

# CEEMAN *news*

20  
years



*Issue 70*  
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**An interview with CEEMAN Champions 2013**

**New Ways of Developing Leaders for the Future We Want  
2013 PRME Summit – 5th Annual Assembly**

**Business Schools as Responsible Change Agents: From Transition to Transformation  
Report from 21st CEEMAN Annual Conference in Bled, Slovenia**

## Content

- A Word from President of CEEMAN
- 3 An Interview with CEEMAN Champions 2013

### From the CEEMAN office

- 10 Inspiration, Innovation, Implementation, and Impact for the Future We Want
- 12 Business Schools as Responsible Change Agents: From Transition to Transformation
- 13 Proud of the History We Created, Committed to the Future We Want
- 14 CEEMAN Annual Meeting 2013
- 16 Results of the 19th CEEMAN Case Writing Competition in Cooperation with Emerald
- 17 Poverty Issues Getting Higher on Management Education Agenda
- 18 Conclusion of the Challenge:Future project "Create Future with Creating Jobs"
- 19 Program Management Seminar 2014 Welcomes Applications
- 19 15th Edition of the International Management Teachers Academy
- 21 Ninth IMTA Alumni Conference (17-18 March, 2014, MIM-Kyiv, Ukraine):  
Dr. Ichak Adizes on Teaching and Learning Effectiveness

### Welcome new members

- 22 University of Huddersfield Business School
- 23 Superior Institute of Administration and Economics (ISAE)
- 24 Vistula University

### News from our members

- 25 Kaunas University of Technology Becomes an ACCA- Licensed CBE Center
- 27 ALBA Executive Development Goes International
- 27 Latest Management Education Developments at BMDA
- 28 Prof. Rolf Wolff Becomes New President of EBS Universität
- 29 Grenoble Ecole de Management to Open New Campus in Paris
- 30 Glasgow School for Business and Society Launches British School of Fashion
- 32 MBA Arūnas Šikšta has become the new Director of IBS at VU
- 33 IEDC- Bled School of Management
- 35 New Shareholder and Chair Sponsor: More Momentum for the innovative HHL Future Concept
- 36 Swiss Business School
- 37 Test Drive MBA in USIB

## A Word from President of CEEMAN



Dear colleagues and friends,

The 70th issue of CEEMAN News comes out just as we are closing the year-long celebration of CEEMAN's 20th anniversary.

The 21st CEEMAN Annual Conference, held on 26-27 September in Bled, was a very special event. We opened a very important discussion on how business schools in dynamic societies can continue acting as responsible change agents when societies at large and schools in particular are on the move from transition to transformation.

This discussion on the new role of management education institutions built further on the thought and ideas exchanged at the 2013 PRME Summit held in conjunction with the CEEMAN Annual Conference.

The two events that brought together more than 300 participants, representing all stakeholders involved in business education and management education, including youth, were the best way not only to bring together two global communities - CEEMAN with its 215 members from 53 countries and the PRME movement with over 500 signatories from 80 countries - but also to celebrate the 20th anniversary of our association for management development in dynamic societies.

Understanding the importance of these two events, we have made an effort to make the whole proceedings and outcomes available to all members of the two associations who were not able to be with us in September in Bled, as well as to other stakeholders and the general public.

While providing more information on the other CEEMAN activities carried out in the fall of 2013, this issue of CEEMAN News also describes the great success and results that our association has achieved in the last 20 years. I hope that you have already had a chance to see the book CEEMAN - 20 Years of Creating History, which

illuminates the journey that we have been on together for the past two decades. The book shows what great contributions our members have made. Let me once again express my most sincere thanks to all of you for all your trust and support.

I am absolutely convinced that we will continue growing together by working and learning together, as we have in the past 20 years.

While looking forward to that, let me warmly encourage you to participate in, and actively contribute to, the activities planned for 2014 and beyond, starting with the Program Management Seminar in April and IMTA in June. Our next Annual Conference will be held on 25-27 September, 2014 in Budapest, Hungary. You can save the dates now!

Wishing you a very successful and prosperous 2014, I look forward to our continuous collaboration!

Yours,

A handwritten signature in black ink, appearing to read 'Danica Purg'. The signature is stylized and cursive.

Danica Purg



# An Interview with CEEMAN Champions 2013

**By Milenko Gudić**

*Following its commitment to promote and reward outstanding achievements in the areas considered as critical for the success in business education and management development, CEEMAN launched its fourth CEEMAN Champion Awards competition in 2013. The winners of the CEEMAN Champion Awards 2013 are:*

- *Poh-Sun Seow and Suay-Peng Wong, Singapore management University, in Innovative pedagogy*
- *George A. Kohlrieser, IMD-Lausanne, Switzerland, in Teaching Excellence*
- *Miha Škerlavaj and Matej Černe, Faculty of Economics, University of Ljubljana, Slovenia, in Research*
- *Sergey Mordovin, IMISP St Petersburg, Russia, in Institutional Management*

*The awards were announced and delivered at the gala dinner of the 21st CEEMAN Annual Conference in Ljubljana, Slovenia 27 September.*

*Traditionally, CEEMAN interviews represent opportunities for CEEMAN readership to learn more from those whose achievements and experiences could offer learning lessons of a broader value. For this reason, we asked the 2013 Champions to respond to the questions that were relevant for the respective areas of their excellence, business education and leadership development in general. CEEMAN Champions are among those from whom we can get first-hand insights into their personal and institutional success stories and therefore also an inspiration for our own strives for excellence and outstanding achievements. We also wanted to understand from their perspective how these awards were perceived in their respective institutions.*

## **CEEMAN Interview with the 2013 CEEMAN Champions Poh-Sun Seow and Suay-Peng Wong**

**Milenko Gudić:** In your nomination for the CEEMAN Champion Awards in innovative pedagogy, Singapore Management University emphasized that you have already received numerous teaching awards. The innovation that was in the center of your nomination is the Accounting Challenge (ACE) – Mobile-Gaming Application for Learning Accounting. What was the inspiration for introducing game and fun into the accounting learning process? How important was your perception and knowledge of students' needs and preferences? How important was the understanding and support that you received from your institution for the development of the innovation?

**Poh-Sun Seow and Suay-Peng Wong:** We were often told by students that they would appreciate additional resources to help them strengthen their foundation in accounting. At Singapore Management University (SMU), we believe that learning does not stop as students leave the classroom. We saw the potential of mobile

learning as almost every student nowadays has a smartphone. We also wanted to make learning fun and livelier as we believe that people learn the best when they are having fun. Thus, we developed a mobile-gaming application: Accounting Challenge (ACE).

ACE aims to enhance the learning of accounting outside the classroom by engaging students in playing and learning accounting on the go. We want to generate interest in, and motivation for, our digital-savvy students beyond a theoretical study of accounting. After the launch of ACE, people were surprised that we had actually created a mobile-gaming application based on accounting. We hope that we have changed the perception that accounting is a dry and boring subject.

We are fortunate to have a very supportive dean, Prof. Yang-Hoong Pang, who always encourages us to develop new innovations to engage students. She supported our application for a teaching pedagogy grant from the SMU Centre for Teaching Excellence (CTE). We are also grateful for the funding and support from CTE. Without



Poh-Sun Seow

**Prof. Pang and CTE, ACE would not have been possible.**

**MG:** An important asset of ACE is its potential to be used as a platform in other accounting modules at your school or other departments at the SMU. In addition, there is a growing interest in this application in other countries. We saw that ACE was well received also at IMTA in 2013. What have you already done and what are your future plans in this respect?

**PSS and SPW:** We recently organized the inaugural SMU Accounting Challenge 2013 in September 2013. The competition was sponsored by the Institute of Singapore Chartered Accountants. It started with two days of preliminary rounds, where students tried to score as high as possible while playing ACE on iPads at booths. The top-six scorers proceeded to compete in the Grand Finals. We were happy with the success of the competition and hope to invite other universities in Singapore to join the competition next year.

**SMU CTE told us that faculty from other schools in SMU were interested in our ACE application. CTE is considering making ACE the common platform for rolling out similar fast-paced trivia-style quiz-format games in other disciplines.**

**We are also currently working on our next version of ACE. Students indicated in a survey that they wished to play and learn without any time pressure. Currently, students have 100 seconds for each game session. The next version of ACE will include a practice mode with the timer, score, and leader board turned off.**

**MG:** As in any other profession, achieving excellence in teaching, requires, talent, a lot of efforts, passion, as well as continuous learning and self-development. Faculty development efforts aimed at improving teaching skills play an important role. Your institution is well known for its efforts and achievements through the activities of the Teaching Excellence Center. On the other hand, your faculty members regularly attend CEEMAN's International Management Teachers Academy. As an IMTA alumnus, 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 IMTA?

**PSS:** I am proud to be an IMTA alumnus. The IMTA program has been a memorable experience and I have benefitted much from it. I will strongly encourage my colleagues in SMU to join the IMTA program and be part of this supportive IMTA network.

**This year, there were 28 participants from 21 institutions in 17 countries. The diversity of the participants was amazing. It allows all of us to learn from one another. Everyone was eager to learn and generous to share his experiences. It gave me a lot of opportunities to interact with many people from different countries and cultures. This is not possible for a program carried out within a single institution. It is also a privilege to learn from a team of internationally-renowned professors. I am very impressed by the dedication and passion of the organizing committee and the professors. All of them were very committed. I can see from their high energy level and infectious enthusiasm that they were so happy to be there with us.**

**Going away for an international program such as IMTA allows me to step back from the daily routines and immerse fully in the program. IMTA is held in Bled, Slovenia which is a beautiful and peaceful place for self-reflection. It is an excellent venue for holding a faculty development program. I treasured the opportunity to reflect on my teaching philosophy and my role and responsibilities as an educator. I was able to slow down, reflect on my teaching journey and improve my teaching skills.**

**MG:** You and other CEEMAN 2013 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? This is not the first time that faculty from SMU have received a CEEMAN Champion Award.

Suay-Peng Wong



**SPW:** We are honored to have received the CEEMAN Champion Award. It is an encouragement, not only for us but also for our colleagues at SMU CTE who worked with us, to develop the application, as well as for our colleagues at the School of Accountancy who gave us a lot of support. We hope that CEEMAN member institutions will also find the application useful for their students. It would be fantastic if it could trigger further ideas to promote the quality of education and innovations in teaching.

Our colleagues and SMU are very proud of this recognition by CEEMAN. SMU, through the CTE, has been working with faculty members to enhance teaching quality. The award will certainly encourage us to create more innovative learning tools that will make learning livelier. We hope that in the future, we can develop applications that have cross-faculty content.

**CEEMAN Interview with the 2013 CEEMAN Champion George Kohlrieser:**

**Milenko Gudić:** George, in your nomination for CEEMAN Champion Awards in Teaching Excellence IMD-Lausanne stated a high value of your research-based approach to teaching. Your best-selling book "Hostage at the Table" and the latest book "Care to Dare" are good examples of this. What are the additional dimensions that you succeed achieving by integrating your research into teaching on leadership and organizational development?

**George Kohlrieser:** Teaching leadership for me is about harnessing the energy of people and inspiring them towards a common goal to enhance the individual, the team, the organization and, ultimately, to make the world a better place. Through my teaching, I hope to show how a Secure Base Leadership style, as described in my books, unleashes the full potential of the individual, the team, and the organization. This is done by creating programs that introduce participants to the mindset and behaviours that characterize a Secure Base Leader and bring them to their own leadership realities through pedagogical techniques such as short lectures, role play, small and large group dialogues, coaching and other action learning activities. The research is essential to be at the "cutting edge" of leadership theory and application.

**MG:** Another key element in your innovative and inspirational approach to teaching is coaching. How much did you find does coaching contribute to the long-term impact on the development of high performance leaders, and what is the feedback on the role of coaching that you receive from the participants of your programs?

**GK:** Coaching is an adjunct to the classroom experience and a key to the integration of



George Kohlrieser

learning and the long-term impact on leadership behaviour. Coaching guides participants through the learning process and enhances the individual and the group. Through facilitated small group work, participants get hands-on feedback and intensive practice. With the support of a highly experienced team of coaches, with whom I have worked for many years, we put priority on the needs of each individual in the group. Using these intense facilitated small group work activities, participants gain feedback on their strengths and weaknesses, attitudes and behaviors, and thus raise internal and external awareness. In a recent research project conducted to analyze the long-term impact of the program, the coaching structure was consistently identified as key to behavioural learnings. We often get feedback that this model is "life changing" and "transformational" which touches on the personal as well as the professional aspects of leadership.

**MG:** Faculty development has become an increasingly important issue in business schools worldwide. Most of the efforts, however, are focused on improving and promoting research capabilities and outputs, while teaching skills (and even performance in the classroom, and impact made) are somehow being neglected and/or left to the individuals to develop by themselves. CEEMAN's International Management Teachers Academy (IMTA), while focusing on teaching, is structured around the multiple roles of faculty – the "magical diamond" that combines teaching, research, consultancy, and institution building activities. Based on your own experience, what was the "magic" that the other three components of the diamond produced for your teaching, and what was the "magic" that your teaching created for your research, consultancy and institution-building activities?

**GK:** Teaching excellence in content and delivery for IMD and for me personally is the foundation that supports all other activities. Teaching is a starting point for opening up a desire for lifelong learning and builds on each stage of an individual's development. Excellence in teaching is essential for inspiring a drive for lifelong learn-

ing. This has a profound impact on teams and organizations to always be concerned with all talent development especially talent development in leadership competences. A magic bullet is to create an environment in the classroom where participants feel safe to access the most challenging intellectual and emotional aspects of learning. Participants need to have an emotional experience that embeds the learning into the brain and into their repertoire of behaviors. This emphasis on the emotional aspects of learning is the most critical; participants need to feel an experience emotionally to incorporate the ideas in themselves and others. When this happens in an ongoing lifelong learning process, the leader is always growing developing talent.

**MG:** You and the other CEEMAN 2013 Champions have already received a number of prestigious awards and recognition for your past achievements. In this context, how do you experience the CEEMAN Champion Award that you have just received? Related to this is the question on how was this award perceived by your colleagues and the institution as a whole? This is not the first time that faculty from IMD received CEEMAN Champion Award.

**GK:** To be recognized by such a prestigious organization as CEEMAN and all the faculty represented by its member schools is an extraordinary honor. As a result of receiving this award, so many colleagues both at IMD and around the world have contacted me to offer their personal and heartfelt congratulations. At IMD, our approach to executive education is to always remain at the cutting edge of personal and professional development. I am passionate about teaching leadership and I am supported in this mission by the IMD community and the CEEMAN Teaching Excellence award is deeply inspiring to me and to IMD.

**CEEMAN Interview with the 2013 CEEMAN Champions Miha Škerlavaj and Matej Černe**

**Milenko Gudić:** In its nomination for the CEEMAN Champion Awards in research, the Faculty of Economics at the University of Ljubljana (FELU) emphasized your contribution to a better understanding of issues related to knowledge, creativity, and innovation management. The CEEMAN Champion Awards committee found your research highly relevant for both the corporate world and the business education and management development industry. What are the key recommendations and messages for these two groups that you would derive from the findings of the impressive research that you have carried out in the last 10 years?

**Miha Škerlavaj:** It might sound as a cliché, yet knowledge, creativity, and innovation have long been recognized as significant drivers of organi-

zational performance. Hence, in the research domain is logical to strive to understand and manage drivers, mechanisms, and conditions that facilitate these three closely interrelated phenomena. Our corporate partners are primarily interested in the "how" aspect. And we are responding to such calls by examining the role of the human factor within the knowledge management and innovation processes at work. We emphasize the role of leaders in creating innovative cultures and human resource management practices that support knowledge-sharing and innovation. We also point out the importance of motivational climates that mitigate the costs of knowledge hiding and the need to set up learning networks while exposing less tangible non-technological types of innovations. While we use a set of rigorous methods, the relevant part that motivates our reasoning is always at the back of our minds.

In terms of the implications of our work for business education and management development, we are satisfied with the fact that these topics have a stronghold at most key players around the globe. Unfortunately, there is also a great deal of rhetoric and one-size-fits-all solutions in circulation. This is the inevitable destiny of many popular concepts. We see the role of business schools in combining evidence-based research with experiential learning in the development and implementation of meaningful knowledge, creativity, and innovation management programs.

**MG:** Research is a continuous journey that helps us discover new things and develop a new body of knowledge. At the same time, new areas and avenues for further research are identified. What do you see at this point in time as new avenues for further research that would build on your previous work, but would also further improve the overall understanding of the role of knowledge, creativity, and innovation management for the knowledge-based economy that is ahead of us?

**Matej Černe:** Conditions in the business environment evolve and change is the only constant. We therefore definitely perceive research as an

Miha Škerlavaj





ever-changing and evolving process focused on phenomena that have the potential to provide some additional explanatory insight into knowledge, creativity, and innovation management, and thereby add to the existing body of knowledge. Some new areas of research that we are currently involved in include a multi-level understanding of the phenomena in question. We are interested in the conditions for successful fostering of creativity and innovation. For example, we want to look not only at top-down processes but also bottom-up: how specific processes of idea generation and idea championing emerge from the individual to the team level, influencing team-driven innovation. Related to this research avenue is a very recent inquiry, indicating that highly creative ideas and their frequent exhibition actually result in lower levels of idea implementation, whereby moderately creative ideas get implemented to the utmost extent. How to boost the implementation of highly creative ideas remains a very interesting and important research avenue, as this could potentially lead to high gains in organizations.

After making a name for ourselves by publishing a study on the consequences of knowledge hiding in terms of creativity (a forthcoming article in *The Academy of Management Journal*: "What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity"), we will in the future be involved in research on the conditions that foster this undesirable phenomenon in organizations and focus on what can be done about it so as to prevent it. In relation to the understanding of proactive organizational behavior phenomena at the individual level, we see pro-social motivation and other-oriented behaviors as promising avenues for future research that could help achieve high levels of an effective knowledge-based economy, both economically and in terms of human well-being.

On a more macro perspective, the empirical investigation of non-technological aspects of innovation is a promising new avenue for future research, as this has long been an overlooked factor in the predominantly techno-centric literature on innovation. Our forthcoming European Management Review paper ("Management innovation in focus: The role of knowledge exchange, organizational size, and IT system development") on the antecedents of management innovation (i.e. innovation in everything that managers do, such as structures, processes, and relationships) is a prime example of this emerging research stream.

**MG:** Academic research in dynamic societies is still lagging behind management research in established economies. Your research achievements demonstrate that the situation could be improved. How do you see the research potential in dynamic societies and what do business



Matej Černe

schools and their associations need to do to close the gap? In this respect, it would be interesting to learn more from you about the advantages of team work and joint research in general.

**MŠ:** Research is inevitably a global business where context matters a lot. Both of us have been fortunate enough to be able to stand on the shoulders of several generations of colleagues at FELU. Quite some time ago they recognized the need to open up, internationalize, and gradually create a strong culture of academic knowledge creation and dissemination. It is necessary to invest and reinvest resources, limited as they may be, in high-quality research, and actively integrate into international networks of scholars.

It is hard to generalize across all CEEMAN member countries about the potential for research improvement. Drawing on the Slovenian experience, and comparing it to my current Norwegian one, I would say that the main difference is in the absence of critical mass. With evidently limited resources - human and financial - it is hard to expect excellence in all areas of research activity. I see the potential for academic research institutions and associations from dynamic societies in filling deep global niches. This can be done by identifying where we already have a good starting point and by using our advantage in terms of speed, flexibility, and resourcefulness.

Having said this, I also know that in some other member countries, my colleagues are struggling with issues of a much more basic nature, such as inability to access scientific literature. On the bright side, I meet many truly talented scholars from our part of the world who have great research careers in established institutions. Having them help develop institutions at home would be a good solution. China and its program of "turtles" returning home, flexible arrangements for researchers, and inward and radical internationalization are some of the measures that can be used to close the gap with leading research establishments.

On a more personal note, we see our work as a team sport. The level of specialization has gone

so far that research teams in the management field need to master various disciplines - psychology, sociology, economics, and more. They need to know the relevant theories and have contacts with highly specialized methodologists from the quantitative and qualitative camps. They need access to data and to people with ideas, as well as to those who can implement them. This is simply too much for one person to handle. Research collaboration provides professional competence complementarity but it requires a good deal of personal fit. They work when they are fun.

**MG:** You and the other CEEMAN 2011 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 your colleagues at your institution perceived your award. This is not the first time that researchers from the FELU have been distinguished by the CEEMAN Champion Awards committee.

**MČ:** Receiving the CEEMAN Champions Research Award was a great honor. For us researchers, to be recognized for what we do and love to do is very satisfactory. CEEMAN is really a worldwide network of institutions and individuals with an impressive tradition of 20 years. It was a great pleasure not only to receive the award, but also to be a part of the anniversary celebrations and networking with wonderful, ambitious, and accomplished individuals from all over the world.

The value of receiving the CEEMAN Champions Award was perhaps even more recognized within the FELU context, as our colleagues were already more familiar with it. We received nothing but sincere well-intentioned congratulations from our colleagues. And personally, even though I have participated in teaching and research processes at the FELU for the last six years, I have been employed full-time at the FELU only since this October. Before that, I was with the Centre of Excellence COBIK, co-founded by FELU and a couple of other research institutions and hi-tech companies. Therefore, the award also helped with my recognition at the FELU and enabled my colleagues to get to know me better. It gives me great pleasure not only to witness the growth and development of the research culture at the FELU, in Slovenia in general, and in the CEEMAN institutional network, but also to participate in it. At the same time, we view this award, as all those that we have received before, - as an inducement for our forthcoming effort to better understand the science and practice of people at work.

### **CEEMAN Interview with the 2013 CEEMAN Champion Sergey Mordovin**

**Milenko Gudić:** Sergey, when IMISP was established back in 1989 it was the first business schools in St Petersburg and one of the first in Russia as a whole. 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? In this connection, how important was the international collaboration aspect, which you demonstrated through the collaboration with Bocconi, as well as through your involvement and support of CEEMAN?

**Sergey Mordovin:** That time we were all too naive and believed it was possible to become one of the ten best business schools in Europe by the year 2000. To be frank, we realized our vision but within Russia first of all because of the collaboration with SDA Bocconi. Our Italian friends taught us a lot, they trained our faculty members, set accounting system etc. However, we realized soon that it was necessary to find equal partners who shared our ideas and fully understood our problems. CEEMAN helped us a lot in finding such friend in Eastern part of Europe. We've got a lot of partnerships through "CEEMANNET". We also formulated our key strategic postulates: independence, niche strategy, Russian market priority, self-support, own resources. We try to follow these principles today as well.

**MG:** At the 21st CEEMAN Annual Conference on Business Schools as Responsible Change Agents: From Transition to Transformation, you led a session on how business schools need to change in order to benefit their customers, societies and management education as a profession. You addressed the participants of the international conference on Entrepreneurship and Business Education in Emerging World, held at IAB in Almaty. On both occasions you emphasized that business schools need to improve their relevance. What are the main challenges and opportunities related to this from the point of view

Sergey Mordovin



of business schools' leadership and institutional management?

**SM: It is very important that we have a clear vision from several points of view:**

- 1. Who are our dominant stakeholders: professors, individual managers, companies, founders?**
- 2. What particular products are we going to provide to the markets: research, skills trainings, basic education, development, values change?**
- 3. What is the most appropriate format of our organization to meet the above mentioned requirements?**
- 4. What are the best management practices to be used?**

**Unfortunately, the vast majority of so-called business schools even do not think about these trivial questions practicing a dogmatic traditional academic approach. Thus, to my understanding the key challenge for us is to design our own unique way and restructure all the organization accordingly.**

**MG:** IMISP was the first school to receive CEEMAN International Quality Accreditation – IQA, a prestigious international award for the overall institutional excellence. It was also among the first Russian schools to receive AMBA, as a program accreditation. We have been witnessing that Russian schools tend to give preference to the program rather than to the institutional accreditation. Do you believe there are any specific reasons for this? 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 Russia?

**SM: We believed 25 years ago and still believe that “quality is about customers/stakeholders satisfaction”. That is it. All the discussions about the number of publications, modern technology, etc. have nothing with quality. If there is no queue of clients dreaming to get your product, you are providing the market with something it does not need, thus not quality. IQA is probably the best quality control system which allows to assess quality in market terms. We are very proud to be the first school assessed by IQA due to the above mentioned approach. Fortunately nowadays in Russia, more and more business organizations share such a view point of quality and I strongly believe that business society in the nearest future will take such institutional accreditations as IQA as a vital proof of the high quality of schools' products.**

**MG:** You personally and IMISP have already received a number of prestigious national and international awards. IMISP's high positioning in the respective national and international

business schools rankings further contributes to the overall recognition of the past results of IMISP. In this context, how do you experience the 2013 CEEMAN Champion Award for institutional management? What does it mean for IMISP as a whole?

**SM: I really felt happy and my colleagues in IMISP shared this feeling because we believe it is the evidence of our effectiveness in last 25 years.**

## Inspiration, Innovation, Implementation, and Impact for the Future We Want



Ichak Adizes

### 2103 PRME Summit - Fifth PRME Annual Assembly

The 2013 PRME Summit – fifth PRME Annual Assembly – was held on 25-26 September in Bled Slovenia.

Co-organized and hosted by CEEMAN, the event was attended by more than 260 participants from 56 countries from around the globe. It focused on four interrelated issues in the search for new ways of developing leaders for the future we want: inspiration, innovation, implementation, and impact.

Leaders have to be global citizens with high ethical standards, helping to create the conditions for the welfare of all. *"The principles of PRME are of great importance. However, without implementation, they are like an axe on a barren mountain top - quite useless. Therefore we shall give a lot of attention to implementation and impact"*, said Prof. Danica Purg, President of IEDC - Bled School of Management and CEEMAN, PRME Steering Committee Chair for 2013, and the 2013 PRME Summit Co-chair.

Georg Kell, executive director of the UN Global Compact, the world's largest voluntary corporate sustainability initiative with 7,000 corporate participants in 135 countries, and the 2013 PRME Summit Co-chair, addressed the participants in a video speech. He stressed that, *"The UN Global Compact works toward the vision of a sustainable and inclusive global economy which delivers lasting benefits to people, communities, and markets"*. While introducing the document on "Building the Post-2015 Business Engagement Architecture", that

*George Kell, Executive director UN Global Compact, addresses the 2013 PRME Summit participants*



was launched at the UN Global Compact Leaders Summit in New York on 20 September, he made a call for the PRME signatories to get actively involved in the development and implementation of the Post-2015 agenda process.

Inspiration-related issues were first discussed by Nancy Adler, one of the leading authorities in the area of organizational development and inter-cultural management. Her speech was followed by beautiful piano music performed live by Diana Baker, a renowned Australian pianist. Nancy Adler's call for beauty was an inspirational request for all stakeholders to get involved in a dialogue and partnership for better harmony in the economic and social development of the world, and the role that management education could and should play in this respect.

The session on innovation included a discussion of the role of the recently established PRME Champion Group. It was followed by the Challenge:Future Gala event held in conjunction with the 2013 PRME Summit. The representatives of the Challenge:Future project that groups more than 36,000 students from 2,000 universities and schools in 200 countries had a chance to listen to the aspirations of young people related to the future that they would like not only to be a part of, but also to create by themselves.

In his keynote speech delivered in this part of the event, Ichak Adizes, a leading management thinker and guru in change management, made a plea for a holistic management education that would help develop leaders capable of understanding the changing world, developing a new vision, creating innovative solutions, and building trust and respect among all stakeholders. These qualities are needed for successfully implementing change and creating impact.

The sessions devoted to implementation and impact were organized in such a way as to enhance the role of the PRME Regional Chapters. After that, the two keynote listeners of the event provided their perceptions of the issues discussed and the role that business schools could and should play in developing leaders for the future that we want.



Nick Binedell

Nick Binedell, founding director of the Gordon Institute of Business Science of the University of Pretoria in Johannesburg, South Africa, strongly emphasized the need for business schools to get involved in the development of a broader consensus among all stakeholders involved in creating a better future, including business schools. Emphasizing the need for innovation that fits into a specific context and needs, and the huge potential for creativity that stems from the world's diversity, he reiterated a message from his interview in CEEMAN News: "Learn from everyone, copy no one".

Janez Stanovnik, former UN Under-Secretary and Head of the Economic Commission of the United Nations for Europe, as well as former President of the Presidency of Slovenia, traced the history of the integration of the summit's issues into the United Nations' agenda since the United Nations were established. This inspirational and emotional speech triggered a standing ovation for the 91-old public leader and thinker.

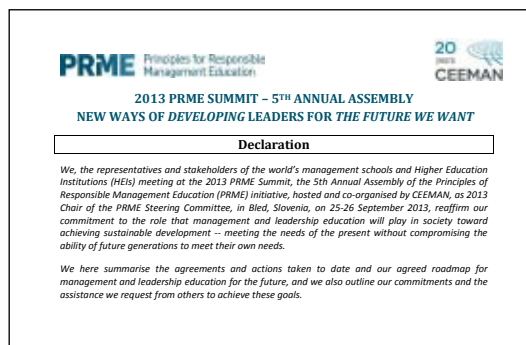
The summit participants unanimously endorsed a declaration that further supports the commitments to sustainable development through management education made at the Rio+20 event: individually, through continuous improvement, experimentation, and innovation, and collectively, through existing and newly created work streams and related projects. The participants also committed to further action, including support for "Architects of a Better World: Building the Post-2015

Janez Stanovnik



The Summit included plenary sessions on Inspiration, Innovation, Implementation and Impact

Business Engagement Architecture", introduced by the United Nations Global Compact, with additional support from the World Business Council for Sustainable Development (WBCSD) and the Global Reporting Initiative (GRI).



**Read the declaration here:**

<http://www.unprme.org/resource-docs/2013PRMESummitDeclaration.pdf>

Thanks to several innovations that CEEMAN introduced in the preparation and organization of the 2013 PRME Summit, including those aimed at enabling participants to further strengthen their own contribution to the event, as well as to the PRME movement and process as a whole, the 2013 PRME Summit - fifth PRME Annual Assembly resulted also in other major outputs, including:

- Second edition of the Inspirational Guide, a collection of stories about the implementation of PRME at various institutions, published by GSE
- Videos about inspirational individual stories related to the four I-s of PRME
- Outputs of side events that were organized by existing PRME Working Groups (such as the PRME Anti-Poverty Working Group) or those that are in the process of establishment (PRME Faculty Development Working Group)
- An innovative feature of the PRME event will be the publication of the summit's proceedings, just like those of CEEMAN conferences. Meanwhile, videos of the event will be posted online on a special platform.

## Business Schools as Responsible Change Agents: From Transition to Transformation



George Logush

### 21st CEEMAN Annual Conference

The 21st CEEMAN Annual Conference was held in Bled, Slovenia, on 26-27 September, 2013, in the year when CEEMAN is celebrating its 20th anniversary.

More than 190 participants from 46 countries joined the celebration and participated in the search for answers to the issues that are the very center of attention in the business education and leadership development industry in dynamically changing environments and worldwide.

In her opening speech, Prof. Danica Purg, CEEMAN President, remembered the turbulent times two decades ago when CEEMAN was established. At that time, the organization had 13 schools and focused mainly on management development in Central and Eastern Europe. Twenty years later, CEEMAN has 215 members from 53 countries. The focus has shifted from regional to global since management and leadership responsibilities are no longer just a local or national phenomenon but predominantly a global one.

European Commissioner for the Environment Mr. Janez Potočnik addressed the participants and emphasized the importance of the green economy and sustainable development for businesses anywhere: *"When we talk about the green economy, we should not think only about the sectors of ecological technologies and services. We have to think about making the whole economy green, whatever the stage of economic development. I hope your discussions today can help us anticipate, prepare, and - most importantly - benefit from the exchange so that we find ways to transform present and future challenges into opportunities for growth"*.

The topic of integrating responsibility into management was present throughout the conference, together with other challenges that businesses are facing. The panel with business leaders on "Company Priorities in Dynamic Societies" was moderated by George Logush, vice-rector of the Ukrainian Catholic University and Chair of the Supervisory Board of Lviv Business school. The points made during the

panel included the observation that there was a need for more dialogue between business and academia to bridge the gap between the two, and that there is a need for further development of human resource management, which - among other things - would help solve current unemployment issues.

In response to the topics raised by the business leaders, the educational leaders' panel moderated by Nick Binedell, dean of the Gordon Institute of Business Science in Johannesburg, South Africa, dealt with the topic of "Responsible Leadership Education in Dynamic Societies and Its Impact on Management Practices". The participants discussed ways to change and take advantage of all opportunities, and bring more practice into theory. They also talked about the need for cooperation between business, society at large and government. This cooperation should lead to better opportunities and job creation. Prof. Binedell said: *"We have to be experiential. We need people who are in two places at the same time: in academia and business. My philosophy is that you cannot teach it if you have not done it"*.

As part of the conference, the participants had the option to choose from four parallel sessions: "Educational Programs", moderated by Prof. Katrin Muff from Business School Lausanne, Switzerland, "Research and Publications", moderated by Prof. Patricia M. Flynn from Bentley University, USA, "Institutional Management Practices", moderated

Katrin Muff





*Irina Sennikova*

by Prof. Sergey Mordovin from IMISP, Russia, and "Partnership Arrangements", moderated by Dr. Irina Sennikova from RISEBA, Latvia.

The speakers on the last panel were association leaders: Prof. Danica Purg of CEEMAN, Prof. Sergey Myasoedov of RABE, Prof. Virginijus Kundrotas of BMDA, and Dr. Antonio Freitas of CLADEA. The other two members of this panel were Prof. Nick Binedell of AABS and Douglas White of GBSN. During the panel discussion it became clear that each of the associations is facing different issues, specific to the environment that they come from. Still, the speed of change is accelerating everything and the future is unpredictable.

In his concluding remarks after the conference, Prof. Derek Abell, the conference chairperson, stated that there is no single answer to the question of what to do next; everyone needs to find his own answers. Still, there was agreement throughout the conference that business schools need to act as responsible change agents in cooperation with other business schools, associations, governments, businesses, and communities.

Conference proceedings and videos are now being prepared and will be published by the end of the year.

*Business leaders, educational leaders and association leaders joined to discuss the topic of business schools as responsible change agents.*



## Proud of the History We Created, Committed to the Future We Want

### **CEEMAN 20th Anniversary Celebration**

Throughout the last academic season, CEEMAN has been celebrating 20 years of its successful work and development. Consistent with its mission and practice, CEEMAN has been keeping its focus on improving its services to its members, maintaining the high quality of its existing programs, and developing new ones for the challenges facing member institutions and the association as a whole. A celebration component was built into all CEEMAN activities and programs in 2013.

### **Continuous Commitment to Change for the Better**

The topics of the two events that crowned the jubilee year confirmed the spirit of CEEMAN's value platform upon which all CEEMAN programs and activities are built. The world needs a new generation of business and other leaders for a better future for all. Business schools have a special role and responsibility for developing the new generation of leaders for the new role of business in society, sustainable development and responsible leadership. In this respect, new ways of developing leaders for the future that we want are needed.

During the past 20 years, CEEMAN member institutions, and the association itself, have confirmed their willingness and capacity to act as change agents in the unprecedented process of transition. They have also developed the capacity to change and assume another challenge that all dynamic societies, and the world as a whole, are facing: the need to move from transition to transformation.

The "Four I-s" concept of the 2013 PRME Summit - Inspiration, Innovation, Implementation and Impact - resonate highly with CEEMAN's value platform, mission, and approach to servicing its members and collaborating with other stakeholders. They were also emphasized as key success factors of the past development of CEEMAN, as well as the frame for the future work of the association.



*CEEMAN president, Prof. Danica Purg, receives the CEEMAN Founding Leadership Award*

### 20 Years of Creating History

On the occasion of its annual conference, CEEMAN was proud to present a book - CEEMAN - 20 Years of Creating History - capturing important events and paying tribute to people and institutions that have made this organization what it is today. Written by an American academic, Phil Mirvis, and Prof. Arnold Walravens from IEDC-Bled School of Management, the book traces CEEMAN's history created by all those who were involved in the work and development of the association in the first two decades of its existence.

A special acknowledgement and appreciation goes to the CEEMAN pioneers, board members, and all CEEMAN members, as well as Mr. Sandi Češko, co-founder and executive chairman of Studio Moderna, who sponsored this unique publication and to Janez Škrabec, the owner and director of our corporate member Riko, who sponsored the Annual Conference gala dinner and delivered a speech on the importance of partnership and cooperation with CEEMAN.

### CEEMAN Founding Leadership Award

For her personal contribution to the establishment and development of CEEMAN, Danica Purg received the CEEMAN Founding Leadership Award. The award was presented by Derek Abell, president of the CEEMAN International Quality Accreditation - IQA Committee, who has been involved in the association ever since it was established in 1993.

## CEEMAN Annual Meeting 2013

This year's CEEMAN Annual Meeting was held on 25 September at the IEDC - Bled School of Management, the venue of the 21st CEEMAN Annual Conference.

CEEMAN President Danica Purg emphasized that this was a special occasion: the meeting was taking place in the context of two major global events: the 2013 PRME Summit and the 21st CEEMAN Annual Conference, when CEEMAN was celebrating its 20th anniversary. She informed the delegates that the two events, together with the 2013 Challenge:Future Summit that CEEMAN hosted, had brought together more than 300 participants from 60 countries around the globe.

Focusing on the agenda of the meeting, Danica Purg underlined that in the academic season 2011/2012 CEEMAN had successfully continued its major programs and activities, while launching several new initiatives. As a result, the quality of services provided to members had additionally improved.

Danica Purg presented the annual report of activities performed in the period from September 2012 to August 2013, including CEEMAN's financial results, while Jim Ellert provided additional details on IMTA and CEEMAN International Quality Accreditation - IQA.

CEEMAN's annual report was distributed to participants at the meeting and all CEEMAN members, and published online on CEEMAN's website. It highlights the following:

- The success of the 20th CEEMAN Annual Conference in Stellenbosch, South Africa, in September 2012
- CEEMAN's successful continuation of its serious involvement in the implementation of the principles of responsible management education (PRME). The 2013 PRME Summit on "New Ways of Developing Leaders for the Future We Want" brought together more than 200 people from 56 countries, while also introducing several important innovations into the Fifth PRME Annual Assembly.
- The four workshops organized by the CEEMAN-led PRME Anti-Poverty Working Group. One of



these was devoted to the two upcoming books on why and how to integrate poverty-related issues into management education. Another workshop was a joint session with the participants of the 2013 Challenge:Future finalists who worked on the challenge of fighting poverty by reducing youth unemployment

- The success of IMTA 2013, with which the total number of management faculty educated by the program increased to 473 from 142 institutions in 38 countries around the globe
- The eighth IMTA Alumni Conference on "Leadership and Change Management in Business School Settings: The Role of Faculty Development and Accreditation", held in May at RANEPa in Moscow. This conference provided additional proof of the strength of the IMTA Alumni Association.
- The ninth edition of the Program Management Seminar, held in April. With this unique program, CEEMAN educated 250 program managers, directors, and coordinators from 111 institutions in 40 countries, contributing to operational excellence among its members and other interested institutions.
- The fourth CEEMAN ExEd Forum on "Executive Education for Managing Innovations" hosted by the International Management Institute (IMI-Kyiv). It gathered 60 participants from 15 countries.
- The CEEMAN Case Writing Competition. It was run for the 19th time and for the seventh time in cooperation with Emerald. High-quality submissions were received and the winners were formally announced at the conference gala dinner.
- The CEEMAN Champion Awards. This project continues supporting and promoting outstanding achievements in areas that are critical for the success of management education. High-quality nominations were received also in 2013 and the winners were announced at the conference gala dinner.
- CEEMAN International Quality Accreditation. Seven schools were re-accredited in 2013. Several improvements in the system have been made but more needs to be done to turn IQA into the association's major revenue-creating activity.
- Regular support for the activities of CEEMAN members and promotion of various national and international events aimed at the improvement of the quality of management development, in which CEEMAN presented the results and lessons learned from its programs and activities. A growing interest in CEEMAN insights was also visible through a number of international events, organized by other associations

or organizations, to which CEEMAN was invited to present its ideas.

- CEEMAN's successful publishing activities. In addition to the proceedings from the 20th Annual Conference and CEEMAN News, the association's publications included videos from CEEMAN conferences and forums. By the end of the year, CEEMAN will have published a book on Hidden Champions in Central and Eastern Europe and Dynamically Changing Environment in cooperation with publishing house Springer, Germany
- Major improvements and reconstruction of the CEEMAN website, as well as publication of new brochures, one on CEEMAN and three on its major programs and activities: IMTA, IQA, and the Program Management Seminar.
- A special book, 20 Years of History, written by Phil Mirvis and Arnold Walravens, for the celebration of CEEMAN's 20th anniversary.
- CEEMAN's ability to address emerging issues in business education and leadership development, its value platform, care for its members, and the consistently high quality of its programs and activities. These features enabled the associations to further grow and expand its geographic coverage. With 16 new members from 14 countries, CEEMAN's membership base has grown to 215 members from 53 countries around the globe.
- A decision to further strengthen and deepen CEEMAN's collaboration with the AABS and CLADEA in order to benefit from mutual sharing and learning among international associations operating in dynamic societies.

The report indicated that CEEMAN had ended the 2011/2012 academic season with an operational minus of 170,000 euros.

In the second part of the meeting, the participants received information on the association's future plans and the calendar of events for 2014.

In the discussion part of the meeting, the participants had the opportunity to ask questions and receive more information and clarification on the current and new programs and activities. They also used the opportunity to make inquiries about their candidacy for hosting upcoming CEEMAN events.

In her concluding words, CEEMAN President Danica Purg expressed her thanks to all delegates and CEEMAN members for their continuous contribution and collaboration.

All delegates received CEEMAN's 20th Anniversary Book, personally signed by CEEMAN President Danica Purg, as well as the newly published IMTA and IQA brochures.

## Results of the 19th CEEMAN Case Writing Competition in Cooperation with Emerald

The winners of the 19th CEEMAN Case Writing Competition, conducted in cooperation with Emerald Group Publishing, were announced at the gala dinner of the 21st CEEMAN Annual Conference in Ljubljana, Slovenia, on 27 September.

The competition was organized for the seventh consecutive year in cooperation with Emerald Group Publishing. The winners were announced by Vladimir Nanut, president of the jury, Al Rosenbloom, member of the jury, and Emerald representative, Mr. Alec Egan:

- **First place:** Customer Retention at Hyundai Motor India Ltd by Mr. Rik Paul and Mr. Debapratim Purkayastha, India. The co-authors of the case received 2,500 euros and a full scholarship for participation in one of CEEMAN's faculty development programs.
- **Second place:** Infosys Limited: Is It Still the Indian IT Bellwether by Dr. Meenakshi Nagarajan of India. He will receive 1,000 euros and a 50% scholarship for participation in one of CEEMAN's faculty development programs.
- **Third place:** Tara Trade: A Marketing Challenge in Lebanon by Dr. Nisreen Bahnan and Dr. Gina Vega of the USA. The co-authors will share 500 euros and will receive a 30% scholarship for participation in one of CEEMAN's faculty development programs.

All three cases will be published in Emerald Emerging Markets Case Studies.

*Representative of Emerald, Mr. Alec Egan, president of the jury, Mr. Vladimir Nanut and jury member, Mr. Al Rosenbloom, with the cheque for the winner of the competition*



The jury consisted of Vladimir Nanut, dean of MIB School of Management, Italy, Al Rosenbloom of the Dominican University, USA, and Leif Sjoblom of IMD, Switzerland. They selected the winners of the Case Writing Competition from the 10 shortlisted cases submitted from Australia, India, Indonesia, Lithuania, Pakistan, South Africa, and USA.

- Authors of the 10 shortlisted cases were provided with a 12-month free subscription to an Emerald subject collection or up to £100 worth of books from the Emerald book store.

In total, 54 cases were submitted, written by authors and co-authors from 65 institutions in 25 countries: Australia, Azerbaijan, Brazil, Chile, Costa Rica, Croatia, Colombia, Denmark, India, Indonesia, Ireland, Jamaica, Kenya, Lithuania, Malaysia, Pakistan, Saudi Arabia, Singapore, Serbia, Slovenia, South Africa, Spain, United Arab Emirates, the United Kingdom, and the United States.

The announcement for the 2014 Case Writing Competition has been published and CEEMAN and Emerald are looking forward to receiving cases submissions by 26 May, 2014.

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# Poverty Issues Getting Higher on Management Education Agenda

## PRME Anti-poverty Working Group Workshops in Bled

The PRME Anti-poverty Working Group Workshops held on 24-25 September within the framework of the 2013 PRME Summit were the most populated side-events of the September meetings in Bled. Around 120 participants from 40 countries from all continents gathered, including 57 participants who were part of the 2013 Challenge:Future Summit. Among the participants were 30 Working Group members.

A high share of non-member audience shows an increasing awareness of the persistent poverty and increasing inequality, both in the economic and broader social terms. It also shows an increasing interest into why and how business schools and management development institutions could and should get involved in order to contribute to fighting poverty.

In their introductory remarks to the series of four different, but interconnected workshops, Danica Purg on behalf of CEEMAN, Merrill Csuri, on behalf of PRME Secretariat, and Milenko Gudić on behalf of the Working Group, all acknowledged the Working Group's substantial contributions and commitments.

- The first workshop on Teaching about Poverty: New Ideas, New Perspectives was very inspiring and included presentations by Anastasiya Marcheva (Bulgaria), Ambreen Waheed (Pakistan), Rosa Luz Larrea-Serquen (Peru) and Stephen Sinclair (UK).

*Milenko Gudić and Al Rosenbloom,  
PRME Anti-poverty Working Group coordinators*



- In the second session on Multi-Dimensional Perspective on Poverty, the audience had the privilege to enjoy first hand insights by the chapter authors from the upcoming book on poverty to be published by Greenealf publishing in collaboration with PRME and CEEMAN: Diane Kellogg (USA), Val Lowman (UK), Fabian Frenzel (UK) and Claudio Rivera (Latvia).
- The third workshop was a joint session of the Working Group and the finalists of the 2013 Challenge:Future competition on fighting poverty through fighting youth unemployment. The joint session began with an open dialogue among Working Group members, management educators and the C:F youth. In the second part of the session, WG members Diane Kellogg, Val Lowman, Guénola Nonet (France), Lavinia Rasca (Romania), Claudio Rivera and Alec Wersun (UK) represented the judging panel for the Challenge:Future competition, whose winners were announced at the 2013 Challenge:Future Gala on 25 September.
- The Working Group Planning Session was the last of the four workshops. It was very productive. WG members developed a forward looking list of new ideas for future work. Among them was also an experiential learning conference to be held in Francisco de Sola Campus of INCAE in Managua, Nicaragua. The respective conference announcement and call for papers for this event was published in November.

During the events in Bled PRME Anti-poverty Working Group members Katrin Muff (Switzerland), Sophia Opatska (Ukraine), Rosa Luz Larrea-Serquen, Ambreen Waheed, Carole Parkes (UK), as well as the WG publishing partners John Peters and John Stuart (both UK), filmed the video contributions that were published online and made available for further use by PRME, CEEMAN and others.

In addition, a special video on the PRME Anti-poverty Working Group was prepared and published online to include some of these video statements and those provided by the Working Group coordinators Al Rosenbloom and Milenko Gudić.

## Conclusion of the Challenge:Future project “Create Future with Creating Jobs”

Slovenia, Turkey, Latvia, India, Rwanda, Nigeria, Uganda, Romania, and Singapore.

Engaging partners from nine different countries, the project tackled youth employability issues through skills development, encouraging youth creativity and entrepreneurship, stimulating youth participation in volunteering projects, empowering and educating youth through best practice examples, exchange of ideas, and cultural diversity, as well as increasing interpersonal and intercultural understanding and solidarity.

Encouraged by the results of CEEMAN's youth engagement projects and its flagship youth initiative Challenge:Future ([www.challengefuture.org](http://www.challengefuture.org)), Create Future with Creating Jobs aimed to establish new transnational partnerships for providing real skills, leadership opportunities, and experiences to global youth while strengthening their employability prospects.

This year Challenge:Future founded and launched three competitions for 2013 under the European initiative Youth in Action: Make.It.Work (youth solutions for fighting youth unemployment and poverty, supported by CEEMAN and PRME and funded by EACEA Youth in Action Programme), The Future of Work (on the competitiveness of Eastern European companies, supported by AT Kearney and CEMAN), and My Dream Job (on education systems for the needs of the future job markets and industries, supported by RAZ:UM, Out of the Box and University of Maribor, Slovenia). The 70 finalists were invited to come to the Challenge:Future Summit in September in Maribor and Bled, Slovenia and to participate in the 2013 PRME Summit and CEEMAN Annual Conference. A joint session bringing together the Challenge:Future finalists and the PRME Anti-Poverty Working Group took place as one of the side-events.

The project activities, which involved 3,418 young people directly and more than 426,520 indirectly, were organized in nine different countries:

*Challenge:Future participants at the 2013 PRME Summit – 5th Annual Assembly*



## Program Management Seminar 2014 Welcomes Applications

CEEMAN is happy to announce that our Program Management Seminar, which has already attracted more than 250 participants from 100 institutions in 40 countries around the globe, is scheduled for 23-25 April 2014 at the IEDC-Bled School of Management, Slovenia.

According to *The Financial Times*, this is a program for "the infantry that wins the war". Following the positive feedback regarding the recent innovations in the program, as well as the participants' comments and suggestions, the content for the 10th edition of the event have been further innovated to respond even better to the needs of those willing to improve their skills in the field of design, promotion, and delivery of educational programs. The innovated program will enable them to learn about best practices in initiating, developing, organizing, coordinating, and streamlining program management processes and methodologies.

Among the program faculty are recognized experts in management education, including Mike Page, Provost and Vice-President for Academic Affairs of Bentley University, US, Danica Purg, President of CEEMAN and IEDC-Bled School of Management in Slovenia, and Nadya Zhexembayeva, the Coca-Cola Chair of Sustainable Development at IEDC-Bled School of Management, Slovenia.

Early registration deadline: 31 January.  
[www.ceeman.org/pms](http://www.ceeman.org/pms)

*Program Management Seminar will be held in Bled, Slovenia, 23-25 April*



## 15th Edition of the International Management Teachers Academy

### **IMTA 2014, 8-20 June 2014, Bled, Slovenia**

The 2013 PRME Summit on "New Ways of Developing Leaders for the Future We Want", and the 21st CEEMAN Annual Conference on "Business Schools as Responsible Change Agents: From Transition to Transformation" gathered more than 300 participants from 60 countries on 25-27 September in Bled, Slovenia. The discussions emphasized the need for faculty development while underlying the importance and value of international collaboration, collective action, and joint programs.

The International Management Teachers Academy (IMTA) is a major European faculty development program aimed at developing a new generation of management educators for the new generation of effective and responsible business leaders. By now, it has educated 473 management educators from 142 institutions in 39 countries around the globe. Due to the great interest in the program, CEEMAN is glad to announce that the application process for IMTA 2014, to be held on 8-20 June, 2014, is already open.

### **IMTA 2014 Program Structure and Faculty**

Structured around the "magical diamond of business education" that illustrates the multiple role of faculty (teaching, research, consultancy, and institution building), the IMTA program helps participants improve their knowledge, skills, and attitudes related to general and discipline-specific aspects of management education.

The first week 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 is a highly interactive two-week program

excellence in business education and management development.

The second week is discipline-focused and allows program participants to go deeper into discipline-specific issues. The second week of the IMTA 2014 program will include four or five 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. Kassirjian - 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, USA
- Strategic Management: Krzysztof Obloj – professor of Strategic Management at the School of Management, Warsaw University, and Kozminski University, Poland
- Accounting: Randy Kudar, emeritus professor, Richard Ivey Business School, Canada
- 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.

Facilitated by the program faculty, the high-profile participants bring special value to the program through intensive and enriching sharing and learning.

According to the post-program feedback received from the IMTA participants and their institutions, the effects of the program go far beyond individual professional career develop-

ment. Its benefits also include an impact on the participants' institutions and their stakeholders.

These benefits are further strengthened by a continuous post-program support that CEEMAN and IMTA provide, for instance through the IMTA Alumni Association, which was established in 2006.

*"Thank you for the extraordinary pedagogical and life experience. IMTA was an exceptional program that really challenged me in many positive and exciting ways. I have also made many new friends. I feel that IMTA is an extraordinary program for educators and I am honored to have had this experience."*

Joseph Brady,  
Swiss Business School, Switzerland

*"IMTA has been the best program in my life! It was so also because you put your heart and mind into it and really care about us... We felt it every day and every moment that we spent in Bled... That was what made it even more special! All that intellectual, emotional, and esthetic energy flowing everywhere and mixing up in a magic cocktail is unforgettable... Thanks thanks thanks!"*

Lyubmyra Burlachuk,  
Kyiv Mohila Business School, Ukraine

*"Thanks for your feedback regarding the active participation of our faculty members in the IMTA 2013 workshop. I am sure this will enhance our capacity for excellence in business education teaching and research. We look forward to your continued support for, and guidance with, the IBA faculty development program."*

Husain Nishat,  
International Business Academy,  
Karachi, Pakistan

IMTA International Faculty





IMTA 2014 will be held in Bled, Slovenia, 8-20 June

"I am very pleased that my colleagues participated in IMTA 2013. They came back from Bled inspired and full of new ideas, like me and Brigita several years ago. This has traditionally been one of the many strengths of IMTA. This will be yet another contribution to the continuous development of BA School of Business and Finance, as well as to the personal development of our faculty."

Andris Sarnovics,  
Rector, BA School of Business and Finance, Latvia

#### How to Apply

Candidates are invited to submit their application forms (available on the CEEMAN website) accompanied by:

- a plan for further career development
- at least one of the following personally developed teaching materials: draft case study, research, and/or draft course design
- a letter of recommendation from the applicant's dean or a senior faculty member

Shortlisted candidates will be interviewed before the final selection, which will be determined by the Admission Committee. A working knowledge of English and at least two years of relevant teaching experience are the minimum requirements for applying to the program.

The application deadline is 15 February 2014.

#### Program Fees:

The fees for the 2013 edition of IMTA are:

- EUR 3,000 for CEEMAN institutional members
- EUR 4,000 for exchange and individual members
- EUR 5,000 for non-members

A limited number of scholarships are available for participants from Africa and Latin America.

Contact: [info@ceeman.org](mailto:info@ceeman.org)  
Tel +386 4 57 92 570, [www.ceeman.org](http://www.ceeman.org)

## Ninth IMTA Alumni Conference (17-18 March, 2014, MIM-Kyiv, Ukraine): Dr. Ichak Adizes on Teaching and Learning Effectiveness

The ninth annual conference of the IMTA Alumni Association, a global network of 473 management faculty members from 142 institutions in 38 countries, will take place on 17-18 March at the International Management Institute, MIM-Kyiv. The host of the event will be Irina Tykhomyrova, President of MIM-Kyiv. She will be assisted by a team of IMTA alumni from the host institution. As in the previous year, the conference will include the following interrelated events:

- IMTA Alumni Conference on "Enhancing Teaching and Learning Effectiveness: Challenges and Solutions"
- IMTA Alumni Meeting

IMTA alumni will also have the opportunity to attend a special ceremony at which MIM-Kyiv will bestow its title of Dr. Honoris Causa to Dr. Ichak Adizes, one of the world's leading thinkers and authorities in the area of change management.

As at the first IMTA Alumni Conference, held in 2006 in Bled, Slovenia, before the first CEEMAN seminar on Adizes methodology, Dr. Ichak Adizes's keynote address will be specially tailored to resonate with the conference theme. His lecture on "Achieving and Sustaining Effectiveness in Management Development" will address the area of teaching and learning, from both business practice and management education perspectives.

The conference theme will be further elaborated to include the following:

Dr. Ichak Adizes will receive the title of Dr. Honoris Causa



- Changing Management Development Needs and Expectations: New Challenges and Opportunities for Management Education: Moderated HR managers panel
- Technology to enhance teaching and learning effectiveness
- Service, action and experiential learning

In keeping with the tradition of IMTA Alumni conferences, there will be a special emphasis on the implications for faculty development, at the personal and institutional levels.

To inspire a discussion in which IMTA alumni will have an opportunity to present and discuss their specific personal and institutional challenges, approaches, and experiences related to the above-mentioned topics, the conference will feature invited contributions from several other speakers.

An integral part of the event will be the IMTA Alumni Meeting, where participants will discuss the future activities of the association, including collaborative forms and organizational instruments to support those activities. Attractive social and cultural events will enable the participants to learn more about the fascinating history and culture of Kiev and Ukraine.

The ninth IMTA Alumni Conference will also be open to management faculty from the host institution, as well as business schools from Ukraine and other countries that have an interest in teaching and learning effectiveness and faculty development solutions. In order to facilitate the process of increasing relevance in management education, while also contribute to bridge-building among management educators and businesses, the conference will be open also for the corporate world delegates, as well as for media. As traditional for IMTA Alumni events, the conference will discuss general trends and IMTA's experience in particular.

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## University of Huddersfield Business School

The University of Huddersfield Business School has a state-of-the-art building, worth 17 million British pounds, in an attractive waterfront setting on the university's town center campus. It offers a dynamic academic community delivering inspirational learning experiences and pioneering research. It is a major provider of business and legal education, with almost 7,000 full-time, part-time and distance learning students on undergraduate honors degrees, Master's courses, and doctorates.

The business school prides itself on its professional stance with courses accredited by a wide range of professional bodies. It boasts an advisory board of senior executives and entrepreneurs and runs the pioneering Partners in Law, Partners in Accountancy, and Partners in Marketing schemes.

Many lecturers hold professional qualifications and continue to be involved in professional bodies. They all have their teaching professionalism recognized by the UK Higher Education Academy.

The business school holds an excellent employability rate and offers placement opportunities and practical experience throughout its undergraduate degrees. Entrepreneurial activity is strongly encouraged within the school. Many student enterprises have grown under its roof and continue their success after graduation. The entrepreneurial spirit on campus is reflected in the fact that the University of Huddersfield

*University of Huddersfield Business School*





received the prestigious Times Higher Education Entrepreneurial University of the Year award in 2012.

A thriving international hub, the university was honored to have been awarded the Queen's Award for International Trade 2013, reflecting its excellent recruitment and support of international students.

The university's population consists of students from over 100 countries, making the classrooms in Huddersfield a laboratory for global business. The distance learning students are based in many different countries around the world and academics fly out to teach in Hong Kong, India, China, and Siberia.

Being a responsible business school, Huddersfield is a signatory of the UN's Principles for Responsible Management Education. The school is proud to maintain an environmentally friendly campus, and promote ethics, responsible governance, and sustainability in many of its programs.

Research by academic staff is complemented by that of over 100 full-time doctoral students. Seminars run by visiting speakers, PhD students, and staff contribute to a lively research culture across the business school.

The business school has been involved in research, curriculum development and institution building in Central and Eastern Europe during the last 20 years. This has led to funding via the EU's TEMPUS and Erasmus programs. The school regularly hosts visitors from Central and Eastern Europe and business school staff undertake teaching assignments in Central and Eastern European countries and undertake research with partner universities.

The business school has been awarded a key role in a two-million-pound EU-funded project named Central Asian Network for Economics and Management (CANEM). The aim of the project is to provide educational and research opportunities to students and academics from a cluster of Central Asian republics that were once part of the Soviet Union. By promoting dialogue and understanding between people and cultures through mobility and academic co-operation, they aim to boost their economic prospects and their links with Western Europe.

More information at:  
[www.hud.ac.uk](http://www.hud.ac.uk)

## Superior Institute of Administration and Economics (ISAE)

The Superior Institute of Administration and Economics (ISAE), associated with the Getulio Vargas Foundation, was inaugurated in 1996. Since then, the institute has operated in an innovative and cross-sectional way, seeking to mobilize and help the market in respect to responsible practices that generate social, corporate, and economic development.

A signatory of the United Nations' Global Compact and the Principles for Responsible Management Education (PRME), ISAE promotes executive training, development and updating of skills based on globally disseminated principles that are present in policies and practices implemented by the largest and most respected organizations in the world. All this results in the formation of ethical professionals who are socially and environmentally responsible, as well as capable of leading people and organizations in a sustainable way.

### President's Message

Our goal is to develop globally responsible leaders, based on the ethics of relations, corporate sustainability, and innovation.

Executive education has a new role. Far beyond the skills needed to act in an increasingly dynamic market, business leaders need an education based on values capable of making the future even better.

ISAE



The development of economies and societies on a sustainable basis depends on the quality of professionals who are, or will be, in the corporate arena, making necessary decisions and leading highly complex processes.

With this premise, ISAE offers executive education that focuses on the pursuit of excellence and innovation in management models, processes, and organizational trends.

We have corporate sustainability in our DNA. This is perfectly possible to achieve through a balance between financial logic and environmental and social ethics. Thus, our graduates are more than highly skilled executives. We form leaders that are aware of their responsibility toward the planet and future generations.

Norman de Paula Arruda Filho

More information at:  
[www.isaebrasil.com.br/english/](http://www.isaebrasil.com.br/english/)

## Vistula University

Vistula University (VU) was founded in 1992 as the first private university in Poland, soon after momentous changes took place in Eastern Europe. Today VU is one of the top-10 private schools in Poland.

Vistula University's campus is located within the fashionable Ursynow district of Warsaw. The Vistula community is vibrant and diverse with 5,000 students and 30,000 alumni. Internationalization has recently been the main theme of our growth. Vistula University students come from 48 countries around the world. This diverse student body has the opportunity to choose from an equally diverse and rich academic program offering more than 50 concentrations at in the Bachelor's, Master's, and doctoral levels. Tuition is bilingual. Most of the full-time students, and almost all international students, study in English, though studies in the Polish language are also available for Polish speakers.

The faculty members of Vistula University are excellent in teaching but many of them are also renowned in their professional careers. These are mostly career professionals with academic degrees who bring their precious experiences to the classroom. It is common for our students to sit with teachers who were once a prime minister, an ambassador, or a chief executive officer of a corporation. Thus, lessons, discussions, and research usually go hand in hand everywhere around a campus teeming with activity. There are currently three research institutes in our school: the Finance

*Vistula campus*



Institute, the Risk Management Institute, and the International Relations and Social Affairs Institute. Work is in progress on the establishment of a fourth one - the Energy Institute. VU is also home to the Confucius Classroom - a cultural establishment supported by the Chinese government.

Vistula University maintains close ties with private enterprises through its CO-OP initiative, which facilitates the interaction between academic programs and current practical applications and solutions that private companies implement. Vistula University students and alumni are especially sought after by private sector companies due to the university's reputation as a solid educational institution offering high quality in teaching and research.

Vistula University is developing with confident steps in pursuit of excellence in teaching, scientific research, and student empowerment. Our commitment to success is recognized by the awards and prizes that we have received. Examples are the "Laureate University" award in 2012 and the "Leader University" award in 2011. However, the best prize that we have ever received so far is to see our graduates pursue successful careers in all spheres of life.

## Kaunas University of Technology Becomes an ACCA- Licensed CBE Center

Kaunas University of Technology has become the Association of Chartered Certified Accountants' (ACCA's) licensed center for computer-based exams (CBE). The licensed CBE status has been awarded following the formal monitoring procedure by ACCA, confirming that the University's facilities offer an excellent level of comfort for ACCA students and secure the fairness of exam results.

Loreta Valanciene, head of the Accounting Department of the Kaunas University of Technology, said: *"We are one of the largest technical universities in the Baltic States, which is fast-forwarding to becoming an internationally acknowledged institution of higher education. Our goal is to provide an open creative environment that inspires leaders and talented individuals and believe that offering on-demand ACCA exams will complete the range of qualification services available to our students. It will also help our graduates get real business experience and better career prospects".*

On-demand exams provide greater flexibility for students to choose the place and time of examination; students are not restricted to June and December paper-based exam sessions only. Additionally, they get an instant result feedback at the end of the exam. The result is then transferred to a student's ACCA account within 72 hours. CBEs are available for the first three papers of the ACCA Qualification, as well as for

*Grazina Startiene,  
dean of the Faculty of Economics and Management, and  
Loreta Valanciene, head of the Accounting Department*



the first seven papers within the Foundations in Accountancy suite of awards.

Nataliya Vovchuk, head of ACCA Ukraine, Baltic and Caucasus States, said: *“This is a very important step on the way to establishing a digital basis of education and assessment of students, giving them more options and flexibility. CBEs allow saving a substantial amount of time at an early stages of one’s ACCA progression – a benefit highly valued by young ambitious professionals. ACCA’s aim is to offer the best service to people of application, ability, and ambition around the world who seek a rewarding career in accountancy, finance and management”.*

**ACCA’s Qualification Is Enhanced to Ensure Employers Benefit From Complete Finance Professionals With Up-to-date Skills and Knowledge**

Improvements have been made to the ACCA Qualification to meet the needs of employers by updating the content of the global syllabus and ensuring newly qualified members have the skills and knowledge to be complete finance professionals.

The main elements of the ACCA Qualification are summarized in ACCA’s Competency Framework, which shows the qualification under 10 areas of competency, from corporate reporting and taxation to leadership and management, strategy and innovation, and audit and assurance.

Through an ongoing process, ACCA has made a wide range of changes to qualification content which enhances competency in key areas as follows:

- Professionalism and ethics: the syllabus content has been enhanced around governance, risk, and ethics. Content relating to risk management such as risk identification, control, and mitigation was recently updated and has been well received by students, members and employers. The syllabus has now been amended to introduce a greater focus on the requirement for more diversity on boards.
- Strategy and innovation: more areas of the paper have been made relevant to the corporate sector and business leadership in terms of forecasting, budgeting, cost management, and decision support, including pricing. The latest area to be added is the role and limitations of cost accounting in strategy development and implementation.
- Financial Management: ACCA has increased content on developments in Islamic Finance. Our enhanced coverage now includes developments in this form of financing in sourcing business expansion and projects, explaining the rationale for its use, and identifying its benefits and deficiencies.

- Corporate reporting: Greater coverage is included of the typical contents of a social and environmental report and the usefulness of this information to stakeholders – especially relevant in the light of new guidelines issued by the Global Reporting Initiative (GRI).
- Sustainable management accounting: ACCA’s performance management exams contain key sections which support businesses in making sustainable and efficient use of resources through strategic planning, control, measurement, and performance evaluation.
- Audit and Assurance: More emphasis on professional scepticism has been added to reflect the new International Ethics Standards Board for Accountant (IESBA) code of ethics for professional accountants.
- Case study approach: Additionally, since June 2013, all seven of the ACCA Qualification Professional Level exams have used case studies in their assessments worth at least 50 marks, with some worth 60 marks. This provides in-depth practical scenarios for students to work on for these exams for a Master’s degree.

## ALBA Executive Development Goes International

ALBA Graduate Business School at the American College of Greece continues its successful cooperation with Novo Nordisk, the world leader in diabetes and hemophilia treatment, with the organization and delivery of the ALBA - Novo Nordisk Executive Management Program in Business Studies, offered in its entirety in Novo Nordisk's Regional Headquarters in Dubai. The duration of the program is 162 teaching hours. It addresses the training and development needs of talented Novo Nordisk executives that come to the program from various countries: India, Malaysia, the Persian Gulf emirates, South Africa, Egypt, Algeria, Turkey, Iraq, and Singapore.

The program is customized to address the specific talent development needs of Novo Nordisk and the pharmaceutical industry. It helps participants to develop and enhance critical managerial competencies, skills, and insights in all key business functional areas, such as accounting and finance, project management, leadership, creativity and innovation, human resource management, change management, business ethics, marketing, branding and communication, as well as negotiations and strategy. Courses are taught by ALBA resident faculty and visiting faculty from top international business schools and the curriculum includes interactive discussions, simulations, role plays, and team assignments.



## Latest Management Education Developments at BMDA

The Baltic Management Development Association (BMDA) is developing its activities in management development in the Baltic region. Currently, the Association is actively expanding its member base and now unites 71 members from more than 20 countries from the Baltic states and beyond.

### Competence Development Seminar on Case Studies, 23-24 January, 2014

BMDA invites you to a competence development seminar "In Case Study Method" on 23-24 January, 2014, in Riga, Latvia. The seminar will be conducted in partnership with Emerald Group Publishing and Riga Technical University. The event is meant for an academic audience and aims at improving their knowledge of case study writing. The main topics that the event will cover are case study overview, structuring a paper, writing tips, publication ethics, the publishing process, and useful resources. The participants will be invited to bring examples of their own teaching cases for further discussion and guidance.

The seminar will be led by Dr. Arthur Lindemanis, regional editor of Emerald's Emerging Markets Case Studies collection, who brings 20 years of international business experience as a corporate executive, entrepreneur, consultant, and investor to his current academic career as the Chair of the Entrepreneurship Department at RISEBA in Riga, Latvia. For more information and registration, please contact BMDA Project Manager Ms. Rima Mockeviciute at [projects@bmda.net](mailto:projects@bmda.net).

### Second International Student Conference

The second international bachelor student conference "Theory and Practice: Student Insights" is an exceptional event enhancing students' abilities to apply theoretical and practical knowledge by analyzing different subjects. The conference will be taking place on November 14, 2013, in Kaunas, Lithuania. It is organized by Kolping University of Applied sciences in collaboration with BMDA.



*A moment from the seminar "How to Get a Research Paper Published" on 26-27 September, 2013, in Kaunas, Lithuania*

This year, the conference participants were invited to submit articles and prepare presentations on "Young Specialists' Role in the Development of Law Thought", "The Importance of Social Work Studies in Modern Society: Student Experience and Prospects", "Challenges for Business in Terms of Uncertainty", and "The Art of Learning Languages".

This conference not only provides favorable conditions for bachelor students to involve in scientific activities but also provides an opportunity for Lithuanian and foreign students to get acquainted with each other, share experiences, have a good time and prepare for research and practical events.

#### **Success of the Seminar on Research Paper Publishing**

On 26-27 September, BAMDA, in collaboration with ISM University of Management and Economics, carried out a seminar on "How to Get a Research Paper Published". The seminar was led by Prof. C. J. Brewster. It was a great success - more than 20 participants from universities in Lithuania and abroad developed their skills and knowledge of how to significantly improve the probability of a submitted article to get published in an international journal and received many valuable insights on the selection and publishing procedures.

## **Prof. Rolf Wolff Becomes New President of EBS Universität**

Prof. Rolf Wolff is the new president and CEO of EBS Universität für Wirtschaft und Recht in Wiesbaden, Germany. On October 8, 2013 the University Senate unanimously elected the 60-year old professor to the president's office for a period of five years. The Supervisory Board appointed him Managing Director and CEO.

Born in Wuppertal in 1953, Prof. Wolff was president of the School of Business, Economics, and Law in Gothenburg from 2000 to 2010. The School at the University of Gothenburg enjoys partial autonomy and, just like EBS Universität, builds on the combination of a business faculty and a law faculty. Under his direction, the School has emerged from a difficult economic situation to position itself as one of the most successful university schools in its field in Scandinavia and now enjoys a solid financial basis. Wolff had previously headed institutes in Gothenburg, Copenhagen, and Flensburg. He resigned from his most recent post as president of the Stockholm School of Economics in May this year.

Prof. Wolff obtained a degree (Diplom) in Business and Economics at the University of Wuppertal in 1977, a Master degree in social science at the University of Gothenburg in 1979, and a doctorate in Wuppertal in 1981. In 1984, he became associate professor, teaching business studies at the renowned Stockholm School of Economics. He was later professor in Flensburg, Gothenburg, and Copenhagen, and at the private Swedish Chalmers University of Technology.

*Prof. Rolf Wolff*



His particular areas of expertise include strategy development, environmental management, social responsibility, innovation, and entrepreneurship. Prof. Wolff has undertaken research in these fields and provided consulting advice to numerous companies. At the end of the 1980s, he founded, financed, and headed the Gothenburg Research Institute (GRI), one of the leading management research institutes in Scandinavia.

Prof. Wolff has served on a number of supervisory boards. He was co-manager of a World Business Council initiative and is a member of the Wissenschaftskommission in Lower Saxony. As a consultant to universities and a long-serving member on committees of the European Foundation for Management Development (EFMD), he was able to gain detailed insights into the internal operations of several international business schools. Prof. Wolff and his wife, Dr. Helene Wolff, have five children.

*"With his outstanding international reputation, Prof. Wolff is the perfect fit for EBS", commented Robert J. Koehler, chairman of the Foundation Board of Trustees and EBS Universität's Supervisory Board and head of the Search Committee: "Despite the difficult circumstances, he enjoyed an extraordinary success in Gothenburg, spanning 10 years, during which he gained invaluable experience and restructuring skills that he has demonstrated in his consulting work for highly regarded universities".*

## Grenoble Ecole de Management to Open New Campus in Paris

Grenoble Ecole de Management (GEM) is to open a new campus in Paris. Located at 64 rue du Ranelagh in Paris's 16th arrondissement, its goal is to give GEM a foothold in the French capital from which to promote its programs, notably in executive education.

Located less than 30 minutes away from the Gare de Lyon and Gare Saint-Lazare train stations, the new campus will be fully operational in January 2014.

The school intends to take full advantage of this prime location in the heart of Paris to promote its international programs, innovative approaches, and expertise in management of technology and innovation – a positioning aligned with GEM's Business School of the Future initiatives.

Judith Bouvard, Dean of Grenoble Graduate School of Business, has been named director of this new Paris campus. She says: *"We have a long history of off-site campuses with the School delivering its programs in London, Singapore, Moscow, and Beijing... Only a campus in Paris was missing! This new location will allow us, among other things, to provide better services to our corporate clients. It will allow us to be closer to major French and international corporations and offer them a portfolio of programs adapted to their needs. Our expertise in management, innovation, and entrepreneurship also means these businesses can count on interns and graduates to be fully-operational and ready to contribute to their performance".*

Judith Bouvard,  
Director of Paris Campus, GEM



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### Paris is to be Grenoble Ecole de Management's 11th off-site campus

The Paris campus was the logical next step in the School's strategy to stay ahead in an increasingly competitive business school environment. The new campus will offer:

- Academic programs developed to meet the specific needs of the Paris market

GEM will offer selected programs – including its MSc in Fashion, Design, and Luxury Management and its Master in International Business (MIB) program – from its undergraduate, graduate, and executive education portfolio. The School's Grande Ecole program (in its blended school/internship format) will also be offered. The new Paris location will enhance the School's capabilities in areas like student internships, consulting, and final management projects, and will offer library and information services.

- A place to roll out new initiatives reflecting GEM's expertise

GEM will also use the Paris campus to continue to develop initiatives in geopolitics, technology management, and peace economics. The school's first project will be to establish a geopolitics center, la Maison de la Géopolitique, designed to host meetings and events on global geopolitical and geoeconomic issues.

The campus will also become a forum for exchange between students, GEM alumni, and GEM faculty and staff. Job fairs and recruitment forums will also be organized at that new location.

## Glasgow School for Business and Society Launches British School of Fashion

A new creative educational business hub to produce the fashion industry leaders of tomorrow has been launched in London.

The GCU British School of Fashion will develop, nurture, and support new management talent for one of the world's most dynamic and highly competitive industries, worth £21 billion a year to the UK economy alone.

The Principal and Vice-Chancellor of GCU, Prof. Pamela Gillies, CBE, hosted a fashion industry dinner at GCU London to launch the school on September 10th. She told leading figures from the UK and the international fashion industry that the school embodies the University's endeavor to promote enterprise, innovation, and learning, underpinned by a deep-rooted social conscience.

The British School of Fashion is based at GCU London, which already enjoys the support of some of Britain's best-known fashion institutions, including Marks & Spencer, House of Fraser, AllSaints, and the Arcadia Group, as well as a host of influential figures in the international fashion industry who are honorary professors appointed by the Glasgow School for Business and Society.

Students on the postgraduate programs will experience a world-leading fashion business education, acquiring a deep knowledge and understanding of consumer behavior, financial management, and relevant communication

*Prof. Christopher Moore with designer Hannah Coffin, Marks & Spencer CEO Marc Bolland, and GCU Principal Prof. Pamela Gillies*





technologies, including digital fashion branding, among a range of skills required to manage a global fashion business.

The British School of Fashion programs, which are delivered through the Glasgow School for Business and Society, include the UK's first MBA in Luxury Brand Marketing; MSc in Brand Management; MSc in Luxury Retail Management, and MSc in International Fashion Marketing.

GCU has been at the forefront of fashion business education, research, and business engagement for more than two decades. Recently, the University has extended its reputation into the field of luxury brand marketing. It is one of only a handful of universities worldwide to offer an MBA in this field.

*"The fashion industry is diverse, complex, and highly-challenging," said Prof. Gillies. "Students and industry leaders come to GCU in recognition of the quality and depth of the expertise, knowledge, and extensive networks that we can share with them. We have been delighted to welcome so many of the industry's most influential figures as honorary professors of GCU. They include Ray Kelvin of Ted Baker, Ian Grabiner of Arcadia, Nick Robertson of Asos, Belinda Earl of Marks & Spencer, and Patrick Grant of Norton and Sons. Sharing their experiences through GCU Masterclasses is just one of the ways in which they bring immense added value to students and staff alike".*

Prof. Gillies also revealed that the British School of Fashion will quickly extend its global reach with programs being made available through GCU New York, the first satellite campus to be opened by a British University in New York City. GCU New York was formally launched on September 26 by Chancellor and Nobel Laureate Prof. Yunus. Chancellor Yunus is a pioneer of micro-lending and social business, exploring and supporting new ways of making businesses, such as fashion, more sustainable.

The British School of Fashion programs will combine theoretical learning and practical experience to give graduates the creative, entrepreneurial, and practical skills that they require to provide the leadership and vision which GCU believes will help transform the business of fashion. They will be delivered in accordance with the British School of Fashion's five core principles:

- Advanced research excellence
- Advanced education for future industry leaders
- Promoting competitiveness and innovation
- Providing a conduit for business excellence and engagement
- Developing social and sustainable business models

Producing tomorrow's leaders for the fashion industry means taking not just a global but also a responsible perspective, showing concern for the environment and those who work within the fashion supply chain. Prof. Gillies added: "GCU is proud to be a signatory to the United Nations' Principles for Responsible Management Education (PRME) initiative and a member of the UN's Global Compact, which encourages responsible management practices worldwide".

Contact:

Prof. Chris Moore, C.Moore@gcu.ac.uk

## MBA Arūnas Šikšta has become the new Director of IBS at VU



In November 2013, MBA Arūnas Šikšta, one of the best managers of Lithuania, was officially introduced to the school's academic community as the new Director of Vilnius University International Business School.

*"I am delighted to have the opportunity to contribute to the performance and further development of IBS at VU as the first Lithuanian business school. The challenges evident in the global economy and the market of higher education, will undoubtedly not pass us by. Nevertheless, I am confident we will be able to prepare for these challenges professionally and within the next few years will become one of the leading business schools not only in the Baltic region but also in the Central and Eastern European region"* said Mr. Šikšta to the faculty, students and partners who gathered together for this solemn event.

MBA A. Šikšta has sufficient cooperation record with IBS at VU. A few years ago he was delivering lectures at this business school on Strategic Marketing and Management of Strategic Sales Channels, was Member of IBS at VU Council for a few years. MBA A. Šikšta was appointed as IBS at VU Director by Prof. Habil. Dr. Jūras Banyš, Acting Rector of Vilnius University.

*"We are pleased that the new Head of IBS at VU has gained a great experience in a dynamic technology management area, was awarded an MBA degree by a prestigious Vienna University of Economics and Business and gained a significant experience while studying in Denmark and*

*Norway. I am sure that the knowledge accumulated by MBA Arūnas Šikšta and his leadership experience will be valuable input in carrying out and expanding the activities of IBS at VU."*

In February 2013, MBA A. Šikšta left the post of General Director of „Teo LT“, the country's largest provider of integrated telecommunication, IT and TV services, having managed the enterprise since 2004. Before that, he was founder of AB Bank "Hansabankas", the first bank of foreign capital in Lithuania after the restoration of independence, later MBA A. Šikšta was Chairman of the Boards of two merger banks – Hansa Bank and the Lithuanian Savings Bank (later – "Swedbank"). He also gained work experience in cooperating with the Open Society Fund Lithuania and multinational companies.

Since 2013, A. Šikšta is member of the Board of Central and East European Institute for Economic Development (CEED Institute) based in Warsaw, along with L. Walesa, former Polish President and Dr. Jan Kulczyk holding the highest investment, Zdanek Bakala, the Czech financial leader, Sandor Demjan, Hungarian business leader, Indrek Neivelt, Estonian financial market expert and banker. In October 2013 he became Member of the Board of the Lithuanian Radio and Television Centre (Telecentre) affiliated to the Ministry of Transport and Communication of the Republic of Lithuania.

MBA Arūnas Šikšta



## IEDC- Bled School of Management



TDR, winning team of Global IEDC Case Study Competition with prof. Danica Purg

### **Eighth (Business and Young) Bled Strategic Forum**

Over the past seven years, the Bled Strategic Forum (BSF) has brought together businessmen and policy-makers in a joint effort to respond to the new economic environment and discover a path toward smart, inclusive, and sustainable growth. Organized jointly by the Ministry of Foreign Affairs of the Republic of Slovenia and the Centre for European Perspective, the BSF is one of the leading international conferences in the region.

In September 2013, the BSF's integral parts - Young and Business - were co-organized by the IEDC for the second time. The eighth BSF was launched with the opening of the Young BSF that took place at IEDC. It brought together aspiring young professionals from diplomatic, academic, and business spheres as well as think-tanks and students from all over the world. The business part of the BSF was attended by 140 participants from 37 countries and focused on new business opportunities in Russia and Central Asia. Invited by IEDC, Jean-Pierre Lehmann, professor at IMD Lausanne and founding director of the Evian Group, said in his address to the BSF participants: *"Europe needs to adjust to the transforming world in which Asia will play an increasingly prominent role"*.

Jean-Pierre Lehmann



### **Promotion of Business Education**

IEDC has 15 alumni clubs all over the world. The Case Study Competition is a contest organized by those clubs in their countries. The main goal of this initiative is the promotion of business education. This year the competition is taking place in six countries: Croatia, the country in which the whole idea originated six years ago, Slovenia, Serbia, Moldova, the Republic of Macedonia, and Romania. So far, the Case Study Competitions have successfully finished and gained great visibility in Slovenia (February), Macedonia (March), Croatia (April) and Serbia (September). The winners are: TDR (Croatia), ComTrade (Slovenia), Zavarovalnica Triglav (Republic of Macedonia) and Coca Cola HBC (Serbia). The Global IEDC Case Study Competition took place at IEDC on November 28-29. The international winner, TDR team, from the beautiful town of Rovinj, was awarded a two-day customized program.

### **HR Forum with Excellent Media Coverage**

This annual HR Forum is designed for executives and professionals from the fields of HR Management and Management Development. This year's HR forum took place in October. It was devoted to the inevitable culture change among the workforce and the impact of social media, so the topic was also of great relevance to managers in the field of communication, strategy, and organizational development. The keynote speaker was Michel Bauwens, a Belgian Peer-to-Peer theorist and an active writer, researcher, and conference speaker on the subject of technology, culture, and business innovation. The 2013 HR forum was attended by 61 human resource managers and leading executives from 13 countries. The media coverage of the conference was outstanding - the best in at least the last five years. It involved 24 media clips, including national TV, radio, two main Slovenian newspapers (Delo and Dnevnik), the Croatian newspaper Poslovni Dnevnik, the on-line media 24 sata, and Večernji List, and more. It is important to mention that the 2013 HR Forum was also supported by three



President of IEDC Alumni Club Slovenia, Melanie Seier Larsen

media partners: Mediade (Slovenia), BIZ Direkt (Croatia), and Sytria (Croatia).

### First in the Region: Signing an MBA Oath

In October, the IEDC Alumni Club of Slovenia organized an alumni reunion. This event was a memorable day and a very important milestone in the history of IEDC, not only for the school but also for the IEDC alumni. On that occasion, more than 60 IEDC graduates signed the IEDC Alumni and MBA Oath. The mission of the MBA oath is to facilitate a widespread movement of MBAs who aim to lead in the interests of the greater good and who have committed to living out the principles articulated in the oath. The oath is a voluntary pledge for graduating MBAs and current MBAs to "create value responsibly and ethically", initiated in 2009 by Harvard Business School.

### 26th Presidents' Forum and Unicredit Alumni Achievement Awards

In November, Presidents' Forum of IEDC-Bled School of Management titled "How Global are We" was attended by 100 political in business leaders from 14 countries. Forum was opened by President of the Republic of Slovenia, Mr. Borut Pahor, who stressed: *"Knowledge is not something that only big countries can afford. Perhaps the best idea that will change the world is going to be born exactly in Slovenia."* The keynote speaker of the conference was Prof. Pankaj Ghemawat,

Prof. Pankaj Ghemawat



the youngest "guru" included in the guide to the greatest management thinkers of all time published in 2008 by The Economist. He stressed that the world is not 'flat', it is roughly 10 - 25 % globalized: *"Only 14% of Fortune Global 500 companies have a CEO from outside the country where the company is headquartered. This is a reminder that companies still have a clear corporate identity and nationality."* Prof. Danica Purg, IEDC President, announced five winners of Unicredit Alumni Achievement Award. This award is given for demonstrating and representing the highest ideals that personify outstanding individual career achievements, leadership, innovation, service to the community, as well as the contribution to the school development. Winners of 2013 Unicredit Alumni Achievement Award are: Hakif Gashi, Chairman & CEO, Meridian, Kosovo; Miroslav Klepač, Member of management board, CFO, Podravka d.d., Croatia; Dimitrije Knjeginjić, CEO Lafarge Serbia, Serbia; Iztok Seljak, President of Management Board of Hidria, Slovenia and Aleksander Zalaznik, General Manager, Danfoss Trata, Slovenia.

## New Shareholder and Chair Sponsor: More Momentum for the innovate125 HHL Future Concept

We have more reports of success for HHL Leipzig Graduate School of Management qualitative growth strategy. A few weeks ago, the Leipzig-based business school welcomed COGNOS AG as a new co-shareholder and strategic partner and added the Sparkasse Leipzig, Ostdeutscher Sparkassenverband, and Deutsche Post AG, as new chair sponsors.

In October, COGNOS AG was introduced as a new shareholder of HHL in addition to the existing ones: the Leipzig Chamber of Industry and Commerce, the Association of Friends of HHL, and the Kramer Foundation. Moreover, the strategic partner will support the establishment of new professorships, as envisaged by the innovate125 Future Concept, under the auspices of two research centers in the fields of healthcare economics and regulation as well as business psychology and leadership. This will open up new opportunities for the partner to engage in research collaboration.

This cooperation also supports the use of new forms of learning as well as lifelong learning formats. Other aspects of this strategic partnership include mutual support in the utilization of university locations in central economic areas nationwide and abroad. HHL Dean Prof. Andreas Pinkwart says, *"The long-term cooperation with the COGNOS AG education group strengthens our academic and institutional independence. It directly feeds into the innovate125 HHL Future Concept since it provides more funds for research and creates a broader national and international network. Due to the increase in capital, the new shareholder broadens HHL's capital base in a sustainable manner. It is in our mutual interest to lead HHL into the top-10 graduate schools in Europe."*

The new Junior Professorship of M&A of Small and Mid-Sized Entities is sponsored by Sparkasse Leipzig and Ostdeutscher Sparkassenverband (Eastern German Savings Bank Association). Under the leadership of Junior Prof. Alexander Lahmann, the new junior professorship sharpens HHL's profile in the increasingly significant area of Mergers and Acquisitions (M&A), which is very

important not only for the field of finance but also for the development of companies in Germany.

The profile of the innovation-oriented and entrepreneurial HHL will be enhanced even further by a new SVI-Endowed Chair of Marketing, E-Commerce, and Cross-Media Management. The sponsor, Siegfried Vögele Institut (SVI), is a subsidiary of Deutsche Post AG. The chair, led by Prof. Manfred Kirchgeorg, seeks to develop research in the main focal points of the professorship with a clear relation to practice. An internationally renowned marketing expert, he assumed the position of Chair of Marketing Management at HHL in 1998. He says, *"We consider a marketing chair concentrating on e-commerce cross-media management an upgrade and a future-oriented specialization. The Siegfried Vögele Institut is investing in one of HHL's core areas - marketing and commerce - and connects it with companies' and societies' power to innovate"*.

HHL Dean Andreas Pinkwart regards this long-term dedication of another DAX-listed company to HHL as an important indicator of the attractiveness of the innovate125 Future Concept and a clear commitment to HHL and Leipzig: *"The new sponsor allows HHL to enhance its financial basis. Moreover, HHL's cooperation with the independent Siegfried Vögele Institut opens up another great scientific network in a future field. This is of vital importance for research, as well as for the education of future generations, including executive education, just like the increasing number of e-commerce businesses originating from HHL"*.

More information at:

[www.hhl.de/zukunftskonzept-innovate125](http://www.hhl.de/zukunftskonzept-innovate125)

### SAVE THE DATE

June 11-12, 2014

#### CASiM Conference 2014 "Boundaryless Hospital - Rethink and Redefine Health Care Management"

Demographic transition poses great challenges for the health care systems of industrialized nations. The growing demand for medical care of aging populations and faulty diagnoses and inappropriate medical treatments caused by an overworked and undertrained personnel substantially increase health care costs. Pharmaceutical companies competing in international markets are subject to diverse legal frameworks as they are increasingly confronted with complex ethical issues. On the contrary, technological advancements provide great opportunities for efficiency improvements of the health care systems.

The Center for Advanced Studies in Management (CASiM) will devote its next annual conference, "Boundaryless Hospital - Rethink and Redefine Health Care Management", to the academic exchange regarding the challenges and oppor-

tunities facing health care systems and conceivable contributions of business economics to addressing them. This scientific meeting will take a management perspective on the hospital and the pharmaceutical company of the future. The focus will be on novel chains of value creation, efficiency, and quality management as well as electronic health care. The conference will take place in Leipzig on June 11-12, 2014.

More information at:  
[www.hhl.de/casim-conference-2014](http://www.hhl.de/casim-conference-2014)

## Swiss Business School

### Graduation Ceremony 2013

On Saturday, September 21, 2013, the annual Swiss Business School (SBS) Graduation Ceremony took place in Zurich, Switzerland, in the beautiful GDI Park im Grünen, Rüslikon.

There were three honorary guest speakers at the ceremony:

- Mr. René Estermann, CEO of MyClimate.org
- Dr. Andris Sarnovics, rector of Banku Augstskola, Riga, Latvia
- Mr. Werner Kieser, founder and president of Kieser Training AG, Switzerland

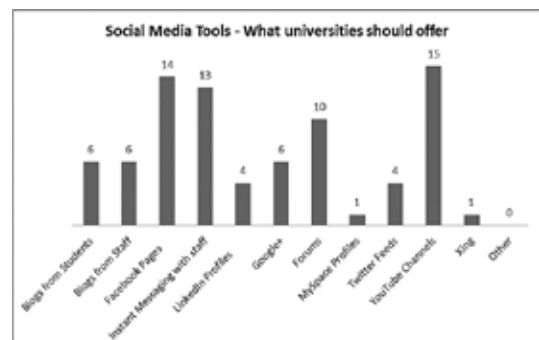
We congratulate the students graduating from our Bachelor's, MBA, and DBA programs, as well as the dual graduates of our partner universities, and thank parents, friends, and visitors for being with us.

We wish all graduates the best of luck. Remain in touch with your Alma Mater: SBS!

### SBS Alumni Networking Apéro 2013

Speaking of remaining in touch, SBS held its Alumni Networking Meeting on Thursday, 17 October 2013, at the Zunfthaus zur Meisen in Zurich.

The event was a great success. It was attended by SBS graduates, faculty, and mentors who connect and provide other lifelong learning and career support to each other.



In addition, we express our special gratitude to our guest speaker, Mr. Patrick Vergult, managing director of Actemium Schweiz AG, for his great and inspiring speech "An Example of an Entrepreneurial Road Map"!

### Research Findings

One research project was dedicated to the study of the social media behavior of undergraduate students. The sample size was 150 SBS undergraduate students and the key findings were:

- Facebook and YouTube are the most used social media tools by the BBA students of SBS. Each is used by 24 percent of respondents. Google+ follows with 18 percent.
- If students are seeking for a college, the preferred tool is YouTube, followed by postings on Facebook, and instant messaging. See the graph below:

## Test Drive MBA in USIB

This fall, the Ural-Siberian Institute of Business (USIB) opened the MBA season in an unusual format.

In accordance with the USIB's strategy for advance on the territory of the Ural-Siberian region, tests of the MBA program for business owners and chief executive officers were run on September 20 in Tyumen, September 27 in Yekaterinburg, and November 13 in Surgut. . These special educational events involved full immersion of the participants in the educational process and USIB's atmosphere: lectures, cases, and work in groups.

This was the first test of our Open Days. It was appreciated by businessmen and entrepreneurs who wanted to get introduced to the leading MBA teachers and experts at USIB while experiencing the flavors of a student's life. The participants were actively involved in the learning process. They asked a lot of questions and answered other questions themselves. Observers might have easily taken them for regular MBA students.

During the event, participants acquainted themselves with the basic units of the MBA program – management, marketing, sales, finance, and human resource management. They had an opportunity to expand their concepts of the competences that a chief executive officer should possess, including a market-oriented mindset and an ambition to attract customers, SPIN-sales, profit management, as well as team-building and cooperation.

*Alexander Gusev  
receives the certificate on first day of training on MBA*





*The teacher of USIB Mikhail Labuzov shares secrets of successful sales*

Having lived a day of the life of an MBA student, the executives experienced the atmosphere of the business school. They tasted the typical excitement that an MBA program creates and learned about the practical component of business education. Most important they had an opportunity to do business analyses and comprehend that it is necessary to do the right things now so as to be successful tomorrow. The experience also enabled them to understand the essence of an MBA program and degree and its relevance in business.

Alexander Gusev, director of the Center of Development of Business, said *"The event was very useful in terms of bringing together MBA teachers and potential business students. It was very interesting to listen to others, share their experiences, learn new ideas, learn about the trends taking place in the business of the Ural-Siberian region, and understand how each of us is willing to be taught on the MBA program as well as how it can be a success, both for the individual and for business development. As far as I am concerned, my mind is already made up. I just have to finish my current training on one of the USIB courses. I also had some interesting thoughts during the breaks and I unexpectedly identified a new niche for my business. I don't think that this happened by chance"*.

USIB



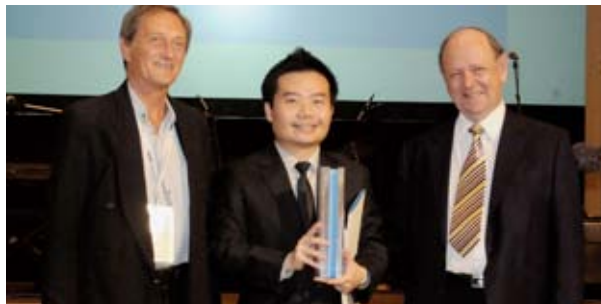


## FORTHCOMING CEEMAN EVENTS

- **Ninth IMTA Alumni Conference**  
17-18 March, 2014  
MIM-Kyiv, Ukraine
- **Program Management Seminar**  
23-25 April 2014  
Bled, Slovenia
- **IMTA - International Management Teachers Academy**  
8-20 June 2014  
Bled, Slovenia
- **22<sup>nd</sup> CEEMAN Annual Conference**  
25-27 September 2014  
Budapest, Hungary



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