicly listed companies) or personality traits of top managers. In one project my colleagues and I explored whether narcissistic chief executive officers manage discontinuous changes affecting their organizations differently as compared to their less narcissistic peers. Our research shows that, under specific circumstances, higher degrees of chief executive officer narcissism might actually be a personality trait that helps organizations to transition more rapidly from one technological paradigm to the next, which at first sight might be somewhat counterintuitive.

MMV: Another key element in your nomination was that you not only excel at pure academic research but have the ability to bridge the gap between research and practice and translate this research into practitioner-oriented publications so as to bring the material into the classroom. CEEMAN's IMTA is also structured around the multiple roles of faculty – the “magical diamond” that combines teaching, research, consultancy, and institution-building activities. Based on your experience, how difficult is it to combine all these components?

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AE: Trying to bring my academic research into the classroom is of central importance to my teaching. At IMD, I am the program director of Advanced Strategic Management (ASM), a three-week open program that brings together a group of 30-40 senior managers from around the world. In this program, we do not just teach strategy, marketing, finance, and leadership, but also try to explore with our participants how the work that we do as academics is actually much more



Albrecht Enders, receiver of the 2014 CEEMAN Champion Award in the research category

related to their practical reality than they might think. In particular, we highlight the importance of thinking in terms of theory, i.e. what causes what, under which circumstances, and why. As part of the program, participants actually start developing their own theories: they develop constructs, think about causal relationships, and might even consider moderating variables when looking at the specific circumstances under which their theories actually hold. Once they have gone through this exercise, they appreciate the value of isolating specific variables and experimenting with their causal relationships. It is a very powerful moment for them and a very gratifying experience for me, as it allows me to combine the different worlds that I live and work in.

CEEMAN Interview with 2014 CEEMAN Champion Dr. Assylbek Kozhakhmetov

Maja Medja Vidic: Assylbek, in the 25 years since the foundation of Almaty Management University (ALMU), you have managed to build a business university that is recognized and appreciated both locally and globally. What was your vision at the time and what institution-building and institutional management philosophy and strategy did you develop and implement to achieve the aspirations and objectives related to the initial vision?

Assylbek Kozhakhmetov: I think that, first of all, it is professionalism in management. Second, it is our social responsibility. That is, we do not focus just on professionalism, but also on socially responsible professionalism, which allows the university as a whole, rather than just its individual parts, to move forward.

Third, constant innovation, research and development, and international openness are important as well. Now we are a member of 16 local and international associations and we have 56 international partners. This gives us the opportunity to act both locally and globally. At the same time, we share these markets. We are well aware of the Kazakhstani market and we know what we are doing in it. We entered the Eurasian market through the Eurasian Economic Community,

whose aid is hard to overestimate. Of course, now we have global problems as well, but before we attempt to get any accreditation, we match our goals and possible outcomes. We try to foresee what these outcomes will bring to our customers, team, teachers, and staff. Of course, we also need to consider what they will bring to Kazakhstan.

As for our focus on benefits to Kazakhstan, universities must first of all constantly participate in the shaping of the government's agenda. Second, we need to create a model, an example of what we are talking about. Third, we have to create some competition in this field. That would help us be more successful in the Kazakhstani market. The fact that we are now taking part in the formation of the government's agenda is unique.

Briefly, ALMA University is about the constant development of people, ideas, programs, and approaches. Besides, believing in ourselves helps us believe in the market economy and the desire to learn from the best.

The main reason why universities are centers of innovation development is that they concentrate fresh young minds. This drives economic development and innovation. We must use this resource as fully as possible.

MMV: You are actively engaged in building an entrepreneurial environment at your university and organizing conferences and events that serve as a platform for knowledge and opinion exchange between academia, business, and government. What are the main challenges and opportunities related to this from the point of view of business schools' leadership and institutional management?

AK: Yes, indeed, ALMA University makes significant steps in this direction by introducing a "triple-helix" model. In fact, this model defines the relationships between the players in the innovation system: government, business, and university. There is no example of successful innovative development in the world that violates this theoretical principle. Therefore, our university played a major role.



Assylbek Kozhakhmetov, receiver of the 2014 CEEMAN Champion Award in the institutional management category

ALMA University today aims to create an entrepreneurial university, which will be a natural incubator of businesses owned by students, staff, and faculty. Commercialization and applied research, which we promote in our university, allow an entrepreneurial university to become an element of this "triple helix".

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Today it is necessary to interpret the term "enterprise" more broadly. It should involve diverse categories of citizens. This year, having studied the successful experience of foreign universities, Almaty Management University introduced the "Entrepreneurship" subject for students of all disciplines.

The Sixth Economic Forum of National Business "Expert-200" will be held in Astana on November 14. ALMA University is actively participating in its organization. In particular, we invited Stanford University professor Henry Ickowicz, the creator of the triple-helix model. He will present his model to the Kazakh audience.

The Forum will bring together more than 300 representatives of big business. It is held every year in Kazakhstan and is devoted to topical problems of modern domestic business, such as personnel policies for the innovation economy. This year, our university is organizing the second part of the conference, which includes a panel session devoted to innovation development in Kazakhstan, as well as the role of universities in this process.

Besides professor Ickowicz, we invited two speakers, renowned in the field of entrepreneurship and start-ups. One of them is David Kirby, an enterprise education pioneer in the United Kingdom. The second is Oren Simonian, president of the Tel Aviv University business center. We invited these experts to speak at the conference and share their experiences, since we believe that the promotion of entrepreneurial education and the creation of a EU model in Kazakhstan will have a positive effect.

Our task is to prepare managers who understand that innovation requires change in management structures, as well as finding a common language with engineers so as to develop creativity. After all, an innovation economy is not one where new technologies are used, but one in which innovative technologies are created in the enterprise by those who work there permanently. And we have serious work to do so that ALMA University becomes an active co-creator of start-ups.

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MMV: ALMU, previously known as the International Academy of Business, received a CEEMAN International Quality Accreditation (IQA) in 2010, a prestigious international award for the overall institutional excellence and impact in the environment it operates in. Your MBA program is also AMBA-accredited. Based on your experience, what are the main benefits from the institutional accreditation process and award in the context of business education and management development in Kazakhstan?

AK: I believe that accreditation is the most important part of assessing the quality of education today, particularly in emerging economies. Accreditation exists to serve the needs of consumers by creating an assessment system operated by professional experts. Such systems compete with each other and gradually, after decades, only the best remain. We are interested precisely in such prestigious accreditation as that provided by AMBA. We are the only institution in all Central Asia that has been able to get it.

We also got institutional accreditation from CEEMAN in 2010. It is valid for the longest possible term - six years. Again, we are the only institution in Kazakhstan to have such accreditation. This makes us very proud.

This year, we won an international award from CEEMAN for "best institutional development". This award suggests to us that we are going in the right direction.

To answer your question, I can say that accreditation is the best way to assess the quality of a university. It is better than certification and rat-

ings. I believe that these have their own agendas and are not always objective. Accreditation experts take a serious look at your own creation, assessing program quality and correcting flaws that we cannot see for ourselves. This enables us to offer the consumer a high-quality product and compete successfully in today's dynamic education market.

CEEMAN Interview with 2014 CEEMAN Champion Dr. Wojciech Gasparski

Maja Medja Vidic: Wojciech, it is fair to say that you are a true pioneer in the area of business ethics and responsible management education in Poland. You were also the organizer of the First Polish Conference of Business Ethics in 1994. You have been highly recognized by the Polish academia and business, as well as by international scholars, practitioners, and organizations, as an outstanding and influential personality demonstrating leadership in business ethics education activities and making a positive and visible impact on business practice. How would you describe the 20 years since the first conference and the development you have observed and been an essential part of?

It was evident that in a period of deep economic transformation not only the concept of responsibility, but responsibility itself was urgently needed.

Wojciech Gasparski: Many thanks for your kind words, but it is necessary to say that it was a group of colleagues of the praxiological paradigm with whom it was possible to start a process of developing business ethics gradually from the beginning of Poland's economic transformation. The story is even longer, for it was in 1988 that we organized the international conference "Praxiologies and the Philosophy of Economics" in Warsaw with the help of Herbert A. Simon, Kenneth E. Boulding, and many other eminent scholars. The conference was also attended by Prof. Henry Hiz of the University of Pennsylvania in Philadelphia. He is a former student of Tadeusz Kotarbiński, an outstanding philosopher and originator of the Polish school of praxiology, a human action theory. Prof. Hiz gave a lecture

on "Praxiology, Society, and Ethics" in which he stated: "It is good to be efficient in good; it is evil to be efficient in evil. The same is true of economics. Economics without an ethical goal of minimizing suffering may be neutral ethically, but when it helps the rich at the expense of the poor it is evil".

Two decades later, the ethical dimension looms large in the debate on the social responsibility of business.

It was evident that in a period of deep economic transformation not only the concept of responsibility, but responsibility itself was urgently needed. So, the Research Group of Ethics in the Economy and Business was established at the Polish Academy of Sciences (PAS). The group organized the First All-Polish Business Ethics Conference in the city of Lodz in 1994, together with the Learned Society of Praxiology, and the Educational Enterprise Foundation. The event served as an impulse to introduce studies and education closely related to the ethical dimension of business, economics, and management in the country.

Later, the Business Ethics Center was founded as a joint unit of the Koźmiński University and PAS. It became a collective spiritus movens of education, research, and popularization of ethical issues in Poland. Cooperation with international organizations, such as CEEMAN, EABIS, Global Compact, EBEN, ISBEE, SBE, Caux Round Table, and others, provided opportunities for effective and fruitful partnerships. It was useful to business, academia, and the government. Through the media, it was also beneficial to other stakeholders.

Two decades later, the ethical dimension looms large in the debate on the social responsibility of business. Let me add that our efforts have been acknowledged by the Polish Philosophical Conventions within which special sections of business ethics were successfully organized four times since 1996.

MMV: In 2013 Kozminski University established the Chair in Business Ethics as the first chair of the kind in Poland and was also among the first signatories and most active institutions of the PRME movement. You have been effective in bringing together the world of academia, management education, business leaders, gov-



Wojciech Gasparski, receiver of the 2014 CEEMAN Champion Award in the responsible management education category

ernmental decision makers, media, and civic society organizations. What impact has this had on Kozminski University and at large?

WG: The answer to your question is simple. We were instrumental in the creation of the so-called "ethical infrastructure" by introducing codes of conduct, offering lectures, courses and expertise, publishing relevant handbooks, as well as organizing annual conferences and monthly seminars. For example Koźmiński University has its own Code of Ethics and we have recently published Business, Ethics, Responsibility: An Academic Handbook.

We were instrumental in the creation of the so-called "ethical infrastructure" by introducing codes of conduct, offering lectures, courses and expertise, publishing relevant handbooks, as well as organizing annual conferences and monthly seminars.

The Chair is now accompanied by the Center of Business Ethics and Social Innovations. The mission of the Chair is to foster Business Ethics as a discipline through education and cooperation with academia and business people in Poland and other countries, while the mission of

the Center is to participate in relevant research projects in the country and outside. In relation to that, let me quote the message that I received from the ISBEE President Prof. Joanne Ciulla: *“Congratulations on your new Chair in Business Ethics. The establishment of business ethics chairs greatly contributed to the development of the field in the US. I hope that it will do the same for Poland.”*

As you know, two years ago Koźmiński University hosted the Fifth World Congress of the International Society of Business, Economics and Ethics. It is nicknamed the business ethics olympics, as congresses are organized every four years. In the report presented at the congress, it was noticed that *“Poland has today around 44 different state-recognized universities. In almost all of them there will be some form of business ethics or CSR teaching going on. The boom of business ethics and CSR clearly took place over the past 10 years”. It was also stated “as the example of Poland ... shows, even in Eastern Europe the penetration of business ethics has increased dramatically”.*

MMV: You and other CEEMAN 2014 Champions have already received a number of prestigious awards and recognition for your past achievements. In this context, how do you view the CEEMAN Champion Award that you have just received? Related to this is the question of how this award was perceived by your colleagues and the institution as a whole?

Adrian Saville: To be recognized by a prestigious organization, such as CEEMAN, is a great honor. On receiving the award, I got congratulation messages from many of my colleagues at the Gordon Institute of Business Science (GIBS), from faculty from many other schools and universities around the world, and from many former and current students. This has been a proud moment in my teaching career. I am delighted that the award also demonstrates the contribution that GIBS is making to teaching, learning, and business practice in dynamic markets, and I hope to be able to share this with others in many places for many years to come.

Assylbek Kozhakhmetov: I am very happy and I believe that Almaty Management University received this award deservedly. And it is a good thing that there is a special award for institutional management. In my opinion, this award is much more important than the award for quality teaching and research. Because with good institutional management you can implement good teaching in the university. Bad management can never achieve that, with a few exceptions. Institutional management is the most profound systemic evaluation of a university.

Therefore, we participated in this competition and won. At the same time, this award shows our competitiveness, not only in Kazakhstan and the CIS countries but at the global level. I think that this award is the result of system management development at the university for 25 years. After all, what is the difference between business schools and conventional universities? Firstly, it is good management. Our university is in 286th position according to the Eduniversal rating. We want to be among the world's top-200 universities in institutional development, in the top-50 among entrepreneurial universities, and among the top-100 in knowledge management. This is a difficult challenge, but the current award inspires us, telling us that we are going in the right direction and that now we need to take the next step.

Albrecht Enders: Receiving the CEEMAN award is a great honor for me and my home institution. At IMD, our guiding mission is to leverage the insights of rigorous academic research in a way that makes it accessible and useful to the senior managers that we work with. The fact that a number of my colleagues have previously won the CEEMAN award illustrates the extent to which the combination of academic research and practical application is appreciated in the selection of the award winners, which is great.

...our guiding mission is to leverage the insights of rigorous academic research in a way that makes it accessible and useful to the senior managers that we work with.

Wojciech Gasparski: It is a great honour and pleasure to receive such a prestigious award, but – as I said earlier – it was not one individual's passion, involvement, and engagement but the collective effort of the people that I am happy to collaborate with, for whom business ethics and social responsibility has been a mission. The community of Koźmiński University is proud that the activity of its faculty is noticed and highly assessed by independent observers, not only in this country but also in Europe and the wider world. It is an important incentive to continue working on that Sisyphean task.

The 22nd CEEMAN Annual Conference on the Use of Technology in Management Education Concludes Successfully



Zsuzsa Deli-Gray, Director of the Hungarian Site, ESSCA School of Management

We are happy to inform you that the 22nd CEEMAN Annual Conference events, organized in cooperation with ESSCA School of Management on 24-27 September in Budapest, brought together over 130 participants from 33 countries around the world (Belarus, Brazil, Canada, Czech Republic, Estonia, France, Georgia, Germany, Greece, Hungary, Italy, Kazakhstan, Kenya, Latvia, Lithuania, Malaysia, Netherlands, Nigeria, Poland, Portugal, Romania, Russia, Serbia, Singapore, Slovenia, South Africa, Spain, Switzerland, Turkey, Ukraine, United Kingdom, United States, and Zimbabwe). During the two days of the conference, participants discussed their experiences and practices related to the use of technology in management education.

The Deans and Directors Meeting on Thursday, 25 September, discussed how business schools could leverage their education, marketing, and internal processes with technology. Organized in a roundtable format and chaired by Prof. Witold Bielecki, rector of Kozminski University, Poland, it featured presentations on the use of technology to enhance teaching and learning (Stephane Justeau, ESSCA School of Management) and to lever marketing and operations (Nikos Mylonopoulos, ALBA Graduate School at the

American College of Greece), as well as insights from the recently conducted CEEMAN survey on the use of technology in its member institutions.

Prof. Arshad Ahmad, AVP, Teaching & Learning at McMaster University, and STLHE president, 3M National Teaching Fellow, Canada, opened the meeting with his keynote talk "Is Technology Disrupting Management Education?". He further contributed in the panel discussion on "Financial Implications vs Benefits of Investing in Technology" together with Sergey Myasoedov, Franck Thomas, and Jorge Talavera. Prof. Ahmad masterfully chaired the 22nd CEEMAN Annual Conference the next day.

Prof. Ádám Török, secretary-general of the Hungarian Academy of Sciences, talked about innovations and competition in higher education at the conference opening, while Andrei Villarroel (International Faculty Fellow at MIT Sloan School of Management) shared his views on "Global Online Education Meets Global Online Work". Contributions by Christodoulos Papaphotis, Microsoft CEE, Peter Roebben, K&H Bank Hungary, and Alexander Oganov, Uniweb Russia, brought in a business perspective in a panel led by Janos Vecsenyi, EFER. The international deans' panel provided management schools' viewpoints and experiences from Italy (Andrea Tracogna, MIB School of Management), Malaysia (Md. Zabid Abdul Rashid, UNIRAZAK University) and US (Danny Szpiro, Jack Welch Management Institute). In addition, the parallel workshops looked further into the challenges and opportunities for technology use in management education and shared some of the experiences and best practices in online and blended programs, MOOCs, gamification and simulations, and learning management systems (LMS).

The winners of the [CEEMAN Case Writing Competition](#), organized in cooperation with Emerald Group Publishing, and the [CEEMAN Champion Awards recipients](#), were announced on Friday evening, at the conference gala dinner.

Members of the panel on "Financial Implications vs Benefits of Investing in Technology" present their experience and views on technology-related questions in their institutions





Prof. Ádám Török, secretary-general of the Hungarian Academy of Sciences, discussing business school rankings and their discrepancies

Certificates were delivered also to new CEEMAN members and newly accredited schools. In the conference coffee breaks, the participants had opportunities to interact with international publishers and exhibitors, including Emerald Group Publishing, Pearson, Greenleaf Publishing, The Case Centre, Peregrine Academic Services, Turning Technologies, and VLN Media.

Other conference side events included an information session on CEEMAN International Quality Accreditation (IQA), the CEEMAN Annual Meeting, and - for the first time - individual dean-to-dean advisory meetings. On Saturday, ESSCA School of Management organized a sightseeing program around the main sights of Budapest and hosted lunch at its premises.

We once again wish to thank ESSCA School of Management for hosting us. We also thank the speakers, participants, sponsors, and publishers for their contributions. We look forward to seeing you again next year in Almaty!

Speakers' presentations are available at www.ceeman.org/conference, while the videos and conference proceedings will be published by the end of the year.

Report on the 2014 CEEMAN Annual Meeting

The 2014 CEEMAN Annual Meeting was held in Budapest, Hungary, on 25 September 2014 as part of the events of the 22nd CEEMAN Annual Conference. CEEMAN President, Danica Purg, presented a report on CEEMAN's activities in the academic year 2013-2014, as well as plans for the future and a calendar of events in 2015. She highlighted the strong reputation of [CEEMAN's International Management Teachers Academy \(IMTA\)](#) and the continuously growing international representation at it. IMTA's 15th edition was held in June in Bled. This year IMTA welcomed its first participants from Canada, Colombia, Denmark, the Netherlands, and Tanzania. They joined the group of over 500 alumni from 43 countries around the world, who have attended the program since 2000.

IMTA's has a unique and highly intensive format. It focuses on general aspects of teaching and the use of the case method in the first week. The participants work with individual professors in small disciplinary tracks during the second week. The program also includes carefully planned social events. All this creates an experience that many say is truly transformational. Prof. Purg invited the CEEMAN members to make active use of this faculty development opportunity by sending their candidates to the next edition, planned for 7-19 June 2015 in Bled, Slovenia. She also invited

CEEMAN President, Danica Purg, presents a report on past and future activities of CEEMAN





CEEMAN members are invited to a more active participation in ideas and information exchange

applications for the [Program Management Seminar](#), specially designed for program and project managers who deal with design, promotion, and delivery of educational programs (15-17 April 2015, Bled).

Prof. Purg noted the highly positive contribution of the [CEEMAN Case Writing Competition](#) (held in cooperation with Emerald Group Publishing) and the [CEEMAN Champion Awards](#) for individual achievements in teaching, research, institutional management and responsible management education in the portfolio of the association's activities. CEEMAN schools have many things to be proud of, and it is important to recognize and promote these achievements internationally.

Prof. Purg confirmed CEEMAN's interest in having the research on [Hidden Champions in Central and Eastern Europe and Turkey](#) continued and expanded. This interest was evidenced by the successful conference on hidden champions in Vienna in May 2014 (in cooperation with WU Vienna Competence Center for Central and Eastern Europe), and the book published by Springer in December 2013. The positive experience of this project further confirmed the value of CEEMAN as a platform and coordinator for joint international research and other activities.

CEEMAN will continue introducing new topics, such as the use of technology in management education - the theme of the Budapest conference - and insights collected through the CEEMAN survey conducted in spring. The association will also launch new services and activities that bring value to its members. In this respect, it was great to see the significant interest in the individual dean-to-dean advisory meetings that were held for the first time in Budapest, before the CEEMAN Annual Conference.

The continuously growing international recognition of CEEMAN is also a result of its active involvement with the Principles of Responsible Management Education (PRME), the [2013 PRME Summit](#), and [21st CEEMAN Annual Conference](#) that CEEMAN and IEDC - Bled School of

Management hosted in Bled in September. CEEMAN is also benefiting from the strengthening of its relations with numerous partner associations, such as the Latin American Council of Management Schools (CLADEA) and the African Association of Business Schools.

However, for CEEMAN to be able to continue bringing value to its members and fulfill its mission, the association needs support and commitment from its members through their active participation in various activities, information exchange, and particularly in the form of timely payment of membership fees.

The host of the 2015 CEEMAN Annual Conference was also announced at the Annual Meeting. This year, four candidates submitted their proposals for hosting the event. After careful consideration of the proposals and taking into account CEEMAN's strategic priorities, the Board selected Almaty Management University, Kazakhstan, to host the [23rd CEEMAN Annual Conference on 24-26 September 2015](#), and Izmir University of Economics in Turkey to host the CEEMAN ExEd Forum. Dates and topics are to be confirmed.

Participants of the meeting shared positive comments on the work of CEEMAN, while representatives of international associations – CLADEA, RABE, BMDA, AACSB and others – also confirmed their commitment to continuing and strengthening their collaboration with CEEMAN.

A full report on CEEMAN's activities in the academic year 2013-2014 is available on [CEEMAN's website](#).

We would be happy to hear any feedback and ideas on our services and activities. Please feel free to contact Olga Veligurska at olga.veligurska@ceeman.org

Save the Date for the 23rd CEEMAN Annual Conference in Almaty, Kazakhstan!

Localization vs. Globalization of Leadership and Management Development in Dynamic Societies

The next CEEMAN Annual Conference will be held in Almaty, Kazakhstan from September 24-25, 2015. The conference will be co-organized and hosted by our member, Almaty Management University.

Conference events outline:

- *Wednesday, 23 September 2015*
 - Company visits
 - Individual Dean2Dean advisory meetings
 - International Quality Accreditation (IQA) meeting
- *Thursday, 24 September 2015*
 - Deans and Directors Meeting - Education and Research for the Realities of Dynamic Societies
 - 23rd CEEMAN Annual Conference opening
 - Localization vs. Globalization of Leadership and Management Development in Dynamic Societies
- *Friday, 25 September 2015*
 - Continuation of the 23rd CEEMAN Annual Conference - Localization vs. Globalization of Leadership and Management Development in Dynamic Societies
 - Gala Dinner and Awards Ceremony
- *Saturday, 26 September*
 - Sightseeing tour
- *Sunday, 27 September 2015*
 - Possible additional sightseeing outside Almaty (on demand)

Logistic details will be announced shortly.

[Find out more](#)

Salford Business School Awarded the CEEMAN International Quality Accreditation (IQA)

CEEMAN International Quality Accreditation is awarded to institutions that are committed to continuous improvement and deliver high quality educational programs. Salford Business School has been awarded the IQA Accreditation for a period of six years.

"We are delighted to receive IQA Accreditation in recognition of the School's commitment to responsible management education and international standards of practice within dynamically changing environments. We are proud to put our students at the heart of everything we do and - in creating a culture that embraces diversity, creativity, and innovation - deliver thought leadership across our teaching and research portfolios. We look forward to working with CEEMAN to enhance and further develop our ability to meet the changing needs and expectations of our stakeholders moving forward".

Professor Amanda Broderick,
executive dean, Salford Business School

"CEEMAN is very pleased to recognize the accomplishments of Salford Business School and its innovative and successful approach to management education".

Professor Jim Ellert, accreditation director IQA,
professor emeritus, IMD Lausanne

*Dr. Gordon Fletcher, Associate Head
at Salford Business School, University of Salford*



More Information on IQA

"The most important initiative by IQA was to evaluate schools from two angles, not one. First, how do they measure up against generally accepted global criteria? Second, how well are they doing to meet the needs of their local and regional markets? Western accreditation schemes do not pay attention to the needs of the local market. Our review teams look closely at a school's target-market companies and students, and how the school recognizes and meets those needs in both its mission statement and practice. It is this second dimension that makes CEEMAN accreditation quite unique".

Professor Derek Abell, IQA Accreditation Committee president, professor emeritus, ESMT-European School of Management and Technology, Germany

The IQA accreditation procedure is done in five stages:

- assessment of eligibility
- development of a comprehensive self-assessment report by the applicant
- a peer-review on-site visit
- an evaluation report by the peer-review committee
- awarding of the CEEMAN IQA to successful applicants

The initial IQA award is granted for a period of six years, after which the institution has to apply for re-accreditation.

For more information on IQA:
www.ceeman.org/iqa

Contact:
Maja Medja Vidic
CEEMAN Head of Operations
E-mail: maja.medja@ceeman.org



**International
Quality
Accreditation**

The Winners of the 20th CEEMAN Case Writing Competition, Held in Cooperation with Emerald

CEEMAN is proud to announce the results of the [20th CEEMAN Case Writing Competition](#), the winners of which were announced at the Gala Dinner of the CEEMAN Annual Conference in Budapest, on 26 September. Forty-seven authors and co-authors from 27 institutions in 13 countries (Albania, Canada, Hungary, India, Indonesia, Kenya, Latvia, Malaysia, Romania, Singapore, Switzerland, United Arab Emirates and Kingdom of Saudi Arabia) provided 26 cases.

Coincidentally, the winning case, titled Painted Into a Corner: Managing the Virtual Sales Team at ColorPlus Industries, came from Hungary. It was written by Ms. Monika Nadj and Dr. Zoltan Buzady from CEU Business School, Hungary. Dr. Buzady accepted the award from the president of the evaluating committee, Prof. Vladimir Nanut and the Emerald representative, Mr. Alec Egan. Dr. Buzady emphasized the importance of case writing and said: *"It is a great honor for me to have participated again in this prestigious global case-writing competition. CEEMAN and Emerald Group Publishing play a very active role in developing modern and up-to-date teaching materials and enhance the academic work in emerging regions, such as Central and Eastern Europe and beyond.*

I am glad that we have found so many great partners in this common mission - and I wish to us all that this developmental work brings fruits in future".

Dr. Zoltan Buzady, winner of the 20th CEEMAN Case Writing Competition, accepts his award



Joining us at the conference were also representatives of SIM University, Singapore, who won the second place with their case study Mastering the Art of Managing a Conglomerate Business Empire in Myanmar, written by Dr. Jenson Chong-Leng Goh, Mr. Manohar Sabnani, Associate Professor Gee Kwang Randolph Tan, and Ms. Siew Peng Tan.

Professor June M. L. Poon, UKM-Graduate School of Business, Universiti Kebangsaan Malaysia, received her third-place award for the case The Love-Smitten Director: Workplace Romance or Sexual Harassment?

CEEMAN and Emerald would like to thank all participating authors and extend an invitation to the 21st Case Writing Competition that will be open for submissions in December 2014.

International Management Teachers Academy (IMTA) 2015 – “A Must for Faculty Members in Management”

CEEMAN is proud to announce that IMTA 2015 is open for applications. IMTA is a two-week, highly intensive major European faculty development program aimed at developing a new generation of management educators for the new generation of effective and responsible business leaders.

IMTA focuses on the multiple role of faculty (teaching, research, consultancy, and institution building), and helps participants improve their knowledge, skills, and attitudes related to general and discipline-specific aspects of management education.

“Focused, with a balanced load, a wonderful program, enriching and rewarding, a must for faculty members in management. The choice of disciplinary track offers an opportunity for functional teaching skills”.

Shiv Tripathi, Tanzania

Structure of the Program

Week 1 encompasses common issues and interests related to general aspects of management education, including teaching philosophy and strategy, teaching and learning methods (particularly the case method), teaching and learning tools, course design, and students’ assessment and innovations in management education, including those based on technology. It also provides insight into the kinds of management educators that business schools are seeking so as to achieve and sustain relevance and

IMTA 2015 will take place in Bled, Slovenia, 7-19 June



excellence in business education and management development.

Week 2 is discipline-focused and allows program participants to go deeper into discipline-specific issues. The second week of the IMTA 2015 program will include some of the following disciplinary tracks, run by prominent international faculty:

- **Finance:** Jim Ellert, emeritus professor and former dean of faculty, IMD, Switzerland, visiting professor at IEDC - Bled School of Management, Slovenia, IMTA academic director, and director of CEEMAN International Quality Accreditation - IQA
- **Leadership and Change:** J.B. Kassarjian - emeritus professor, IMD, Switzerland, and professor of management, Babson College, US
- **Marketing:** Joe Pons – Axioma Marketing Consultants, Spain, previously marketing professor at IESE, Barcelona, Spain, and Babson College, US
- **Strategic Management:** Krzysztof Obloj – professor of Strategic Management at the School of Management, Warsaw University, and Kozminski University, Poland
- **Business in Society:** Anthony F. Buono, professor of Management and Society and executive director, Bentley Alliance for Ethics and Social Responsibility, Bentley University, US

The program faculty for Week 1 also includes Arshad Ahmad, associate vice-president for teaching and learning at McMaster University, Canada, and president of the Society for Teaching and Learning in Higher Education.

By now, IMTA has educated 510 management educators from 152 institutions in 43 countries around the world. For application documents, fees and additional information, visit www.ceeman.org/imta.

We look forward to welcoming you in Bled in June 2015!

Improve and Develop Operational Excellence in Your School or Management Development Institution!

The 11th edition of the Program Management Seminar invites applications from program managers, coordinators, and directors, as well as institutional leaders (deans, directors, heads of departments) interested in organizing and improving the program management function at their institutions.

During the three-day seminar, you will improve your skills related to the promotion and delivery of educational programs and learn about best practices in initiating, developing, organizing, coordinating, and streamlining program management processes and methodologies.

Some of the topics covered are:

- The complex role of the program manager in program delivery
- Building a positive learning environment
- Understanding target markets
- Delivering high-level customer satisfaction
- How to decide on marketing investments to increase enrollments
- Admission systems
- Post-program activities
- Managing alumni relations
- Managing the performance of program staff



**International
Management
Teachers
Academy**



**Program
Management
Seminar**



During the Program Management Seminar the participants bring and share their experience and tactics

- Hiring and motivating program management staff
- Dealing with difficult participants
- Working with faculty and gaining the cooperation of institutional leaders
- Handling ethical dilemmas in the program manager role
- Time management and handling the pressure of the job

The 10 editions of this world-class program in 2005-2014 were attended by more than 290 participants from over 100 business schools in 43 countries of Europe, Asia, and Africa.

"The Program Management Seminar has been very valuable to me because of the committed lecturers, the kind service, and the diverse group of participants. On top of this, IEDC is situated in a beautiful place which made me completely relaxed and open for networking and having fun with other participants".

Selma Spaas,
Nyenrode Business Universiteit, Netherlands

Join us on 15-17 April 2015 in Bled, Slovenia!

[Find out more.](#)

CEEMAN opens a new chapter in cooperation with Latin America

On 21 November 2014, Prof. Danica Purg, CEEMAN President, signed a cooperation agreement between CEEMAN and the newly established EQUAA – Education Quality Accreditation Agency for Latin America, headquartered in Lima, Peru and represented by its Executive Director Eric Talavera Campbell.

The signing took place on the occasion of a two-day International Accreditation Forum "Challenges in Latin America", attended by about 120 deans from Latin American universities and business schools. Prof. Purg was also a speaker in the session "Accreditation in Europe and its implications in Latin America", where she presented the experience of CEEMAN both in terms of its accreditation and other key activities, including [IMTA – International Management Teachers Academy](#).

Prof. Purg is member of the EQUAA International Advisory Board presided by Prof. Antonio Freitas, provost of FGV, one of the leading universities in Brazil. The EQUAA initiative also got the support of Peruvian Minister of Education, who was also present at the Forum in Lima, and will seek cooperation with governments of other Latin American countries.

Peru, Lima, 21 November 2014, Danica Purg signs the cooperation agreement between CEEMAN and EQUAA



The agreement with EQUAA covers three main areas:

- Cooperation for joint EQUAA-CEEMAN IQA accreditation
- Exchange of peer reviewers for accreditation visits
- Dual EQUAA-CEEMAN membership possibilities

Both organizations are committed to the joint experience and mutual learning in their efforts for better quality of management education in dynamic societies. Further details on the cooperation will be announced shortly and invite universities and business schools to benefit from this exciting opportunity.

In addition, CLADEA and CEEMAN will encourage higher participation of their members in each other's Annual Conferences in September 2015. CLADEA members will be invited to participate at the [*23rd CEEMAN Annual Conference on 23-26 September 2015 in Almaty, Kazakhstan*](#) on the same conditions as CEEMAN members, while CLADEA will arrange simultaneous translation from Spanish to English of the 2015 CLADEA Annual Conference taking place on September 6-8 in Viña del Mar, Chile to encourage higher participation of CEEMAN schools.

For more information, please contact Olga Veligurska, [*olga.veligurska@ceeman.org*](mailto:olga.veligurska@ceeman.org).

MCI Management Center Innsbruck



The Entrepreneurial School

MCI Management Center Innsbruck is an integral part of the Open University of Innsbruck, which is based on a concept that is unique in Austria. With 3,000 students, 200 partner universities, innumerable graduates and employers worldwide, and an unbroken record of top places in polls and rankings, the Entrepreneurial School® is in demand as an international benchmark and partner for research, teaching and management training. The MCI offers international Bachelor's and Master's programs in the fields of Management and Society and Technology and Life Sciences.

The MCI's postgraduate Master's programs and compact Executive Certificate courses offer working decision-makers full flexibility for personal career development. The offering also includes targeted seminars, customized corporate training courses and special programs for universities. A restrictive admissions policy, small classes, study programs with a practical orientation, outstanding faculty, and intensive mentoring guarantee the highest quality and excellent networking.

The philosophy of the MCI is to transfer the entrepreneurial approach of the business world to the

university and in doing so to generate real benefits for both students and employees. The MCI's winning motto "Mentoring the Motivated" lends clear expression to its self-image and philosophy.

In 2014 the MCI underwent a mandatory institutional audit and additional, voluntary institutional accreditation. The processes were handled by the Foundation for International Business Administration Accreditation (FIBAA). In both cases the MCI was awarded the Premium Seal. In the recently published 2014 Universum Student Survey, the MCI was again voted the best university in Austria and was selected for the "Austrian TOP University 2014" award. The MCI received top marks from students for satisfaction, loyalty, and employability.

These and further international awards and accreditations achieved over the last few years, as well as membership of prestigious academic organizations, are confirmation of the outstanding quality and high level of acceptance of the Entrepreneurial School®. They are also a source of orientation for prospective students on an increasingly complex higher-education market.

For further details visit:
www.mci.edu



The University of the Free State

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
YUNIVESITHI YA
FREISTATA



Business School Bloemfontein, South Africa

The University of the Free State in the city of Bloemfontein is situated in the Free State province in the central interior of South Africa. The university was founded in 1904 and currently serves more than 30,000 residential and non-residential students. The university consists of three campuses: the main campus, the South campus and the Qwaqwa campus situated in the Eastern parts of the Free State. The faculties include Economic and Management Sciences, Education, Health Sciences, Humanities, Law, Natural and Agricultural Sciences, as well as Theology.

The UFS Business School resides in the Faculty of Economic and Management Sciences. The Business School opened its doors in 1999, making a major contribution toward the development and the delivery of successful business and leadership programs in the country, such as the MBA, BML (Bachelor in Management Leadership), Postgraduate Diploma in Business Administration, PhD, Management Development Program and several executive education programs. The BML degree is a unique undergraduate program in the adult learning environment creating learning and empowerment opportunities for business-orientated adult learners.

The University of the Free State is one of the most culturally diverse academic campuses in the country. Its proud academic traditions and progressive learning programs, as well as cutting-edge research and scholarly activities, make the university one of the top academic institutions in the country. The vision of the UFS is to become recognized across the world for excellence in academic achievement and in human reconciliation.

www.ufs.ac.za



ALBA Graduate Business School, at The American College of Greece



New Exchange Partners in Europe for 2014

ALBA recently established five new student exchange programs with universities from India, Germany, Portugal, China, and France:

- India: [IIM RANCHI](#)
- Germany: [University of Cologne](#)
- Portugal: [Catolica-Lisbon School of Business and Economics](#)
- China: [Jiangxi University of Finance and Economics \(JUFE\)](#)
- France: [ESC Troyes, Champagne School of Management](#)

ALBA will welcome students from these universities the following years and will encourage ALBA students to travel abroad and take various graduate courses offered by these schools. Special agreements have been signed to promote field trips between the schools as well as to establish collaboration between the career offices for internship opportunities abroad.

The First Class of the ALBA Executive MBA Program

The first class of ALBA's Executive MBA Program began on November 1, 2014. This was a great achievement of the school, since it had been

preparing to launch this program for the past three years, during a very difficult period for the Greek national economy and the educational sector in general.

The program is of extreme quality and value for the participants, because it is specifically designed for senior executives, with a specified curriculum focusing on innovation and leadership. It has a modular structure that revolves around four strategy themes: Big-Picture Challenges, Business Fundamentals, Development of Personal and Organization Capabilities and, finally, Renewing the Business.

A unique feature of this EMBA is a program-long combination of coaching, as well as 360-degree assessments and team activities, aimed to help students foster their own authentic leadership approach. At the same time, the EMBA features an unusually holistic innovation view that spans technology-based, marketing-driven, process-based, and business-model innovation. The program faculty are ALBA's senior academic staff with an undisputed track record in executive education, plus top business thinkers from leading schools such as Harvard, Darden, LBS, INSEAD, IMD, and Duke.

The first EMBA class consists of 15 C-level executives, from all sectors of the economy: banking, pharmaceuticals, maritime operations, chemicals, insurance, and more. Their orientation event took place at Vorres Museum of Folk and Greek Modern Art. The participants were able to see the connection between the past and the future, the tradition and the contemporary, the crisis and the resilience.

Third ALBA Business Unusual Award Ceremony

Mr. George David, chairman of the board of the Coca-Cola Hellenic Bottling Company, was this year's recipient of ALBA's biennial Business Unusual Award.

The award was presented during a fund-raising dinner, supporting ALBA's scholarship fund on Monday, November 10, at Hotel Grande



Bretagne. Distinguished executives from various sectors of the business realm attended the award ceremony and dinner.

The Business Unusual Award initiative embodies important ALBA values that have a positive impact on the Greek economy and society. At the same time it honors exceptional individuals who act as role models and represent these values through their actions.

ALBA selected "Business Extroversion of Greek Entrepreneurs" for the third award, honoring Mr. George David, a visionary who has demonstrated a global mindset.

European Premiere: IMA Hallmark of Quality for EBS Accounting Program

Germany's EBS Business School is the first higher education institution in Europe to be awarded CMA certification for its accounting program by the US Institute of Management Accountants (IMA). And EBS is in good company: certified institutions in the USA include Michigan State University and the Smeal College of Business at Pennsylvania State University.

"Properly trained accountants are vital to the success of businesses and economies around the world. We're pleased that EBS is supporting management accounting education and preparing its students for this important career path", said Raef Lawson, IMA vice president of research and policy, and professor-in-residence.

Following a thorough review process, IMA endorsed the EBS Bachelor-of-Science courses in Cost Accounting and those in Performance Management and Measurement. It also endorsed the Master-of-Science courses in Advanced Management and Enterprise Risk Management.

"Recognition by IMA as Europe's first endorsed school is a great achievement and a testimony to the emphasis we at EBS place on both academic rigor and practical relevance", said Niels Dechow, professor and chair of Management Accounting and Control. *"The IMA endorsement is a clear testimony to the quality of the curriculum offered by the leading department at EBS for Finance, Accounting, Control and Taxation (FACT). FACT is very proud of this accomplishment".*

Founded in 1919 in the USA, IMA is the worldwide association of accountants and financial professionals with a membership of more than 70,000. The Certified Management Accountant (CMA) is the globally recognized, advanced-level qualification for accountants and financial professionals in business. The IMA seal of quality is a further step toward increasing international recognition for EBS.

Higher education programs seeking endorsement by IMA must substantially cover the content of the CMA exam in their curriculum, have adequate faculty resources, be accredited by a recognized accreditation organization, and have a faculty member designated as an IMA Campus Advocate.

European University Explores Exponential Beauty with TEDxTransmedia

European University (EU) was delighted to support the exploration of exponential beauty at TEDxTransmedia's day-long event at RTS Studios in Plainpalais, Geneva, on Wednesday, November 5, 2014.

The event's curator, Nicoletta Iacobacci, organized the event as an opportunity to facilitate the exploration of some of the revolutionary technologies, ideas and concepts that might hold the key to realizing a techno-optimist future. The eclectic roster of speakers varied from chief executive officers and founders of local and international businesses to students and designers.

Event attendees were treated to a glimpse into the future when a robot built by guest speaker Marco Lombardo of Behavior Labs opened the session. The robot delighted attendees with its relatable human characteristics and complex, fluid movements, and helped guests to envision both the end products and consequences of the exciting ideas explored.

The subjects and methods of delivery were as varied as the speakers who delivered them. Topics ranged from the future of olfactory technologies to cutting-edge research into the relationships between autistic children and humanoid robots. Intricate information on a number of thought-provoking subjects provided

food for thought for the guests and journalists in attendance.

In addition to eager students who volunteered to contribute to the organization of the event, EU was proud to offer general support alongside a strong list of partners, including the Canton de Genève and the exciting augmented-reality startup, Blippar. The smooth and intelligent use of Blippar's exciting new technology ignited a discussion before the event even began, and set a strong precedent. The student volunteers, big fans of the AR technology, informed attendees of the technology as they welcomed them to the event.

EU's student volunteers also helped with the promotion and logistics of the event, and relished the opportunity to share their skills and experiences with the wider team. In addition, EU offered a number of tickets to students via a competition. The winners had a fantastic time and enjoyed gaining a valuable insight into the technologies and ideas that will be forming the business landscape that they will work in during the future. There were also ample opportunities for networking and meeting the knowledgeable guest speakers and attendees. During a pleasant coffee break on the 16th floor of the RTS studios building, the students discussed the invigorating sessions that they had enjoyed earlier. The same venue, boasting spectacular panoramic views of Geneva, later played host to the cocktail reception.

The palpable excitement felt by all involved was carried well into the discussions that took place throughout the evening. EU students are already eagerly awaiting the next TEDxTransmedia session.

TEDx Exponential Beauty Conference by Lisa Lemée



The 15th EURAM Annual Conference to Take Place at KU Warsaw Poland

On behalf of [Kozminski University \(KU\)](#), the conference program committee, and the European Academy of Management (EURAM), it is my great pleasure to invite you together with members of your institution to participate in the [15th EURAM](#) annual conference, which will take place at KU, in Warsaw, Poland.

A formal [call for papers](#) was sent out on September 23, 2014. This article is a reminder, encouraging you to prepare and submit unpublished research papers to be presented at the EURAM Annual Conference in 2015. All submissions must be done on-line on the [EURAM 2015](#) website, from December 1 2014 to January 13, 2015. This is also a reminder to PhD students to submit their research to the [EURAM Doctoral Colloquium in 2015](#).

The doctoral colloquium provides a forum for networking, knowledge exchange, and development of future research collaboration. The colloquium will be highly interactive, featuring a panel of experienced researchers in various fields.

The theme of the 15th EURAM annual conference is "Uncertainty Is a Great Opportunity". Conference participants will debate the viewpoint that uncertainty provides opportunities by seeking to articulate a framework at all levels of management practice and theory, in domestic and multinational organizations. The following are some of the many questions that we are going to discuss:

- What resources do organizations need to develop in order to be able to capture the changes that uncertainty may bring?
- What kind of leadership is most suited to navigating organizations through the waves of unexpected and unpredictable storms?
- Which organizational forms and structures respond well to the challenge of uncertainty?
- What kind of leadership is most suited to navigating organizations through the waves of unexpected and unpredictable storms?

- How should organizations manage their boundaries in order to be able to absorb changes that uncertainty carries?
- Are the notions that we already seem to know well (such as innovation, knowledge, intellectual capital, leadership...) assuming a new meaning at a time of uncertainty?

I am very excited about EURAM 2015 because of the conference theme your anticipated participation. We have assembled a very interesting set of keynote speakers, including the first democratically elected president of Poland Lech Wałęsa. He emerged as a labour activist who helped form and lead Solidarity, Poland's first independent trade union during the communist time, which played a significant role in bringing about the downfall of communism in Poland in 1989. Lech Wałęsa received the Nobel Prize for peace in 1983 and went on to become the first democratically elected president of Poland, between 1990 and 1995. The EURAM community is grateful to have this charismatic leader as the keynote speaker at EURAM 2015.

The host of the Annual EURAM Conference, [KU](#) has emerged as a fully-fledged university. It is internationally recognized by prestigious accreditation rankings such as AACSB, EQUIS, AMBA, and CEEMAN's IQA. The university is a research institution that offers modern, state-of-the-art interdisciplinary education. KU is located in Warsaw, the capital of Poland, which is also its political, economic, cultural, and educational hub. The city is conveniently located, making it easily accessible by any mode of transportation. There are several remarkable cultural attractions and sites worth seeing, including numerous museums, palaces, and monuments. Warsaw is also famously known for its abundant green spaces with gardens and parks. One can also enjoy a boat cruise on the Vistula River to see Warsaw from a different perspective.

I am looking forward to your participation.

Dorota Dobija, Conference Chair

“Students Should Look to Create Jobs, Not Seek Them”!

Glasgow Caledonian University Chancellor and Nobel Prize Winner Professor, Mohammad Yunus About His Philosophy on Education and How It Can Shape the Future

In the speech that accompanied Mohammad Yunus’s installation as chancellor of Glasgow Caledonian University (GCU), the Nobel laureate said that students should no longer be content to study hard and get the best job available to them. They should instead focus their talents on “big things”, namely unlocking their inherent entrepreneurialism and becoming “job givers, not job seekers”. Returning to campus almost two years later for this year’s summer graduations, GCU’s chancellor is more insistent than ever that his radical message to students, and to higher education in general, should be acknowledged, no matter how frightening it may seem.

“Students should be frightened – it’s a natural reaction. Nobody told them about this. For the first time there’s light outside and the students say, ‘Oh my God, what’s light? I have lived all my life in the darkness, so light is a scary thing’. Students have always been told to work hard, get a degree, then go get a job, and see if they can get the best job with the best company. They were never told they have creative power or that they can create their own businesses.”

Professor Yunus believes graduates should use their skills, talents, and experience to create the social businesses that will, in turn, create the change required to improve the world, tackling poverty and other forms of inequality. The chancellor continues to believe human ingenuity and talent, unfettered by bureaucracy, can solve the world’s most pressing problems – especially if that talent is properly supported by universities. *“They must be a reservoir of knowledge which is useful to people – particularly the neighbors,”* he says.

“I think universities have to be, by their very nature, close to people”, he says. *“The ivory tower university is a meaningless thing. If you want to be relevant to people’s lives, you’ve got to get involved, you’ve got to wet your feet and find out what this is all about”. He likens the effective*

university to a doctor who cures a patient, helping the patient in the process and widening the doctor’s pool of knowledge. Learning for learning’s sake, it appears, is not in the professor’s textbook. GCU fits in this tradition, he says. The University’s commitment to the common good meshes seamlessly with his own faith in the university that “wants to get involved in action”.

“It (GCU) gives me inspiration that a university can be orientated to creating a new kind of framework, a new kind of world... It’s not one whimsical stab and let’s forget all about it. It’s a continuous effort in trying to redesign and reshape the minds of young people.

Young people are not satisfied by simply learning chemistry, biology or history – they ask about the future. So you have to tell them what maths has got to do with building the future or what physics has to do with the future of the world they want to live in. Universities will have to find ways to make themselves relevant to young people.

It’s a process that’s showing up – it’s not happening everywhere – but young people want to know what relevance their education has in their life. Is it just a piece of paper at the end of their studies or is it because young people are preparing for something?” Professor Muhammad Yunus answers his own question of course. In a way, his whole life has been an answer to it. And it is an answer he hopes all GCU students, and young people, can emulate”.

For more information about GCU see www.gcu.ac.uk

HHL Named Germany's Best Entrepreneurial University



Gelaende Entwicklung

HHL has received further acknowledgement as a hotbed for entrepreneurs. While the Financial Times has been citing HHL's MSc. and EMBA programs as the worldwide leader in the field of entrepreneurship for years, the Leipzig-based business school has once again been ranked among the three best entrepreneurial universities in Germany, together with TUM Technische Universität München and Leuphana University of Lüneburg. At the same time, HHL has once again been named best entrepreneurial university in the category of schools with up to 5,000 students in the 2013 Start-Up Radar ranking published by the Stifterverband für die Deutsche Wissenschaft (Founder's Association for German Science). HHL performs equally well in all four fields of the Startup Radar (entrepreneurial establishment, awareness, support and activities), making it a role model for other universities.

"The honors granted us by the Stifterverband bring us two perspectives. On the one hand, we see them as an acknowledgement of our innovate125 HHL Future Concept with the entrepreneurial graduate business school as its core. On the other, the award motivates us even more to establish the Center for Entrepreneurial and Innovative Management (CEIM) and the HHL Accelerator", says HHL Dean Prof. Andreas Pinkwart.

www.hhl.de/EntrepreneurialGraduateSchool

www.gruendungsradar.de

Gruendungsradar



HHL and Spinnerei Creative Space: Kicking off Innovative Ventures

Embedded in a holistic HHL approach to develop and accelerate start-up and business model concepts, the SpinLab – The HHL Accelerator will start work on the premises of the Leipzig Spinnerei, an old cotton mill, at the beginning of 2015.

Tillmann Sauer-Morhard, chief executive officer of Spinnerei says, *"Due to the connection between HHL's scientific expertise and the creative atmosphere at Spinnerei, which has developed an excellent international reputation over the past few years thanks to the New Leipzig School and the opening of galleries, interdisciplinary teams will work on new business ideas, further enhancing Leipzig's profile as an international start-up hub."*

Gerd Harry Lybke, owner of the legendary EIGEN + ART gallery, agrees, *"The SpinLab will promote innovation by creating new ways for the exchange of creativity and entrepreneurship. Just like a temporary exhibition at a gallery, the residence time at the Accelerator is limited to six months for the entrepreneurs and innovation teams. After this period, they have to go out into the world – which can also mean staying at the Spinnerei and having the world come to them."*

In addition to access to the required infrastructure, the founding teams will obtain extensive coaching and consulting, contacts to HHL's outstanding network of entrepreneurs and investors, support from various partners, as well as the opportunity to exchange experiences on an international level.

The Center for Entrepreneurial and Innovative Management (CEIM), which is currently being established, will support the founding projects. With its Co-Creation and Innovation Labs as well as its permanent connection to the SpinLab – The HHL Accelerator, CEIM represents a professional platform for fast, successful, and innovative business concept development and company foundation.

HHL Dean Prof. Andreas Pinkwart says, *"We would like to develop Leipzig as an international*



Graduation 2014

hub for digital business models. The Center for Entrepreneurial and Innovative Management and the SpinLab are important components of HHL's innovate125 Future Concept with the entrepreneurial university at its core. With the SpinLab – The HHL Accelerator we are taking an important step to position HHL as one of the best entrepreneurial universities in Germany and the world on a sustainable basis".

www.hhl.de/SpinLab

http://youtu.be/7z1Zs_v1UJQ (HHL Dean Prof. Pinkwart on the new SpinLab – The HHL Accelerator)

Germany's Most International University Is Located in Leipzig

HHL Leipzig Graduate School of Management managed again to score in the top ranks in several categories of the "Profildaten zur Internationalität der deutschen Hochschulen 2014" ("2014 Profile Data on the Internationality of German Universities") study within the group of the 62 smaller universities with up to 20,000 students.

According to the survey of German universities commissioned by the German Academic Exchange Service (DAAD), the German Rectors' Conference (HRK) and the Alexander von Humboldt Foundation (AvH), HHL ranks first for its number of partner universities per professor. The school also secured itself a podium position for the number of DAAD scholarship holders. Of all small universities in Germany, the Leipzig hotbed for entrepreneurs has the highest proportion of Indian students and graduates. HHL also stands out for its mobility in the context of the European ERASMUS exchange program: the country's first business school welcomes the highest percentage of ERASMUS students to its campus compared to similarly-sized universities in Germany. According to the survey, HHL also has the highest proportion of students coming from France.

The survey is based on data collected by the Federal Statistical Office, the ERASMUS student exchange program, the DAAD funding statement, the HRK Higher Education Compass, the AvH, and the universities themselves between 2009 and 2014.

IEDC-Bled School of Management

IEDC 2014 HR Forum: "Significant Learning Comes from Doing and Trying to Change Things"

The 2014 HR forum organized on October 9-10 by IEDC focused on the topic of action learning. It was attended by 44 human resource managers and executives from nine countries.

The key-note speaker was Dr. Christine Abbott, director of the Centre for Action Learning Facilitation, UK. She discussed the role of action learning. Unlike traditional approaches to problem-solving in organizations, action learning involves employees in the search for solutions.

Dr Abbott has 30-year experience in facilitating action learning in Europe, USA, and Asia. She used real-life examples to stress the importance of action learning where employees can achieve profound personal and professional development by tackling significant organizational challenges.

Third Global CSC at IEDC: Promoting Insightful and Balanced Business Problem Solving

In mid-September, five teams from prominent companies from Central and Eastern Europe gathered at IEDC-Bled School of Management for the Global Case Study Competition, after winning at the national level. Six-member teams from Coca-Cola HBC of Romania, Franck of Croatia, Saga Beograd of Serbia, Si.mobil of Slovenia and Stopanska banka of Macedonia had 24 hours

Dr. Christine Abbott





to come up with solutions to a complex business case originating from a real life situation.

After the final presentations, the team from Coca-Cola HBC Romania was proclaimed the winner of the competition since it manifested the most insightful identification of issues, balanced analysis, and coherent proposals.

Apart from an invaluable personal experience, the Coca Cola HBC team of Romania won its company a two-day seminar by IEDC, tailored to specific needs of the company. The seminar cost is 20,000 euros.

IEDC Hosts the Second High-Level Symposium of Think Tanks of China and Central and Eastern Europe

In the framework of the Bled Strategic Forum, IEDC-Bled School of Management hosted and co-organized, the Second High Level Symposium of Think Tanks of China and Central and Eastern European Countries on September 3, 2014.

More than 180 representatives of think tanks, former politicians, government officials, and business people from 16 Central and Eastern European countries and China met at Bled. "The symposium is an important event that can be seen as a significant next step in the growing cooperation of the so-called 16+1 countries", Prof. Danica Purg, dean of IEDC-Bled School of Management pointed out in her welcome address.



Key note speakers Dr. Danilo Türk, former president of the Republic of Slovenia, and Tang Jiaxuan, former State Councilor for the People's Republic of China, agreed that effective work is needed for cooperation between EU and China to be really successful and of high value. Potentials remain big. "Infrastructure is important but cooperation should not be limited only to roads and railways. It should also focus on people-to-people contact, on culture and tourism. Let's use our geographical position, our natural splendors, our culture. Let's be ambitious" concluded Dr. Türk.

IEDC International Academic Conference 2015: "Leadership: Today and Tomorrow"

The conference will take place in Bled, Slovenia on May 21-23, 2015. It will focus on two core themes:

- What is the nature of leadership today?
- How do we rethink and develop leadership for a better tomorrow?

This will be a great opportunity to present, connect, and further develop great research on leadership. IEDC would very much like to see you at the event. We are inviting abstract submissions on any topic in leadership studies. Preference will be given to research related to the four sub-topics of the conference: leadership practice, leadership development, leadership and sustainability, new methodological approaches to studying leadership.

The keynote speaker at the conference will be Prof. Jonathan Gosling, University of Exeter, United Kingdom. The conference will be chaired by Prof. Danica Purg, IEDC-Bled school of Management, Slovenia.

Abstracts and full papers will be published (with ISBN numbers).

[Call for Papers](#)

The abstract submission deadline is December 26, 2014. Authors will be notified by February 1, 2015. Abstracts (750 words) should be submitted to conferences@iedc.si.

Further details and submission guidelines can be found [here](#).

Irish Ballads in the Belarusian Language and Art-Project IPM

"Business is not only about money. A good businessman is not indifferent to the cultural environment he lives in or what kind of society he works in, because the fruits of his labor will benefit his children and grandchildren. We therefore consider it important to carry out cultural activities that are interesting for our society and its the business", says General Director of IPM Business School Pavel Daneyko.

Our business school has always supported Belarusian music and singers. Among them is Ales Kamotskiy, a poet and bard, who is famous for his poetic translations of international hits into the Belarusian language. Last year we initiated the project "Irish Ballads in the Belarusian Language". The original idea of the project was to make poetic translation of Irish ballads into Belarusian and then record them.

The project was completed successfully. In March, 2014, a celebration of St. Patrick's Day took place at the Goodwin Club in Minsk, with beautiful Irish ballads in the Belarusian language performed live by Ales Kamotskiy & Co. The event was attended by alumni of our Executive MBA Program as well as representatives of the Ireland-Belarus Society in Minsk. Our special guests of honor were Ireland's Ambassador to Lithuania and Belarus H.E. Mrs. Philomena Murnaghan, and the British Ambassador to Belarus H.M. Mr. Bruce Bucknell.



Business is the Best Art

"Business is the Best Art" is the joint project of IPM Business School and the Gallery of Contemporary Art "Ÿ". The purpose of the project is support and promotion of contemporary Belarusian art.

The name of our project summarizes the philosophy of Andy Warhol, an iconic person in the history of pop art movement and contemporary art in general: "Being good in business is the most fascinating kind of art. Making money is art, and working is art, and good business is the best art".

IPM Business School is the general partner of the project. However we want to give everyone who is not indifferent to the arts an opportunity to make a contribution.

We started this project by creating a catalogue of "Contemporary Art of Belarus" in Belarusian and English. By taking part in the project, contributors leave their names in the history of Belarusian contemporary art. The name of each participant will be entered in the catalogue with gratitude.

The first steps in the project have already been taken. At the EMBA Alumni Party, held on November 1, 2014, the representatives of the "Ÿ" Gallery displayed several paintings of modern Belarusian artists and a number of them were awarded prizes. In addition, part of the admission fees was donated to support the Belarusian artists.



Kmbs Presidents' MBA Groups Discover the DNA of a City

Kmbs conducted the visiting module "Development of a City Through Business Development" as part of the Presidents' MBA curriculum on September 10-14, 2014 in Rivne (North-Western Ukraine).

"The visiting module is a complex and well-thought-out combination of intellectual exercises, meetings, classes, and impressions. All this allows the Presidents' MBA participants, who are business owners, to see the city as a phenomenon, to read its code, to identify opportunities for its development, and to work on its strategy", - says Presidents' MBA Leader Vyacheslav Geraschenko. Why are we exploring the city itself? Because when you understand the principles that make a city function as a system, you would be able to manage business systems of different scale".

In September two Presidents' MBA groups did a complete five-day study of Rivne for five days. They also visited Lutsk and Ostroh, where they had an opportunity to immerse themselves into the business, social, political, and cultural environments of these cities. In particular, they had a talk with Igor Pasichnyk, rector of Ostroh Academy, the successor of the Ostroh Slavic Greek Latin Academy, the first higher educational establishment in Eastern Europe, founded as early as 1576. They discussed the role of the Academy in regional development. Together with philosopher Maksym Karpovets, they looked at the city as

a systemic phenomenon and visited the music company JoyRocks for a discussion with its owner Taras Tarasov.

A Rivne development strategy project started on September 10 with a press-conference featuring kmbs as an active participant. Presidents' MBA participants interacted with proactive Rivne executives every day, literally sharing a classroom desk in the process of designing strategic decisions that will allow a dramatic acceleration of Rivne's development. The educational component of this module aimed to help all parties in this process by means of courses on third-generation strategies: "The Cluster Thinking" taught by Vyacheslav Geraschenko and "Business Eco-Systems", taught by Gelena Savruk.

This was the third participation of kmbs faculty and program participants in city-DNA exploration. Earlier in 2013, kmbs conducted similar modules in Bryanka (Luhansk region, Ukraine) and São José dos Campos (Brazil). At kmbs, we understand that it is a challenge for a business owner to switch from the company level to the city level. Presidents' MBA participants get a valuable experience that leads to a growing perception of business as a part of a bigger game, where the interests of local communities, the state, and scientific and art formations intersect with those of business. This helps business owners to acknowledge that today's businesses can succeed not through enhancing the company's effectiveness but through intensifying its relations with education, science, and the external environment.

A Joint Biz, kmbs President's MBAs are visiting the city of Rivne



RISEBA – the First University in the Baltics to Acquire Two EPAS Quality Labels

RISEBA University is the first and only higher education institution in the Baltic countries that has received EPAS accreditation by the European Foundation for Management Development (EFMD) for two programs - the Bachelor's program "European Business" and the Master's program "International Business".

"We are delighted to have two programs recognized and accredited by EPAS. The process of accreditation has been extremely valuable to the School and we thank EFMD and the peer-review teams for their ongoing support. The accreditation will play a key role in helping us drive our international strategy and reach our goal: an international student body of 25 percent of all RISEBA students".

RISEBA University has also received the IQA Accreditation in 2001 and 2009.

Irina Sennikova, RISEBA rector and professor of management

MSB Montreux School of Business Switzerland on the Move Toward Constant Growth and Development

Montreux University's MSB Montreux School of Business Switzerland was very proud to celebrate the accomplishment of its Bachelors, Masters and MBA students on July 19 during the 2014 MSB Graduation Ceremony.

The new semester has now started and the MSB team was pleased to welcome all the new and continuing students. For fall 2014, we are privileged to have once again gathered a team of faculty members with a strong professional business experience. They will apply the MSB vision of a practitioner's perspective and a holistic approach in the beautiful and inspiring environment of Montreux.

PhD Retreat at MSB

MSB was honored to host a PhD conference on October 10-11 2014 as part of the World Trade Institute's Annual Doctoral Retreat of the University of Bern. During their retreat at MSB, the PhD students presented chapters of their research theses to their colleagues and received written feedback on their work from their peers and thesis supervisors. Mr Lalani, president of MSB, and Professor Thomas Cottier, a renowned professor of European and international economic law as well as managing director of the World Trade Institute and of the Institute of European and International Economic Law, started the PhD Retreat with a warm welcome to all PhD students. Professor Cottier also expressed

Dr Lalani, Dr Cottier, Dr Jost, and Dr Elsig during the retreat at MSB



his gratitude to MSB for hosting the retreat in the MSB state-of-the-art facilities.

Corporate Seminars and Trainings

In collaboration with Titanium Partners, Montreux University will be hosting and organizing corporate seminars, starting in the fall of 2014. They are designed for professionals looking to build new skills and improve their abilities. Participants will include supervisors, managers, and senior managers from various corporations. The training seminars and workshops will also be open to MSB students and faculty members. They include topics such as: Leadership, Facilitating Strategy, Essential Sales and Marketing Skills for Entrepreneurs, Prepare for Success (Personal Success Strategies) and Building Your Business.

New MSB Website

All the MSB news can be found on our new website, launched this summer. The new MSB website is more interactive and personalized for students, parents, collaborators, and all visitors. Students can now apply on-line to all our programs: Bachelor's, Master's, and MBA. We have also inaugurated a new and unique feature: MSB Worldwide. By clicking on the arrows of a map, you will discover the testimonials of MSB students in their mother tongue and learn from their experience.

Plekhanov Russian University of Economics Celebrates the 25th Anniversary of Its Marketing Department and 20th Anniversary of Its Marketing School

The marketing department of the oldest Russian university of economics was established at the beginning of the 1989-1990 academic year. It was the first such department in Russia. Its initiator and founder was Professor Boris Soloviev, who celebrated his 80th birthday this year.

Another important date is the 20th anniversary of the first graduation of marketing experts at Plekhanov University and in Russia as a whole.

The department and its educational program in marketing were a response to the beginning of economic reforms in Russia and the rising demand for new specialists. These should have a deep understanding of a market-oriented economy. They should possess analytical skills while being adept in communication, planning, and implementing a marketing strategy and tactics.

More important, the founding of Plekhanov's marketing department coincided with the beginning of academic and applied research by Russian faculty members, sometimes in cooperation with foreign colleagues. This experience enabled Plekhanov's marketing specialists to understand the best foreign practices of educational and research programs in the field of marketing. Through his efforts in the academic environment, Professor Boris Soloviev played a very important role in the development of state standards for educational programs for new specialists on the Russian market.

Plekhanov's marketing professors had to prepare for the interesting new field. In 1993, all professors of the marketing department went through a special faculty development program prepared by Professor Douglas Kollter of Harvard Business School. It was called "The Case-Study Method and Its Importance in Teaching Marketing Courses (and How It Facilitates Teaching Marketing)". Faculty members were taught to analyse Harvard cases and develop their competences in this innovative method of teaching.

That was the time Plekhanov's faculty members started their academic research and preparation of PhD dissertations in the field of marketing. They also began to write Russian cases and textbooks.

Another achievement of Plekhanov's marketing faculty back in 1993 was the launch of marketing courses in English for a special program named "IBS-Plekhanov". The professors of Plekhanov's marketing department who started teaching in English were Olga Saginova, Irina Skorobogatykh, Boris Prosvirkin, and Natalia Ivashkova. They are all still active in this field, trying to do their best in training the young generation of Plekhanov's marketing faculty to follow their path. Some of our new marketing professors who have a strong international orientation and experience are associate professors Zhanna Musatova, Anastassia Lukina, Daria Efimova, and others.

The members of Plekhanov's marketing department are actively involved in academic and applied research. In 2014 faculty members were very active in contacting businesses as well as scientific funds and international organizations in order to plan, organize, and commercialize the results of the academic research. This activity produces a high effect for the university as a whole. Our department accounts for about 20 percent of the university's total research output and is ahead of all other departments in that respect. Some of the strategic goals for the marketing department of the Plekhanov Russian Economic University for the next five to ten years are:

- Continual improvement of the Bachelor's, Master's and PhD programs for marketing experts, by combining traditional and innovative teaching and research methods, including the use of new technologies.
- Improvement of the human capital of the faculty members. Provision of coaching for young faculty members by advanced and experienced professors in house, as well as support for young professors to improve their competences through international experience (participation in programs of faculty development such as IMTA, FDP, and others). Support for their research activities.
- Internationalization of activities and faculty members of Plekhanov's marketing department through experience-sharing between advanced professors and members of international and national professional societies, such as Russia's marketing guild, the European Marketing Academy (EMAC), the Academy of Marketing Science (AMS), the Chartered Institute of Marketing (CIM), and more.
- Development of partner relationships with colleagues in Russia and abroad, with marketing departments of Russian universities, and of universities in CIS countries, Europe, and other parts of the world., Collaboration with famous marketing gurus, such as professor Malcolm McDonald (honorary doctor of science of Plekhanov RUE, 2013), professor Philip Kotler (honorary doctor of science of Plekhanov

RUE, 2014), Professor Karen F. Fox, and Professor Danica Purg. Professor Fox contributed a lot to the study of the evolution of marketing thought in Russia. She also helped Plekhanov's marketing department and Professor Boris Soloviev to develop marketing as an academic subject in Russia. Professor Danica Purg and CEEMAN helped us organize international research projects and invited professors from Plekhanov's marketing department.

- Continuation of the work and activities of the department and faculty members in promoting the image of the Plekhanov Russian University of Economics in domestic and international environments. Strengthening of the relationships within the university, which is now one of the biggest universities in Russia, with affiliates in Russia and abroad.

Irina Skorobogatykh, PhD, head of the marketing department at the Plekhanov Russian University of Economics, Moscow, Russia

SBS Swiss Business School

Lascaux Company Visit

On Monday, 10 November 2014, SBS students visited Lascaux Colours & Restauro.

The name Lascaux is evocative of a pioneering spirit, whether you go back 26,000 years, to the primeval force inherent in the cave paintings of Lascaux in the French Dordogne, or 50 years, to Alois K. Diethelm's pioneering work with acrylic paints, for which he fittingly chose the brand name Lascaux.

From the very outset, Lascaux successfully incorporated the needs of artists and users into the development of its acrylic paints. And so, over the years, a palette of products has emerged which satisfies even the highest artistic and technical requirements. Since its founding in 1963, Lascaux has become one of the world's leading manufacturers of water-based artists' colors and products used for restoration.

Managerial Success in the 21st Century

The third volume of the *SBS Journal of Applied Business Research* has been released! SBS Swiss Business School has developed this journal to support the idea that managerial success in the 21st century will be related to the ability to apply business knowledge in practice in a way that can be understood and shared by all the stakeholders of an organization.

The *SBS Journal* welcomes high-quality papers originating from universities and colleges offering DBA Programs. The editorial board has eight members. The editor-in-chief is Dr. Charles Mercieca. Dr. Carl Olsen of SBS Swiss Business School is the journal coordinator.

- Darius Sargautis from the BA School of Business and Finance, Latvia, is the author of the article "Increasing Bioethanol Producers' Technological Innovation Capacity Through a Research and Development Organization".
- Barry A. Vann, Aaron N. Coleman, Jennifer A. Simpson (University of the Cumberlands, Williamsburg, KY, USA) wrote about the "Development of the Vannsimpco Leadership Survey: A Delineation of Hybrid Leadership Styles".
- Jeremy G. Cruz, MBA (SBS Swiss Business School), wrote about "Nokia's Position in the Global Communication Marketplace".

To read all volume 3 JABR articles, please contact SBS at: annemarie.schaer@sbs.edu

MINT Forum 2015

SBS Swiss Business School is hosting its first MINT Forum on April 15, 2015.

The Forum is organized by third-year BBA students. Guest speakers will discuss their personal experiences with business and investment opportunities within the MINT countries (Mexico, Indonesia, Nigeria, and Turkey) as well as the role that Switzerland plays in investing in these emerging-market economies.

Cave painting of Lascaux in the French Dordogne



SSE Riga Fund-Raising Wins Gold in Prestigious Advertising Competition

The Stockholm School of Economics in Riga (SSE Riga) is a business school ranked by the *Financial Times* among the TOP25* business schools in Europe. Fifteen years of effort were at stake when in 2008, along with the financial crisis, came an increase in tuition fees, reaching 3300 euros per study year. Potential students from less wealthy families had trouble covering their studies, but it has always been important for SSE Riga to provide equal study, opportunities regardless of financial background. They turned to fund-raising from alumni. But they did not have a budget for a traditional fund-raising campaign. Therefore a novel approach was needed.

The university's alumni association, which functions independently of the school with the help of volunteers, looked to established American colleges for fund-raising inspiration and soon began emulating their techniques. But Raimonds Kulbergs, the organization's president at the time, realized that traditional approaches had their limits because European schools lack the established alumni relations culture found at most American institutions.

"We tried most of the traditional approaches. They do work. But they all require asking for a gift. Which is why telethons, direct mail, and standard online fundraising approaches are underperforming when it comes to creating an experience people enjoy. And they are therefore costly," Raimonds Kulbergs said. *"There is so*



© DDB Worldwide Latvia

Hardy Rock, the mascot resurrected from the school building, leading the celebration of a successful campaign; social media poster

much potential to unleash when we stop asking for gifts, and start recognizing the human being in our prospects - giving an experience designed to show instant impact and gratification, provide public recognition, and create a sense of belongingness."

After seeing the results, the core team behind the campaign decided to establish [Funderful](#) that would help also other institutions around the world do on-line giving on alumni terms.

A recent *New York Times* article about [Funderful and this campaign](#) explains the potential and significance of this achievement.

Learn how SSE Riga increased alumni giving participation rate by 318% in [this infographic](#)

The community fundraising concept that united more than a third of SSE Riga alumni to give back



© Stockholm School of Economics in Riga & Funderful

FORTHCOMING CEEMAN EVENTS

■ **PMS – Program Management Seminar**

15-17 April 2015
Bled, Slovenia

■ **Executive Education Forum**

26-27 March 2015
Izmir, Turkey

■ **IMTA – International Management Teachers Academy**

7-19 June 2015
Bled, Slovenia

■ **23rd CEEMAN Annual Conference**

24-25 September 2015
Almaty, Kazakhstan



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