

CEEMAN *news*



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Interview with IMTA Faculty

**CEEMAN Upcoming Programs:
Program Management Seminar and International Management Teachers Academy**

23rd CEEMAN Annual Conference and Executive Education Forum 2015

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A Word from President of CEEMAN



Dear friends and colleagues,

The 75th issue of CEEMAN News was prepared in one of the most active periods of the year for our association. We are happy to report on individual CEEMAN activities and present news and developments from our member and partner organizations.

Enrollments to CEEMAN's flagship program - the [International Management Teachers Academy](#) (IMTA) are still possible. IMTA's 16th edition is scheduled for 9-18 June in Bled, Slovenia. The application deadline is 31 March. We strongly encourage CEEMAN member and partner institutions to use this unique opportunity and send their faculty to attend IMTA, a faculty development program of the highest international standard.

We have a wonderful international group of program managers and directors coming for the [Program Management Seminar](#), taking place on 15-17 April in Bled. They will learn from experienced educators and from each other, and bring back many useful insights about the design, promotion, and delivery of educational programs in their own institutions.

Preparations for the [23rd CEEMAN Annual Conference](#), which will take place on 23-26 September in vibrant Almaty, Kazakhstan, are also under way, with the help of a highly committed team from Almaty Management University and its president Assylbeck Kozhakhmetov, who will be hosting our main annual event this year. The topic will be "Localization versus Globalization of Management Development in Dynamic Societies". A number of interesting speakers from all over the world have already confirmed their participation. Besides the conference itself, we will offer many different activities, including company visits, information session on IQA-International Quality Accreditation, individual dean-to-dean advisory meetings (which were successfully launched last year in Budapest!), a Deans and Directors Meeting, and of course the

Gala Dinner and Awards Ceremony. Being in Almaty, we will also have more representatives of the Central Asian business schools and universities, which will offer new opportunities for networking and international partnerships. Reserve your seat now on the [conference website](#). Registration will be open soon!

This year, we organize the [ExEd Forum](#) again, this time in cooperation with Izmir University of Economics in the Mediterranean city of Izmir, Turkey, on 5-6 November, 2015. We will discuss the "Current and Future Business Needs in South-East Europe and Executive Education Responses" and will invite prominent business leaders, human resource managers, and executive education providers to share their views on how management education can be more perceptive and effective in answering the needs of business.

Please do not forget to send new case studies (by 29 May) to the [21st CEEMAN Case Writing Competition](#), held in cooperation with Emerald, and to nominate outstanding achievements of your faculty and staff for the [CEEMAN Champion Awards](#) (by 1 July). I am sure that there are many inspiring stories to share!

Let me welcome the new members of CEEMAN: MBA Higher School of Kazan Federal University (Russia), Institute of Economics and Management, Immanuel Kant Baltic Federal University (Russia), Istanbul University School of Business (Turkey), Prof. Gongera George, Kenya, as well as our first member from Bahrain, Dr. Mohamed Buheji.

I wish you a wonderful spring wherever you are.

Yours,

A handwritten signature in black ink, which appears to read "Danica Purg".

Danica Purg

IMTA: Helping to Meet the Challenges of a Modern-Day Teacher



Jim Ellert

One of the biggest prides of CEEMAN is its [International Management Teachers Academy \(IMTA\)](#), which provides a faculty development program of the highest international standard.

Launched by CEEMAN in 2000 to respond to the ever urgent need of developing a new generation of management educators for the new generation of effective and responsible business leaders, IMTA is held every year in June at the Alpine Lake Bled in Slovenia.

With over 500 enthusiastic graduates from more than 150 institutions in 43 countries around the world, IMTA has made a big impact on many teaching careers, quality of educational programs, and institutional development of business schools and universities on all continents. It has created numerous successful partnerships and international cooperation projects, and many of IMTA alumni now hold, besides teaching, also leading management positions within their institutions.

The success of IMTA would not have been possible without an excellent and highly committed team of international faculty. As the seats for the 16th edition of IMTA (9-18 June 2015) are rapidly filling up, CEEMAN News asked Professor Jim Ellert, Academic Director of IMTA, to interview members of the IMTA faculty – professors Joe Pons, JB Kassarian, Krzysztof Obłój, Arshad Ahmad, and Tony Buono – and exchange views on how IMTA is designed and executed to meet faculty challenges in today's rapidly changing teaching environment. He also asked them what IMTA participants can anticipate from the IMTA experience.

Jim Ellert: What makes it challenging to develop a new generation of effective management educators in today's environment, and how can IMTA contribute to meeting these challenges?

Krzysztof Obłój: Developing effective teachers is challenging today for three reasons. First, very few business schools devote a lot of time and resources internally to teaching how to teach. In most of the schools that I know, new teachers are thrown into the deep waters and have to swim. So they swim, but rarely very well and with great pleasure. Second, students (both undergraduate and graduate) have become much more difficult subjects. They have a shorter attention span but more access to information. They live in high velocity Internet environments and they are not able to relate to classical teaching formats anymore. Teaching used to be driven by novelty and surprise effect. Teachers had access to the information that made students cry "wow". Today, students have this information in their smartphones and routinely check if the teacher is right and what has happened afterwards. Third, we live in a world of diverse stimuli.

Consequently, teaching without a simultaneous application of a variety of different tools (cases, exercises, simulations, movies, presentations

etc.), applied fast and in an interesting way, is perceived as boring by the students. I have seen recently a lot of good teachers almost in depression because they do not know how to cope with this situation. IMTA is an answer to these challenges. It is a good answer because its main value proposition is to improve teaching skills. And, this is accomplished in a safe environment in which one can practice, debate with peers, and develop new levels of skills, as well as new attitudes for teaching in a very challenging environment.

Arshad Ahmad: In many schools, the way that we teach has not changed considerably over long periods. Yet, each day brings new imperatives to change. Whether the driver is emerging technologies, or a marketplace that demands different skill sets, or a society that looks for leadership in challenges that we face collectively, IMTA provides an opportunity to look in our own silos and reflect on the micro cultures that we inhabit. IMTA broadens perspectives that allow faculty to become more effective in developing their teaching skills, attitudes, and behaviors.

JB Kassarian: Irrespective of your academic background, or your declared discipline, or the teaching approaches and preferences of your

institution, IMTA will enrich your pedagogical tool-chest. IMTA will certainly enlarge your perspective about the students that you teach. IMTA will pose questions that you will carry with you for many years. IMTA may not convert you to one narrow approach but it will expand your awareness. It will demand new ways of thinking and acting. Ultimately I suspect that the most remarkable outcome of the IMTA experience for each participant will be “a wiser version of you”.

(IMTA) ... is a safe environment in which one can practice, debate with peers, and develop new levels of skills, as well as new attitudes for teaching.

Joe Pons: Individuals are typically not born with teaching skills. But, it is possible to teach people how to teach. In most business schools, teaching skills are taken for granted, with little time or effort invested in training people in the kinds of skills that will help them to perform well in the classroom. IMTA strikes at the very core of a need that more and more business schools have and are beginning to recognize.

Tony Buono: Another important lesson that comes from the IMTA experience is that teaching is a life-long challenge, something that we need to continually commit to developing. And, a critical component of that development is being part of a network of similarly committed professionals who dedicate their careers to excellence. IMTA helps faculty members to enhance their networks for joint research and sharing of new teaching practices.



Krzysztof Obłój



Arshad Ahmad

Jim Ellert: Is it possible to describe the profile of an ideal professor?

Joe Pons: The ideal professor may not exist. An ideal teacher would be a cocktail with a number of ingredients and I am not too sure about the precise amount of each ingredient since it depends on who tastes the cocktail. Some might like it a little sweeter or a little more bitter.

A teacher’s components would probably include a lot of competence in their own specialization, a lot of first-hand business experience, mostly from consulting, particularly from direct strategic consulting with well-known institutions, quite a lot of research work that is somehow connected with both teaching and consulting, and teaching skills that make that person adaptable to working well with very different student groups: undergraduates, graduates, as well as MBA and EMBA students, plus executive programs at different levels, with functional managers, senior managers, or presidents of companies.

Jim Ellert: Can you comment on how IMTA faculty members embrace different teaching methods and pedagogical approaches?

...the most remarkable outcome of the IMTA experience for each participant will be “a wiser version of you”.

Arshad Ahmad: As IMTA facilitators, without a doubt each of us brings different pedagogical perspectives that lend themselves to different teaching styles. These diverse approaches are an important hallmark of IMTA. Celebrating variation is what makes teaching and learning infinitely interesting and rich. IMTA is a diverse micro-culture that is really local and global at the same time.

JB Kassarian: Yes, we are very different as we carry passionate differences in our espousal of

pedagogical approaches. But we also share a common conviction about the absolute need to focus on participant-centered learning, as opposed to putting the focus on the teacher, or the teaching.

Tony Buono: People have become rightfully critical of the traditional lecture approach in the classroom, but that doesn't mean that engaging lectures do not have a place in that classroom. Although the foundation of the IMTA program has been, and will continue to be, the case method, we also work on augmenting case discussions with other innovative and interactive pedagogical approaches.

...diverse approaches are an important hallmark of IMTA. Celebrating variation is what makes teaching and learning infinitely interesting and rich.

Jim Ellert: How would you characterize the learning environment of IMTA?

Arshad Ahmad: What if you found a place where you were an essential part of the conversation, where your ideas really mattered even when you didn't say a lot? What if you met colleagues in this place with whom you developed enough trust to share your ignorance because judgements were suspended? And what if you realized that, in this place, good questions mattered more than the right answers? These are some of the conditions that make for extraordinary teaching and learning, which all of us aspire to develop at IMTA.

IMTA is a place to withdraw and retreat from routines, where roles are demanding, complex, and stressful. Many participants come to IMTA looking for content and technique and that's fine. But

JB Kassarjian



Joe Pons

the same people leave thinking about meaning, humility, wisdom, compassion, and friendships. This peaks to transformation.

Jim Ellert: How does the IMTA faculty work together in ways that are different from other faculty development programs?

JB Kassarjian: Some of the most striking features of IMTA are the degree of integration across course areas, the physical presence of faculty in each-other's classes, and daily conversations between faculty members over the duration of the program. During the first week of the program, faculty are present in sessions directed by other faculty, and some sessions are jointly taught. During the second week of the program, some sessions are jointly taught across disciplines. On a daily basis, the faculty team meets over lunch to review what has transpired over the last day - things that went unusually well, things that could be improved. We are in constant conversation, sometimes late into the night, after dinner and wine. I believe this is possibly the most important differentiator of this program as compared with other faculty development programs that I have participated in. Typically, in other faculty training or development programs, the teaching faculty arrive for their half or full day of instruction, and then leave. In IMTA, by contrast, the faculty members work as a team.

Such interchanges require faculty time and faculty willingness to accommodate a colleague's special assignment. Further, sitting across classes and disciplines naturally keeps the focus firmly on the experience of each participant. Often a coffee break conversation with a participant is triggered by an observation in another class, and the shared insights feed in to the next session in another class.

Cross-fertilization is more often used as a good intention or as a general virtue than it is practiced by faculty. But at IMTA it is practiced every day, day after day. And, IMTA faculty come to know the participants personally.

Jim Ellert: IMTA also differs from other faculty development programs in the basic structure

of its program by offering alternative specific disciplinary tracks during the second week of the program. How might a disciplinary track be designed?

Tony Buono: One of the foci in my track (Business in Society) is to move people away from boring monologue lecturing, engaging the class in exchanges that are true Socratic dialogues, interspersing instructor comments with questions to the students, pushing them toward application, critique, and so forth. Similarly we experiment with different types of cases, such as role play cases and sequential cases, and with experiential exercises and related innovative instructional devices, from “flipping the classroom” to the role of MOOCs in higher education.

Krzysztof Oblój: What we do for example in the Strategy track is illustrative. I have a design for the week that is based upon four main theories of strategic management with cases and exercises (e.g. role playing). We have the basic structure because some participants are new to the field. But then we discuss each theory and participants bring their own perspective and experience – from finance, economics, organizational behavior, etc. This creates a very enriching and intellectual debate that has immediate practical consequences for teaching design and approach.

We come out of IMTA smarter, energized, but also reflective. And these are qualities of the best teachers in the world!

Second, we discuss very classical cases of strategic management, like Honda A and B, or Ryanair. These cases are brilliant and illustrate strategic decision situations that are present in every busi-

ness environment, anytime. So these cases do not get old and will not get old. And we explore how we would teach these cases and discuss pros and cons of different approaches.

Quite often we come to a completely new twist that surprises even me. I remember that, recently discussing a case, we decided to structure the class in such a way that we appointed a supervisory board to approve the final decisions as well as investment bank analysts to rate it! We had real fun and a serious learning experience. And this is an important thing that IMTA is about, I think. We come out of IMTA smarter, energized, but also reflective. And these are qualities of the best teachers in the world!

Jim Ellert: How do faculty work together during the second week of IMTA?

Tony Buono: One of the dimensions of the second week of IMTA that I truly enjoy is the cross-track plenary sessions which allow us to break through silos and encourage participants to think in interdisciplinary ways. Having two different disciplinary tracks come together for an integrated case discussion, and providing participants in the different tracks with an overview of what is being covered in the other tracks, provides them with a broad view of these different disciplines, what they entail, and how they relate to each other

Learn more about IMTA at www.ceeman.org/imta

Tony Buono



IMTA 2015 Still Accepts Applications for June

CEEMAN is very proud of its International Management Teachers Academy (IMTA), which provides a faculty development program of the highest international standard. With over 500 enthusiastic graduates from 43 countries around the world, IMTA has made a big impact on many teaching careers, the quality of educational programs, and the institutional development of business schools and universities across the world. It has created numerous successful partnerships and international cooperation projects, and many IMTA alumni now hold prominent teaching and management positions at their institutions.

We have been able to offer continuous improvements and innovations to the content and delivery of IMTA since its first edition in 2000, in order to make the program even more effective, relevant, and valuable for the participants and their institutions.

This year, we have made the program more compact and introduced more joint teaching by faculty, especially in Week 1. This has allowed us to slightly reduce the total duration of the program, which will take place on 9-18 June 2015 in Bled, Slovenia. The content of Week 1 will maintain its primary focus on various teaching and learning methodologies and the case method in particular (teaching with cases, case research, and case writing), developing effective teaching

strategies, and assessing learning outcomes. We have added new sessions on managing critical classroom incidents and the use of technology in teaching. The Week 1 content will be run by Professors Joe Pons, JB Kassirjian, and Arshad Ahmad, who will work jointly in several sessions to provide complementary and reinforcing viewpoints, interaction and feedback.

Week 2 will again offer a selection of disciplinary tracks, providing a deeper hands-on insight into the teaching of specific disciplines, providing lots of useful teaching tools and individual feedback. This year, the applicants can choose one of the following tracks:

- Marketing, with Joe Pons, president of AXIOMA Marketing Consultants, former marketing professor at IESE International Graduate School of Management, Spain
- Leadership and Change Management with JB Kassirjian, emeritus professor, IMD, Switzerland, and professor of management at Babson College, USA
- Strategy with Krzysztof Obtój, professor of Strategic Management at the School of Management at Warsaw University and Kozminski University, Poland
- Business in Society with Tony Buono, professor of Management and Sociology and Executive Director, Bentley Alliance for Ethics and Social Responsibility, USA

We have also reserved time for interdisciplinary teaching (such as combined Marketing and Leadership sessions) during Week 2.

In both weeks, we keep the highly interactive format and practical content that IMTA is well known for. Also, the IMTA faculty team is available throughout each program week for additional feedback or individual coaching and advice - a luxury that no other international faculty development program offers.

Carefully selected program participants contribute their views and experience



IMTA 
CEEMAN

**International
Management
Teachers
Academy**



IMTA provides opportunities for individual coaching and advice

On the financial side, CEEMAN members enjoy highly preferential fees for IMTA: 3,000 euros for the whole program (the non-member fee is 5,000 euros). Accommodation in Bled is affordable and of high quality, starting from 30 euros in very nice private apartments and 80 euros in hotels, all within a short walk from the venue. The Ljubljana International airport is only a 30-minute drive from Bled. The CEEMAN Office will be happy to assist the participants with further information on, and support with, logistics.

Higher education institutions from EU countries can approach their Erasmus office or EU+ national agency for possibilities to get some funding to attend IMTA in the frame of [EU+ Staff Mobility for Teaching and Training](#) program.

IMTA 2015 can still accept some applications. Please visit www.ceeman.org/imta or contact Maja Medja Vidic at maja.medja@ceeman.org for more information on the application process.

Program Management Seminar – A Unique Meeting Place for Those Who Run Educational Programs

The 2015 edition of the Program Management Seminar (PMS) is to take place in inspiring Bled, Slovenia, on 15-17 April. We are happy to have received applications from 11 countries already (Austria, Belarus, Estonia, Germany, Latvia, Russia, Slovenia, South Africa, Turkey, Ukraine and United Kingdom). We are expecting a diverse and highly interesting group of participants who will have a unique opportunity to learn from experienced program faculty but also complement the learning process with their own experience and views on the challenges of the program manager's profession.

The seminar deals with various areas of the program manager's everyday tasks and responsibilities, including the areas of ethical responsibilities, alumni relations and fund raising, communication, time management, marketing, customer service, and others.

The faculty of the program consists of a high-profile team of experienced practitioners of business education, such as Danica Purg, president of CEEMAN and IEDC-Bled School of Management, Slovenia; Mike Page, provost and vice-president for academic affairs, Bentley University, US; Carolina Meucci, head of the marketing and communications office of MIB School of Management, Italy, and others.



Program
Management
Seminar



PMS provides also opportunities for peer learning and experience exchange

"Enriching, inspirational, engaging. Enjoyed learning and getting to know participants. Thank you for your warm hospitality".

Geneviève Weber-Esteban, the Netherlands

"We've learned a lot about the international specifics of a program manager's job. It was very interesting to share our experience with each other. Great!".

Kseniya Baeva, Russia

Become a part of CEEMAN's Program Management Seminar community that counts more than 320 alumni from 38 countries and over 120 institutions. Submit your application at www.ceeman.org/pms and join us in April in Bled, Slovenia!

"Localization versus Globalization of Management Development in Dynamic Societies"

23rd CEEMAN Annual Conference, Almaty, Kazakhstan, 23-26 September, 2015

The central and most important annual event of CEEMAN, the 2015 CEEMAN Annual Conference, will be hosted by Almaty Management University, Kazakhstan, and its president Assylbek Kozhakhmetov. Besides the Annual Conference, several other meetings and events will take place from 23 to 26 September, such as company visits, individual dean-to-dean advisory meetings, a CEEMAN IQA Accreditation information session, the CEEMAN Deans and Directors Meeting, the CEEMAN Annual Meeting, the Annual Conference Gala Dinner and Awards, and others.

The topic of this year's conference is "Localization versus Globalization of Management Development in Dynamic Societies". Expert presentations, panels, and parallel workshops will address, among other issues, the following questions:

- How do education programs, research, and institutional management practices reflect the local and global business needs?
- What are the business challenges of global versus local balance and how does this reflect on leadership and management development?
- How does management education match up to the business challenges and needs?

Almaty, Kazakhstan



Conference speakers include great names, such as: great names, such as:

- Derek Abell, CEEMAN Board member and President of IQA Accreditation Committee, Professor Emeritus, ESMT-European School of Management and Technology, Germany
- Norman Arruda Filho, President, ISAE, Brazil
- Alfredas Chmieliauskas, President of ISM University of Management and Economics, Lithuania
- Dorota Dobija, Vice-Rector of Kozminski University, Poland
- Antonio Freitas, Provost, FGV, Brazil
- Gazmend Haxhia, CEEMAN Board member, President of A.S.G., Albania
- Gulnara Kurenkeyeva, Dean of Graduate School of Business, Almaty Management University, Kazakhstan
- Jean-Pierre Lehmann, Emeritus Professor of International Political Economy, IMD and Founder, The Evian Group, Switzerland
- Jukka Maksimainen, Managing Partner, McKinsey Kazakhstan
- Piet Naude, Director, University of Stellenbosch Business School, South Africa
- Irina Sennikova, Vice-President of CEEMAN, Rector of RISEBA – Riga International Business School of Economics and Business Administration, Latvia
- Yerkin Tatishev, Chairman of the Board of Directors, Kusto group, Kazakhstan
- Chin Tiong Tan, CEEMAN Board member, member of the board of trustees, Almaty Management University and Senior Advisor to President, Singapore Management University, Singapore
- Philip Charles Zerrillo, Dean, Postgraduate Professional Programs and Executive Director Centre for Management Practice, Singapore Management University, Singapore
- Nadya Zhexembayeva, a business owner, author, and educator, Slovenia

The information on the conference program, speakers, and logistics is continuously updated on our website: www.ceeman.org/conference.

See you in Almaty in September!

Save the Date for the CEEMAN Executive Education (ExEd) Forum 2015

The 2015 CEEMAN Executive Education Forum will be held on 5-6 November 2015 in the beautiful Mediterranean city of Izmir, Turkey. It will be hosted by Izmir University of Economics.



IZMIR UNIVERSITY OF ECONOMICS

The ExEd Forum will discuss current and emerging business challenges in Turkey and Southeast Europe as well as executive education responses to it. The forum is intended for:

- deans and directors of business schools, universities and executive education centers
- corporate leaders and entrepreneurs interested in executive education development
- entrepreneurship and business development centers
- chambers of commerce
- management trainers and consultants

More information on the program and logistics will follow soon on the CEEMAN website.

[Reserve your seat now!](#)

Join us in Turkey's third largest metropolis in November



The 21st CEEMAN Case Writing Competition in Cooperation with Emerald Welcomes Submissions



CEEMAN, in cooperation with Emerald Group Publishing, is happy to announce the launch of the 21st CEEMAN Case Writing Competition.

The aim of the competition is to encourage and promote the development of high-quality teaching case materials relevant for the realities of dynamic and emerging economies while enhancing the development of case-writing capabilities in those countries. CEEMAN has been promoting the case method in management education and helping develop case writing and teaching skills also through its [International Management Teachers Academy](#) (IMTA), which takes place every year in June in Bled, Slovenia.

CEEMAN and Emerald have partnered in this competition to reward case writers and promote the best submitted case studies. Emerald provides an internationally recognized outlet for the publication of case studies in its [Emerald Emerging Markets Case Studies \(EEMCS\) collection](#).

Global submissions for the competition should focus on developing and emerging markets (Central and Eastern Europe, Latin America, Africa, Asia, Oceania, and the Middle East). The case studies need to demonstrate a real situation in a real company with a clear decision-making situation, and have a well-developed teaching note ready to be used in classroom. Further guidelines and some instructional materials on case writing are provided on the competition's website: www.ceeman.org/cwc.

To submit your case study, visit the online submission site at <http://mc.manuscriptcentral.com/eemcs>. When prompted, select CEEMAN 2015 as the issue that you are submitting to.

The total CEEMAN/Emerald award prize pool is worth over 10,000 euros, including 4,000 euros of prize money, split across the first to third places, and scholarships to attend CEEMAN's faculty development programs. Prizes will be awarded to the overall winner and two runners-up at the 23rd CEEMAN Annual Conference Gala Dinner in Almaty, Kazakhstan on 25 September 2015.

Important dates

- Case submission deadline: 29 May 2015
- Notification to authors about the competition results: 1 September 2015
- Case Writing Competition Award: 25 September 2015, 23rd CEEMAN Annual Conference Gala Dinner, Almaty, Kazakhstan

For more information, please visit: www.ceeman.org/cwc.

We look forward to receiving your submissions!

Recognize and Promote the Outstanding Achievements of Your Faculty, Management, and Colleagues



CEEMAN 2015 Champion Awards

Each year, starting in 2010, CEEMAN recognizes outstanding achievements of individuals associated with CEEMAN. We know that our member institutions have many exceptional achievements to be proud of, and would like to reward and help promote these outstanding accomplishments internationally.

Besides receiving a personalized CEEMAN Champion Award cup (specially designed for this occasion by Gigodesign, a renowned Slovene agency) and being invited to the CEEMAN Annual Conference Gala Dinner and Awards Ceremony, award winners can expect PR and press coverage in local and international media as well as direct benefits to their personal and institutional reputation.

CEEMAN Champion Awards have so far been bestowed upon faculty and administrators in 15 institutions from 13 countries:

- Almaty Management University, Kazakhstan
- Bentley University, USA
- Central European University, Budapest, Hungary
- Estonian Business School, Tallinn, Estonia
- Euromed Management, Marseille, France
- Faculty of Economics, University of Ljubljana, Slovenia
- Gordon Institute of Business Science, South Africa
- IEDC-Bled School of Management, Slovenia
- IMISP – St Petersburg, Russia
- IMD-Lausanne, Switzerland
- Kozminski University, Warsaw, Poland
- RISEBA, Riga, Latvia
- Singapore Management University, Singapore
- University of Strathclyde, Scotland, United Kingdom, and Murdoch University, Australia
- Vladivostok State University of Economics and Service, Russia

We invite nominations in the following categories:

- Award for outstanding achievement by an individual faculty member in teaching
- Award for outstanding achievement by an individual faculty member in research
- Award for outstanding achievement by an individual in fostering responsible management education
- Award for outstanding achievement by a management, faculty, or staff member in institutional management

In all four award categories, the judges will have a special eye for how the accomplishment is likely to contribute to business practice and knowledge in the local environment and how it contributes to the institution's vision and strategy.

Submissions for the CEEMAN Champion Awards should consist of a maximum of five pages of text, excluding appendices and video material. They should be accompanied by a nomination or recommendation letter by the dean of the institution or an equivalent official. The submission deadline is 1 July 2015.

For detailed information on each of the categories and other information, please visit:
www.ceeman.org/awards.

Danica Purg Receives Lifetime Achievement Award

Prof. Danica Purg, president of CEEMAN and IEDC-Bled School of Management, has been granted the highest award in the field of management in Slovenia, the Lifetime Achievement Award for the year 2014, by the Managers' Association of Slovenia.

The ceremony took place on 29 January 2015 at the Annual Meeting of the Managers' Association of Slovenia, in the presence of the Slovene Prime Minister, Mr. Miro Cerar.

In the mid-1980s, Dr. Danica Purg took a challenge: she established the first international business school in Slovenia and Central and Eastern Europe. Under her guidance, the IEDC-Bled School of Management developed rapidly into an internationally recognized school, on a par with the world's top business schools. So far, IEDC-Bled School of Management programs have been attended by more than 73,000 students from 78 countries.

Danica Purg is also a founding president of CEEMAN, the International Association for Management Development in Dynamic Societies, a global network of management development institutions. In the 21 years of its existence, CEEMAN has grown to include more than 210 members from 53 countries globally.

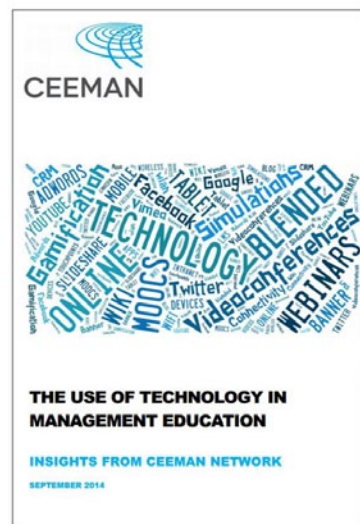
Danica Purg, receives the award for her achievements in management education



Survey Report Available Online: The Use of Technology in Management Education – Insights from the CEEMAN Network

With the rapid advancements of technology, the continuously changing needs and expectations of students and customers, and the increasing global competition, business schools and management development institutions are faced with many opportunities and challenges in the ways they teach, operate, and promote themselves. Some embrace technology with open minds while others prefer to follow more traditional and tested approaches.

The 22nd CEEMAN Annual Conference, organized in cooperation with ESSCA School of Management in Budapest, Hungary on 25-27 September 2014, focused on the topic of "When, Why and How Is Technology Reshaping Management Education?". CEEMAN asked its members how they used technology in their programs, marketing, and operations. The survey report is now available on the [CEEMAN website](http://www.ceeman.org).



The survey looks, among other things, at the share of institutions that include technology-facilitated content delivery in their programs (either fully online or in a blended format), management subjects that are more often covered with the help of technology, use of technology tools to enhance teaching-learning experiences, extent of use and perceived effectiveness of various online marketing tools and social media, the use of massive open online courses (MOOCs), as well as the use of technology tools and systems in an institution's operations or administration.

The survey also explores the demand for seminars and workshops on the use of technology in management education for teaching and learning, marketing and communications, and operations, which CEEMAN could organize for its members in the future.

In addition, best practices and success stories on the use of technology in management education from CEEMAN members (representing 11 countries) are presented at the end of this report. We would be happy to hear more such examples from our member schools.

Please contact us at info@ceeman.org if you would like to have your example on the use of technology included in the [report](#).

CEEMAN Appoints New Director

As of January 2015, [Olga Veligurska](#) has been appointed director of CEEMAN.

Olga has been closely engaged in all CEEMAN activities and projects, including the International Management Teachers Academy (IMTA), the Program Management Seminar, various conferences and events, accreditation, member relations, work with PRME and Challenge:Future initiatives, and overall administration for more than 10 years.

Originally from Latvia, Olga holds a BSc from Stockholm School of Economics in Riga, and an MBA from IEDC-Bled School of Management. She is currently attending PhD studies in Sweden. Before joining CEEMAN, she worked for a conference-organizing company and an HR consultancy in Riga, Latvia.

Olga Veligurska



Istanbul University School of Business (IUSB)



Istanbul University was founded in 1453. It is one of the 10 oldest universities established in Europe. It has 20 colleges and schools located on six different campuses. There are 65,000 undergraduate and 14,500 graduate students at the university.

Istanbul University Institute of Business Economics (today Graduate School of Business) was founded in 1954 by Harvard Business School and the Ford Foundation. It is the first institution to offer graduate programs in Europe. It was the precursor of the first business school of Turkey, established in 1968: IUSB. The vision of the school is to provide high-quality education in order to train skilled administrators in accordance with international standards, who will be followers of Atatürk's reforms and principles. They will also be innovators, intellectuals, and liberals who will celebrate the centennial of the Turkish Republic in 2023.

IUSB was the first state business school in Turkey to be accredited by AACSB International in 2012. According to the results of the evaluation of 4,000 business and management schools over the world by Eduniversal, IUSB was among the top-1,000 business schools. In 2014, our school was second in the ranking of Turkish universities.

IUSB has 30 professors, 30 associate professors, 20 assistant professors, one lecturer, 15 post-doctoral students, and 35 research and teaching assistants working full time for eight academic departments (Marketing, Finance, Accounting, Organizational Behavior, Human Resource Management, Production Management, Management and Organization, Quantitative Methods) for undergraduate and graduate degrees. The school has had 3,000 students from different programs each year. IUSB is located on the Avcılar Campus, the largest campus of Istanbul University.

Today the IUSB embraces the Graduate School of Business, offering programs for graduate students, both MSc and MBA. Various PhD programs are also organized in IUSB within the Institute of Social Sciences as another Graduate School of Istanbul University.

For further details visit:
<http://isletme.istanbul.edu.tr/en/>



MBA Higher School of Kazan Federal University



ПРОГРАММА "МАСТЕР ДЕЛОВОГО АДМИНИСТРИРОВАНИЯ"

MBA Higher School of Kazan Federal University occupies a rightful place in the market of management training. It provides the highest level of qualification and meets international standards.

Being a division of Kazan Federal University, MBA Higher School combines the academic traditions of Kazan University, the growing progressive trend in all spheres of its activity, and the business-oriented way of thinking of the modern business community. Our school is a new educational environment, integrating global experience and national practice. It is a meeting point for those who set the rules of the game for their companies.

We sincerely believe that our graduates are the firm foundation of our business reputation and a token of our success!

Campus

The building of MBA Higher School is located on the picturesque bank of the Kazanka River in the center of Kazan. The three-storey building has all necessary facilities and amenities, including equipped classrooms, a library, a canteen, and a parking lot.

Mission

The mission of MBA Higher School is to develop international managers possessing a global vision and transnational values, capable of seeking optimal solutions to problems in any business field. The main values that support the mission

Alsu Akhmetshina

Director of MBA Higher School



of MBA Higher School are high professionalism, commitment to self-development, and strict observance of business ethics.

History

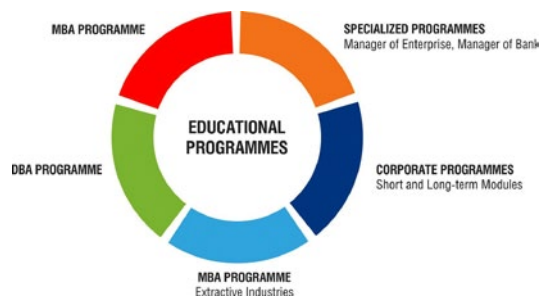
MBA Higher School was established in 2000 as part of the Kazan State Finance and Economics Institute. Before 2013, the school was called "the MBA Program". The school was established in cooperation with the St. Petersburg State University of Economics and Finance (SPSUEF) and Ecole Supérieure Internationale de Commerce (ESIDEC) (Metz, France). At present, MBA Higher School is a structural division of Kazan Federal University and implements an entire range of educational programs in the field of business education.

Membership in Associations

Since 2002, MBA Higher School has been a member of the Russian Association of Business Education (RABE). Being a member of RABE helps the school ensure the high quality of its services and actively exchange information with other RABE members.

Since 2014, MBA Higher School has been a member of CEEMAN, benefitting from an exchange of best practice in MBA programs.

Portfolio of Educational Programs



Contacts: Podluzhnaya 5, Kazan, Republic of Tatarstan, 420015, Russian Federation,
Tel: +7 (843) 2642881, 2994173, mba@kfei.ru

Top Visiting Professors Teaching on the ALBA Executive MBA Program

Having won the respect of academia abroad as a graduate business school, ALBA has been able to attract top business thinkers from leading schools, especially for its Executive MBA Program (EMBA), so as to spark the students' intellect and ignite their curiosity. Hence, consistent with its principles and promise, the EMBA has invited Professor Gabriel Hawawini, former dean of INSEAD, Professor Peter Capelli from Wharton University, Dr. George Serafeim from Harvard Business School, Professor Christine Moorman from Duke University, Professor Michael Jacobides from London Business School, Professor Nielsen from Boston College, Professor Yiorgos Allayannis from Darden School, Dr. Om Narasimhan from London School of Economics, Professor Nikos Tsikriktsis from CEIBS (Shanghai), Dr. Thanos Papadimitriou from SDA Bocconi, and many more renowned scholars as visiting faculty. The pursuit of world-class educational quality defines ALBA's institutional blueprint. Among other efforts, having professors like these teaching in its star program is a step in this direction.

Women in Leadership Program Concludes with Great Success

The Women in Leadership program was designed by the ALBA Executive Development Department in cooperation with the Hellenic

Federation of Enterprises. It concluded with great success. Approximately 100 female executives participated.

The program had the following aims:

- To offer women an opportunity to network, share their leadership stories and experiences, and learn from each other.
- To provide women with a contemporary insight on leadership theory.
- To assist women develop competencies, such as creativity, collaboration, positivity, and trust.

The program began with a conference that included talks by world class professors in the fields of organizational behavior and strategy. It continued with four group coaching sessions that focused on the following themes:

- Challenges and pitfalls for women in leadership
- Situational leadership
- Values and authentic leadership

Alba Graduate Business School Wins the Study Portals Award for Outstanding International Student Satisfaction in 2014

International students rated their study experience at ALBA 9,5 out of 10. This result was based on the analysis of thousands of student reviews on STeXX.eu - the world's largest database of international student experiences.

On 1 February, 2015, ALBA Graduate Business School received the Best Student Exchange Partner Award from the IMT Ghaziabad (India) University. The associate dean of international relations, Prof. Axarloglou, participated as a panel speaker at the IMT Ghaziabad Annual Conclave in New Delhi and received the award. ALBA hosts 10 IMT Ghaziabad students in the January-February period every year. Their feedback is amazing and their contributions in our classes are enormous.



News from Almaty Management University



Columbia University is Interested in Cooperation with AlmaU

On 28 January 2015, a team from Almaty Management University (AlmaU) met with Prof. André d'Almeida of the School of International and Social Affairs (SIPA), and director of the Earth Institute at Columbia University, as well as Rafis Abazov, visiting professor at Columbia University.

The partnership between AlmaU and Columbia University, particularly between the School of Public Policy at AlmaU and the Earth Institute at Columbia University, is planned to expand. The idea of launching a research laboratory for sustainable development at AlmaU was been put forward and a mutual exchange of research fellows is planned between AlmaU and Columbia University, also in the framework of the international scholarship program Bolashak.

Almaty Management University Wins a Grant from the British Council

Dr. Daniyar Sapargaliyev of AlmaU won a grant from the British Council to work in the laboratory of Professor John Traxler at the University of Wolverhampton, in the United Kingdom, and help create the world's first Master-level online course in "Mobile Learning". Professor John Traxler is the first and only professor of mobile learning in the world.



The aim of the project "Adaptation of a Master's Online Course on Mobile Learning for Kazakhstan and the Eurasian Union" is to create a Master course adapted to the specifics of the Russian-speaking countries and to study the problems of mobile learning and ways of implementation of mobile technology in education.

Almaty Management University is one of the first in the country to promote mobile learning in Kazakhstan. This program is part of a larger project of scientific cooperation between Kazakhstan and the United Kingdom: the Newton - Al-Farabi Partnership Program, founded in 2014 by the two governments.

Doctor of Business Administration at AlmaU - the Only DBA Recognized by the State!

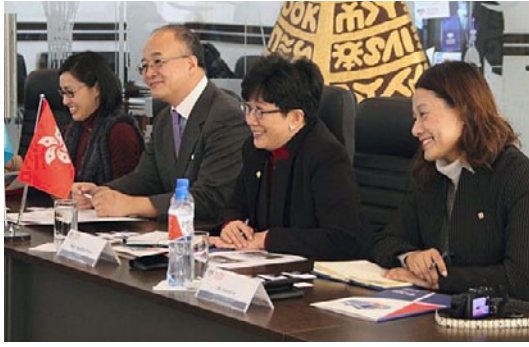
The DBA program was launched in 2005. It was the first of its kind on the market of business education in Kazakhstan. It was for the first time in 2015 that the 12 DBA graduates obtained a degree recognized by the state. Previous graduates were awarded only AlmaU degrees.

The new DBA graduates are Azat Peruashev, chairman of the Ak-Jol Democratic Party of Kazakhstan, Adlet Aliyev, chief executive officer of Islamic Bank Al Hilal, Dmitry Belousov, director of corporate communications of Philip Morris Central Asia LLP, Yerlan Barlybaev, deputy chairman of the Ak Jol party, and Tatiana Filin, executive director of the Institute of Directors.

Kazakh Universities Gain New Educational Partner Thanks to AlmaU

AlmaU was the initiator and organizer of a visit to Kazakhstan by a delegation from the Hong Kong Polytechnic University (PolyU). The visit took place on 19-24 January, 2015.

The guests spent two days in Almaty, meeting with the top management, faculty, and students of AlmaU and discussing ways of cooperation between the two universities.



EU-Hosted Swiss Economic Forum Kick-Off Event in Yverne

AlmaU Presents Its New Strategy

AlmaU held its board of trustees session on 5-6 February, 2015, in Vilnius (Lithuania) at the ISM University of Management and Economics.

During the program, members of the board of trustees visited the Seimas (Parliament) of the Republic of Lithuania, where First Vice-Speaker V. Gedvilas welcomed the delegation. During the meeting, relations between Kazakhstan and Lithuania were discussed. Mr. V. Gedvilas expressed his satisfaction with the high level of cooperation between the universities of Kazakhstan and Lithuania. During a parliament meeting, the AlmaU delegation was accompanied by His Excellency Baurzhan Mukhamedzhanov, extraordinary and plenipotentiary ambassador of the Republic of Kazakhstan to Lithuania.

On February 6, 2015, the AlmaU board of trustees held a meeting hosted by its partner ISM University of Management and Economics. AlmaU President Kozhakhmetov presented the concept of the new AlmaU strategy for 2015-2020. At the end of the presentation, there was a discussion on important areas of strategy. The members of the board of trustees made valuable comments and suggestions. They thought highly of the new AlmaU strategy.

During the same meeting, AlmaU President Kozhakhmetov presented some information about the 23th CEEMAN Annual Conference "Localization vs. Globalization of Management Development in Dynamic Societies", which will be held in Almaty on 23-26 September 2015.

At the end of January, the EU Business School hosted a preliminary event for the Swiss Economic Forum (SEF) at the Château Maison Blanche – the school's executive center in Yverne.

Founded in 1998, SEF is now Switzerland's leading business conference that promotes entrepreneurial thinking among young companies. The annual event brings together around 1,350 chief executive officers and some of the country's most prominent business figures under one roof, enabling young start-ups to connect with key-decision makers from notable economic, political, and scientific organizations.

In preparation for the SEF 2015 conference (due to take place in June this year), the invitation-only event in Yverne was initiated to find potential ambassadors from the French-speaking part of the country to represent the organization and its future endeavors. The list of distinguished participants included former Swiss presidents Dr. Adolf Ogi and Pascal Couchepin, and the economy ministers of the Vaud and Jura cantons, Philippe Leuba and Michel Probst. Also present were prestigious members of the business world, such as Urs Schächli, CEO of Swisscom, Sevrin Moser, CEO of Allianz, Elmar Mock, CEO of Creaholics, Andréa Scherz, owner of Gstaad Palace Hotel, and Mike

Vogt, owner of Vogard Worldtime S.A. SEF was represented by Managing Director Dominik Isler, and co-founders and co-chief executive officers Stefan Linder and Peter Stähli.

EU Business School President Dr. Dirk Craen, who was present at the evening's event, commented *"I attended last year's event in Interlaken, and was surprised by the low representation of Suisse Romande. It is important that this year we have a representative delegation from the French-speaking part; that is our mission"*.

Following a welcome cocktail, the event began with a welcome speech by Dr. Dirk Craen, Philippe Gex, mayor of Yverne, and Pierre Keller, president of the Office des Vins Vaudois. This was followed by a presentation of SEF by Dr. Adolf Ogi, Etienne Jornod, chairman of Galenica AG/NZZ Media Group, and members of the organization. A standing cocktail dinner then gave the guests an opportunity to network while enjoying the fine wine and Swiss delicacies on offer.

The Château Maison Blanche was the perfect location to host the event, and the rolling mountains amid the dramatic Swiss landscape proved the ideal setting for such an innovative and enterprising celebration.

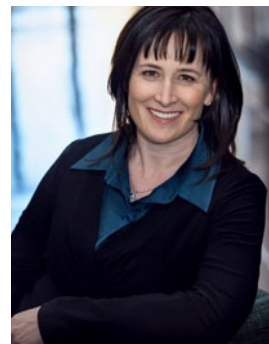
University of Pretoria Appoints Professor Nicola Kleyn Dean of the Gordon Institute of Business Science

The University of Pretoria (UP) today announced that after a local and international search, Professor Nicola Kleyn has been appointed dean of the Gordon Institute of Business Science (GIBS). This appointment is effective from 1 April 2015, prior to which Professor Kleyn will work alongside the business school's current dean, Professor Nick Binedell, as dean elect.

"Professor Kleyn has many years of experience and has been a key figure at GIBS since its inception. Her academic record speaks for itself. I am very pleased that she has accepted this critical leadership role at the business school", says Vice-Chancellor Professor de la Rey. *"I would like to congratulate Professor Kleyn on her appointment, welcome her to the team of deans at UP and offer our continued support to GIBS as it continues on its path to building a globally competitive and internationally recognized business school for business leaders",* she added.

Commenting on her appointment, Professor Kleyn said, *"I'm honored to be assuming the role of dean at GIBS. The continued growth in demand for the MBA and our corporate programs is testimony to our country and continent's need to develop leaders who can not only build competitive organizations, but also contribute to the dialogue and economic growth that is so necessary"*.

Professor Nicola Kleyn



Dean Binedell remarked, "I am delighted with Nicola's appointment. She has substantial business school experience and I am confident she will make a significant contribution to business education in South Africa".

Professor Kleyn, who joined GIBS in 2000, was deputy dean and executive director of academic programs prior to her appointment as dean. Previously she was an associate professor in marketing at GIBS with a particular interest in the areas of marketing strategy, customer focus, branding, and ethics. She holds a BCom, a BCom (Hons), an MBA (Wits). She completed her Doctorate at the University of Pretoria. Before joining academia, her career in commerce included heading up learning and development at Investec Bank.

HHL Leipzig Graduate School of Management

Russian Scholars in Germany: "We Have Benefited from the Program and the Career Service"

Thanks to scholarships awarded by the German Federal Ministry of Economics and Energy (BMWi) through funds from the European Recovery Program (ERP), two Russian students, Natalia Churikova, aged 27, and Igor Stepanishchev, aged 27, were able to complete a Master program (M.Sc.) at the first business school established in Germany.

Career with McKinsey Consulting Firm in Moscow

Mr. Stepanishchev, who is originally from Voronezh, likes to reminisce about the practically-oriented strategy classes at HHL: "In my position as a consultant for McKinsey, I use the tools I learned at HHL on a daily basis". Even before graduating from the Master program, the Russian student received a job offer from the Moscow office of the international consulting firm, where he then successfully completed a three-year business analyst program. Igor Stepanishchev is presently completing an MBA program at the University of California, Berkeley, as part of a career progression.

Igor Stepanishchev





Natalia Churikova

Traineeship at Daimler in Stuttgart

Natalia Churikova's career path looks different. Immediately after graduating from HHL, the Russian alumna accepted a trainee position at Daimler Financial Services in Stuttgart. As part of the 15 to 18-month program she familiarized herself with the company, and its structure, strategy, and products in Germany and abroad.

HHL Awards Scholarships to Eastern Europeans

Natalia Churikova and Igor Stepanishchev were able to finance their participation in the Master program through scholarships from the European Recovery Program (ERP). It offers economics graduates from abroad the opportunity to complete a Master or post-graduate program in the field of economics at a German university. The scholars are selected by binational committees in their home countries. In addition to the ERP scholarship, universities in Germany offer their own scholarships to reduce tuition fees or living expenses.

Further information is available at www.hhl.de/msc as well as www.hhl.de/financing

Second International Investors Day: How Digital Business Models Are Changing the Financial and Mobility Sectors

Following the great success last year, HHL will once again set the standard with its Second International Investors Day on June 17, 2015. The event, held in English, aims to introduce founders' teams from Europe to international venture capitalists as well as established companies and to recognize the best business models with awards. Digitalization challenges the old world with innovation in the fields of finance and mobility. The concepts of "connected mobility" and "fintech" are determining the latest developments. Top-level representatives from international enterprises and successful start-ups, as well as inves-

tors, will discuss their strategies in the competition for market share in the new digital world and the opportunities for new start-ups within the framework of keynote speeches and panel discussions, and support the founders' teams. Over the course of the Second HHL International Investors Day, the six best founders' teams, which were shortlisted in an earlier stage of the competition, will have the opportunity to present their ideas to the international investors. The team with the best business plan can look forward to receiving the HHL Best Founders Award that comes with 1,500 euros in prize money. The founders' team with the best technology-related idea will be awarded the Karl Kolle Prize and receive 1,500 euros as well. Both winning teams will also be recommended for acceptance into the SpinLab – The HHL Accelerator.

Further information is available at www.hhl.de/investorsday

HHL Research Center CASiM Publishes Book on Management of Permanent Change

Management of Permanent Change is the title and topic of a new book edited by Professors Horst Albach, Heribert Meffert, Andreas Pinkwart, and Ralf Reichwald, all of them serving as academic directors of the Center for Advanced Studies in Management (CASiM) at HHL. It represents the first integrated examination of permanent change from an academic and practical point of view. The book obtains its relevance from the informational revolution. That revolution strongly accelerated technological and social progress over the last few decades. As a direct consequence, innovation and complexity management as well as the best possible shaping of change in companies have developed into a dynamic field of research with high practical relevance for management.

The new book, issued by Springer Gabler Verlag publishing house, is addressed to experts and executives in companies, as well as students and lecturers of business administration and especially marketing.

IEDC with a New MBA Generation and a Brand New Management Program in Tourism



New MBA generation in class

An exciting learning journey for 40 new Executive MBA students at IEDC-Bled School of Management started, as customary, with an opening event on 8 February, 2015, on the eve of the new MBA school year. Forty students from 11 countries, including Denmark, Germany, Russia, and Ukraine, started classes on 9 February, 2015, on IEDC programs of four to seven modules. The new generation comprises students who decided to finish their studies in one year, as well as those who will study the same subject matter over a period of two years. Former students will receive their MBA degrees in December this year and will be welcomed to the IEDC alumni network of 4,332 members from 71 countries.

IEDC is also launching a brand-new program - "Advanced Management in Tourism" - that will prepare participants for managerial roles in tourism. Starting in mid-March 2015, it will be organized in five modules, taking place at IEDC, in Slovenia, and at the Terme Tuhelj resort, in Croatia. The program is designed to cover all major fields in tourism and combine them with general management disciplines. It will particularly focus on new trends in the changing tourism sector. *"Tourism is becoming an increasingly significant part of the European economy, ranking as the third most important socio-economic activity in the EU. It thus demands a professional approach with managerial knowledge and tools, addressing human capacities of not only how to follow trends but also how to anticipate and even create them"*, maintains Prof. Luiz Moutinho, a leading international authority in the area of tourism and marketing. With Prof. Moutinho and 11 other professors from all continents, students will be addressing topics such as tourism forecasting and strategy, innovation management in tourism, e-tourism strategies, stakeholder engagement in tourism and more. Professionals in tourism need to consider all these issues to stay on top of their game.

IEDC's First PhD! Seljak Defends Thesis on Business Model Innovation

Iztok Seljak, President of the Management Board of Hidria, joined IEDC's Executive PhD in 2010. He was part of the first generation of PhD students. After four years of digging deep into the world of innovation he completed his thesis *"Embedded Business Model Innovations*

(EBMI): Business Model Innovations as Dynamic Capabilities in moderately Dynamic Industries ".

Completed under the mentorship of Prof. Dr. Robert Austin (Copenhagen Business School), and Dr. Ian Sutherland (IEDC-Bled School of Management, Postgraduate Studies), the research looked at the who, what and how of innovations in business models within the European automotive industry. The thesis creates a model of business model innovation processes, looks at the relative levels of development of these within the automotive industry, and explores the relationship between "traditional" technical-technological innovation and innovation with business models themselves. Ultimately Dr. Seljak's work argues for the benefit, and higher performance, of business model innovation as compared to technical-technological innovation. This questions the central place that technological (product and service) innovation has had within the automotive industry, as well as calls for an exploration of this phenomena across other industries.

The public defense of the thesis was held at IEDC-Bled School of Management on March 18 and featured the expertise and critique of Prof. Dr. Christer Karlsson, serving as External Examiner, an internationally recognized expert on both innovation and the automotive industry.

Congratulations Dr. Seljak!

IEDC-Bled School of Management, Postgraduate Studies, established the Executive PhD in 2010. Focused on strategic management and leadership it is accredited as a third-degree Bologna study, by the Slovenian Quality Assurance Agency for Higher Education.

First candidate at IEDC successfully defends his PhD thesis



ISAE Brazil: CR3+2015 Conference

The CR3+ 2015 conference will be held in Curitiba, Brazil, on 11 and 12 November, 2015. It will be devoted to "Governance and Sustainability".

CR3+ is a collaborative effort between the Instituto Superior de Administração e Economia do Mercosul - ISAE (Brazil), La Trobe Business School (Australia), Audencia Nantes School of Management (France) and Hanken School of Economics (Finland). These institutions are signatories to the Principles for Responsible Business Education (PRME), an educational movement of the United Nations (UN), and have been working together since 2008 in an effort to exchange and disseminate ideas, pedagogies, curricula, and research in the area of corporate responsibility.

More than a necessity, strategic adequacy and governance and sustainability processes are a social demand expressed by public policies, business, and society. Thus, the study of problems and governance practices related to sustainability is fundamental and CR3+ is one of the mechanisms of knowledge generation, which will further these discussions.

We have invited graduate students to participate and submit technical and scientific works in the following sub-panels:

SUSTAINABILITY

■ Panel on Sustainable Strategies and Practices

- P1 - Conscious consumption and production
- P2 - Organizational strategy and economic-social-environmental sustainability
- P3 - Economic aspects of sustainability

■ Panel on Public Policies and Sustainability

- P4 - Impact of the public area on corporate social responsibility strategies
- P5 - Problems and prospects of social and environmental management
- P6 - Energy and sustainability

■ Panel Sustainability, Education, and Labor

- P7 - Education for sustainability
- P8 - The global movement of labor and sustainable development - critical issues in work organization, networking, cooperation, and transformations
- P9 - Strategies for sustainability, labor, and employment

GOVERNANCE

■ Panel on Governance for Sustainable Development

- P10 - Intersectoral governance and sustainability
- P11 - The role of leadership and governance in sustainability

■ Panel Public Policy and Social Participation

- P12 - Formulation and management of public policies
- P13 - Urban planning and right to the city

■ Panel Governance of 21st century – New Frontiers

- P14 - Lessons learned
- P15 - New demands;
- P16 - Human resources management and sustainability: Emerging models

Important Dates

- Deadline for submission of articles: 13 April, 2015
- Disclosure of selected works: 30 June, 2015
- Submission of the final version for publication in the Event Proceedings: 30 June, 2015 to 14 August, 2015
- Event date: 11 and 12 November, 2015

For registration and article submission, please contact www.isaebrasil.com.br/cr3

Conference Contact cr3+@isaebrasil.com.br
+55 (41) 3388-7822

Kmbs Successfully Unveils “Visionary Issues for Managers”

In September 2014 - January 2015, kmbs held its brand new executive development program “Visionary Issues for Managers”. It was developed specially for kmbs graduates and managers willing to re-open themselves and their businesses through the prism of art and philosophy.

“A good artist is a person who can create an absolute concept, and in some way – through music, art image, or performance – show it to the world. An artist reserves the right to live in a world of abstractions. Business is more mundane: a businessperson can implement an abstraction, and furthermore get recognition for it from his clients and partners or his community. It has a specific form, for example monetary”, said Dr. Oleksandr Savruk, kmbs dean and intellectual leader of this program.

“For me, more important than what artists and businessmen do, is the reason why they do something. Art creates utopias. It exists because of the constant need of a man to reflect over his life. Questions on meaning of life form the driving force of art. I would like to believe that this is also a driving force behind business – to create something that helps people”, said Kateryna Botanova, director of the Center for Contemporary Art, a partner of this program.

During the first module, the topic that the participants dealt with was “The Force of an Open Mind”. They were assisted by famous artists – painter Alexander Roitburd, poet and publisher

Ivan Malkovich, and nonrepresentationalist Tiberius Silvashi.

The topic of the second module was “To See the World as a Whole: The Artist as a Connector of the Incompatible”. Participants talked about the dimension of the individual and the world with Victor Kotusenko, co-author of the “Philosophy of Business” course at kmbs. A kind of intake exams to the National Academy of Fine Arts and Architecture provided them with new hands-on practice in creating a whole from given independent elements.

The third module, “Re-invention of Yourself”, consisted of a range of discussions with:

- Michael Minakov, Ukrainian philosopher, president of the Foundation of Good Politics – on change and development of society through evolution and revolution;
- Pavlo Makov, Ukrainian artist, member of the Royal Society of Painters-Printmakers (UK) – on how everyday life influences creativity and vice versa;
- Larysa Denysenko, Ukrainian writer and lawyer – on how to combine two different professions and what can be sacrificed and won as a result;
- Alex Kogan, a famous Ukrainian jazzman – on changes in jazz music (as a jazzman can never perform music twice in the same way).

The fourth module reflected the “unified idea” – the main part of both business and art. And the last was devoted to creations that change the world. Participants met Sergiy Zhadan and Sophia Andrukhovych – modern Ukrainian writers, and the legend of philosophy and wisdom, Dr. Myroslav Popovych.

Kmbs plans to develop this unusual program further and would be glad to share its humanitarian experience with the international community.

Kmbs connecting small elements into a big creation



LvBS Participants and Graduates to Go to Norway for Internship



Sjur Dagestad, professor at NTNU and cofounder of Innoco, at LvBS

Lviv Business School of the Ukrainian Catholic University (UCU), in partnership with the Norwegian University NTNU and Innoco company, has set up a new innovative education project with the support of the Norwegian Ministry of Foreign Affairs.

The project consists of two parts. During the spring and fall semesters, the Ukrainian Catholic University in Lviv will run a practical interdisciplinary course "Experts in Team", developed by the Norwegian University of Science and Technology (NTNU). NTNU launched this course 10 years ago and is now disseminating it across other Nordic universities. This year the course has reached Ukraine. It is aimed at developing skills in interdisciplinary teamwork and innovation. NTNU's course "Experts in Team" is currently being adapted to the Ukrainian context.

LvBS Dean Sophia Opatska notes: *"This is a course in which students apply their academic competence in interdisciplinary project work to learn cooperative skills that can be transferred to the workplace. Relevant issues from society and professional life form the basis for the project work, and student teams should work together with external partners. We have set up all our activities in Lviv Business School at the intersection of different disciplines. Therefore, this course will be the practical realization of one of our goals - creating unique groundbreaking ideas at the*

intersection of business, philosophy, humanities, and art".

The second part of the project is entitled "Innovations Across Borders". It will start in the summer of 2015. Through a competitive process, we will select 25 students of the LvBS Master's level programs to go to Norway for a week-long internship after three workshops in Ukraine. They will visit innovative companies, governmental entities, universities, and municipalities. All participants will get to pick those companies or governmental organizations that will help them best implement their own projects back at the business school or provide them with experience that will be of value for their work, for example in civil service.

Sjur Dagestad, NTNU professor and co-founder of Innoco, remarked during his visit to LvBS: *"If you want to become more effective and perform better in your business or at work, you must innovate. Participants of the internship in Norway will get exposed to effective governance and management first-hand. One of Ukraine's major problems is corruption. By introducing innovations in business and public administration, Ukraine might be able to eradicate this bribing culture. The internship in Norway is an opportunity for Ukrainian entrepreneurs and civil servants to see how old things can be done in new ways and understand how they can translate the Norwegian experience into specific solutions for their business". --*

It is noteworthy that eligible applicants for the project "Innovations Across Border" include graduates and participants of the following programs: [MS in Innovations and Entrepreneurship](#), [MS in Technology Management](#), [MA in Human Resources and Good Governance](#).

Sophia Opatska, dean of LvBS, with Norwegian partners



MCI Management Center Innsbruck



MCI expands its global network

Part-Time MCI Executive Certificate Course in Patent and License Management (Starting April 2015)

The systematic acquisition, protection, and exploitation of patents, licenses, and other sole and exclusive rights are decisive for the success or failure of innovative companies, universities, and non-university research and development organizations. The MCI is therefore offering an Executive Certificate course that takes an in-depth look at exploitation and protection strategies offering a competitive advantage.

Graduates of the program also receive credits for the MCI's General Management Executive MBA and Master of Science in Management and Leadership programs, which have both received international accreditation.

Part-Time MCI Executive Certificate Course in Management, Psychology and Leadership (Starting May 2015)

Today's world of management is complex. For organizational behavior to be successfully steered in such an environment, management and decision-makers must have the necessary understanding and competences in a depth and width that permit them to take full account of a very wide range of factors. In addition to business administration know-how, that presupposes

sound leadership skills at the personal, team, organization, and market levels.

Graduates of this Executive Certificate program can apply for credits for the Master study programs General Management Executive MBA and Master of Science in Management and Leadership MSc, both of which have received international accreditation and have been awarded the FIBAA Premium Seal.

Excellent Outcome for the MCI in the CHE University Ranking

The Entrepreneurial School® is once again among the winners. This is a highly positive result for the University of Innsbruck and the Tyrol as a prominent international location for the development of management and social sciences

The latest university ranking published by the international Center for Higher Education (CHE) delivered a very positive verdict for MCI, which participated in the student poll with its Master programs in Management and Social Sciences.

All the results of the CHE University Ranking are published in the *Zeit Studienführer* (University Guide) and are also available online at <http://ranking.zeit.de>

MCI Expands Its Global Network

High-level partner universities in Russia, Israel, and India cooperate with the Entrepreneurial School®. MCI has again scored an international success, adding another three highly reputed universities to its global network of partner institutions: Moscow's National Research University, the College of Management Academic Studies in Israel and the Indian Institute of Management Indore are now set to cooperate with the Entrepreneurial School® in research, teaching, and management. These international elite universities offer new opportunities in teaching and research.

Excellent outcome for the MCI in the CHE University Ranking



MIM's Public – Private Partnership Energy Project Supported by the EU

A EU-funded initiative, the MBA program for Ukraine's State Agency on Energy Efficiency and Energy Saving (SAEE) was completed in December at MIM-Kyiv. The program was specially tailored for Ukrainian civil servants, providing the possibility of enhancing their existing level of education and acquiring new knowledge and skills. Thanks to this project, 24 civil servants from the State Agency obtained their Master degrees in Business Administration. The program has a very special importance for Ukraine as energy is the country's top-priority sector.

The MBA program met all Ukrainian and international educational standards. It included typical MBA courses as well as specialized ones, related to energy efficiency, energy saving, and renewable energy sources. Iryna Tykhomyrova, president of the MIM-Kyiv Business School called the initiative *"a good case of a public-private partnership in implementing programs that answer today's challenges and long-term needs"*.

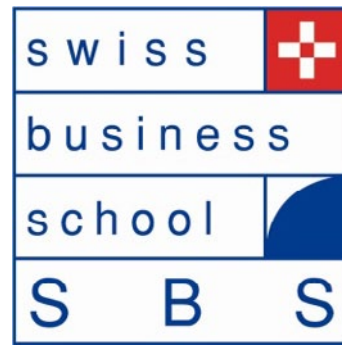
According to Mr. Serhiy Savchuk, head of SAEE, the graduates are ready for a more effective development of public-private partnerships. *"We need to create favorable conditions for Ukrainian businesses in the spheres of energy efficiency and renewable energy"*, he said. *"I am sure that employees who have successfully graduated from the MBA program can more effectively secure cooperation in renewable energy between the state and business"*.

In turn, People's Deputy of Ukraine (member of the Parliament) Oleksandr Dombrovskiy noted that the Agency's officials were working very actively and dynamically to improve energy efficiency in the country. He stressed that Ukraine would be energy independent only when energy efficiency became a priority. *"If we keep consuming three to four times more energy per unit of GDP than the world's average, we won't withstand any competition"*, he said.

This program has a very special meaning for Ukraine. Energy security is the country's top priority. Moreover, the energy sector is expected to become one of the drivers of national economic

reforms. The sector needs deep restructuring and innovation is essential. The program itself was a novelty for Ukraine as an example of a public-private partnership. Innovation underpinned the curriculum of the program, which combined the academic and managerial expertise of MIM-Kyiv's faculty, the sector's domestic knowledge, and international experience and approaches.

The "MBA Program for State Agency on Energy Efficiency and Energy Saving of Ukraine (SAEE)" initiative is launched with the support of the European Union within the framework of the "Capacity Building of SAEE" project, which is implemented by the consortium led by Hulla & Co. Human Dynamics KG, Austria. It resulted from a long-term cooperation with European business schools and professors and is aimed at promoting the successful implementation of energy-efficient practices in Ukraine.



Dissertations

On 30 January 2015, our DBA, MBA and MSc. students defended their theses before the SBS thesis defense jury.

Lykke Hinsch Gylvin defended an excellent dissertation on "The Relationship Between Organizational Identity, Commitment, Work Motivation and Awareness of Roche Media Reputation". We present a short summary below:

"Corporate reputation and employees constitute two of the most important intangible assets for organizations. Over the past decade, a wealth of data has emerged from both academic and organizational research on the topic of corporate reputation with intense focus on the constitution, maintenance, and economic value of preserving a good reputation. The significant influence of mass media in shaping corporate reputation is well-described in the literature. A reciprocal relationship exists where organizations are on one hand dependent on the media for projecting a desired image to the society whereas the media on the other hand sets the agenda for the society in terms of how organizations are portrayed. The pharmaceutical industry is especially exposed to the media due to the nature of the industry and – in some cases - the paradoxical relationship between developing medicines to improve patients' lives and generating profit. Very limited research has revealed that the media influences employees' understanding and emotional reaction to the organization. This thesis fills a research gap by exploring the relationship between awareness of media stories and organizational identification, commitment, and motivation across a sample of Roche employees".

Company Visit at the Swiss Post

On Thursday, 26 February 2015, SBS Master and Bachelor students are visiting the Swiss Post at the branch address in Hettlingen, Switzerland.

The Swiss Post is the postal service of Switzerland. It is a public company owned by the Swiss Confederation, and is the country's second largest employer, grouped in Berne, Switzerland.

[PostFinance](#) is an independent unit of Swiss Post in financial services and PostBus Switzerland is a bus transcript service operated by Swiss Post. More projects include the SuisseID, an electronic identity system developed by Swiss Post. In addition, a joint venture in international deliveries, called Asendia, was launched by Swiss Post and La Poste.

Graduation Ceremony in Riga, Latvia

On Saturday, 7 February 2015, a graduation ceremony of Banku Augstskola, School of Business and Finance, took place in Riga, Latvia. Mrs. Marijana Karanfiloska, Vice-President of SBS Swiss Business School, attended the event as a guest speaker.

We would like to take this opportunity to congratulate all students who graduated with an SBS degree and wish them the best of luck!

ASFOR Associazione Italiana per la Formazione Manageriale

Italian Education After the Recession

Prof. Elio Borgonovi – deputy vice president of ASFOR

Dr. Salvatore Garbellano, senior researcher at ASFOR

Dr. Mauro Meda, secretary general of ASFOR

The Italian Association for Management Education Development (ASFOR) has recently presented the results of the 10th Learning Survey. The survey represents a reference point for understanding the evolution of education in response to changes of training needs expressed by companies, by the government, and by citizens in general. The survey focuses on large and medium-size companies that have a solid organizational and management structure. They use training as a competitive tool to gain and consolidate competitive advantages. Last but not least, they devote tangible and intangible resources to organizational units that design and deliver training programs.

The organizations that usually participate in the Survey have the reputation of leading companies, at least from the point of view of training. Typically they introduce innovations that often spread throughout the economy.

From March to September 2014, ASFOR received 78 responses to on-line questionnaires from main Italian companies: manufacturers (Eni, Ferrero, Finmeccanica, Pirelli etc.); finance and insurance (Assicurazioni Generali, Societ Reale Mutua, etc.), services (Chloride, ENEL, etc.); subsidiaries of multinational companies located in Italy (Auchan, BASF, Denso, IKEA, Merck Serono, Osram, Robert Bosch, Skf Industrie, Sky Italia, STM Microelectronics, Webasto, Whirpool, etc.) and well know medium-size companies (Ariston

Thermo, Aziende Chimiche Riunite Angelini Francesco, Brembo, Bticino, Chiesi Farmaceutici, Landi Renzo, Loccioni, Lombardini, ect.). Human resource executives, corporate university leaders and academy directors have also participated in the survey.

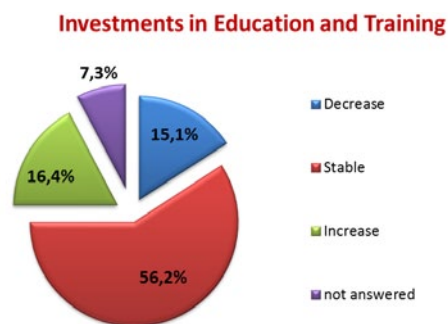
Many companies have a high level of internationalization. The average number of employees is 5,036. The majority of the companies that have participated in the survey (55%) have a training and education department, 24% have a corporate university or an academy, and 21% have decentralized educational units located in different divisions or business units.

Education is supporting the internationalization strategy of innovative Italian firms. Many organizations provide training programs all over the world and in the main foreign markets: Europe, North and South America, China, and India.

Main Results

1. The Budget: The Growing Role of Social Funds

Italy is going through the eighth year of the recession. Investments in education have been heavily reduced. The year 2013 showed some signs of recovery and the trend was confirmed in 2014. A significant number of organizations (50.0%) maintained their education budgets at the same level as in the previous year. In 2014 there were more companies that increased their education budget (16.4%) than companies that decreased the resources devoted to training (15.1%). In any case, the persistence of a high level of uncertainty and turbulence requires caution and prudence in reading the data. All Italian training and development organizations continue to be concerned about efficiency. They are more



Source: ASFOR 2014 Learning Survey

attentive to all training costs (facilities, travel expenses, professional fees).

Almost all the organizations are now more interested in using public funds that have been available to finance education and training programs, such as those coming from the European Union, the Italian state, and the Italian social funds. The survey confirms a growing trend that emerged for the first time in 2013: the Italian social funds are more substantial than the resources coming from parent companies. It is still early to establish whether this tendency is becoming structural. In any case the survey confirms that the social funds constitute a strategic player that influences the dynamics of the education and training market.

Although companies report higher efficiency and an effort to simplify administrative aspects, they indicate a strong need for more innovation. Leading companies see a need for greater attention to cutting-edge issues: internationalization, innovation, and change management.

2. The Learning Priorities

As in 2013, the survey confirms two trends: most of the Italian organizations are focusing their training activities on customized programs as well as on topics that can improve business results quickly. Learning strategies try to find a fair balance between education and technical training although the most relevant part of the learning budget is focused on technical training. The development of human capital is a necessary condition to innovate products, increase productivity, and speed up operational and managerial processes.

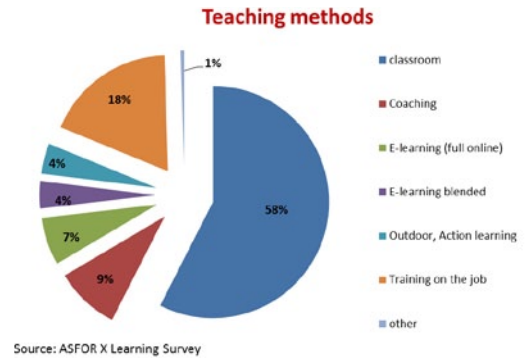
Leadership development is the priority of management education. Many companies and organizations are, indeed, engaged in a huge effort to implement strategies and projects that require new and more diffused leadership skills. Motivation and empowerment are necessary factors to achieve more challenging results in a shorter time and with fewer resources. Leadership development is the glue that connects people, organizations, and processes of innovation, internationalization, and organizational change.

The 2014 survey shows a new aspect that must be monitored in the next editions of the research: the growing relevance of manufacturing, logistics, and supply chain issues

The methodologies

Classroom is the most widely used methodology in management education in Italy. Almost 60% of the overall learning activities are provided at classroom. Sometimes company's executives

provide lectures to their colleagues. Training on the job and coaching have a growing role in management education. The e-learning does not go beyond 11%, while the most innovative Italian organizations are testing social learning networks: for example, some of them are using Youtube and Facebook to promote new ways and methodologies to promote learning and knowledge sharing.



Conclusion

In a highly fragmented context and with the persistence of the longest and hardest economic recession of the recent Italian history, management education is providing a strong support to speed up the competitive repositioning of the excellent companies. Italian companies are developing customized programs and, in many cases, are forming strategic alliances with business schools and some executive training companies. Create strategic partnerships is the most relevant way to deliver an effective and efficient management education able to face the most challenging times. The main focus of Italian management education is on creating and adding value for the people and the organizations. It is a management education that develops integrated projects in which the key players are business leaders, HR and training directors.

CLADEA's 50th Annual Assembly

The Latin American Council of Management Schools (CLADEA) announces the 50th Annual Assembly, from 6 to 8 September 2015, in Viña del Mar, Chile. The University of Valparaíso will be the host institution of the event. We hope to bring together over 500 participants from institutions in Latin America, North America, Europe, and Oceania.

The main topic of the assembly is "Asia Pacific Main Focus of Business in the 21st Century: A Look at the Education of Global Economy". This academic event is expected to feature more than 400 studies, as well as some 50 doctoral proposals, presentations of CLADEA information centers, and reports on progress on cases and projects outlined by the 2014 Assembly. The gathering will also allow information exchange among peers in the context of Asia Pacific global challenges.

The program includes dean sessions, plenary meetings led by prominent personalities, conferences related to the main topic of the event, exhibition halls, visits, presentations of educational service suppliers, and various social and cultural activities.

The papers are organized in 12 tracks:

Track 1	The Internationalization of Business Schools, Accreditation and Educational Quality
Track 2	Economics, Accounting, and Financial Management
Track 3	Leadership and Human Capital Management
Track 4	Ethics, Social Responsibility, and Environmental Issues
Track 5	Entrepreneurship and SMEs
Track 6	Operations and Value Chain Management

Track 7	Technology and Innovation Management
Track 8	Marketing
Track 9	General Management and Strategy
Track 10	Internationalization Strategies and New Asia-Pacific Connections
Track 11	Cases Studies for Management Education
Track 12	Experiences in Developing Business with Asia-Pacific

Important dates

- Deadline for paper submission: April 30
- Notification of accepted papers: June 25
- Deadline for submission of papers (Corrected final version): July 15
- Payment period for registration of papers: June 25 to July 25

Registration from March 15, 2015. The conference working languages will be Spanish and English.

We hope to see you in Viña del Mar.

Advancing Women in Leadership: Waves of Possibilities

7-10 June 2015 | Asilomar Conference
Grounds, Pacific Grove, California

Advancing Women in Leadership, the 2nd International Leadership Association Women and Leadership conference, will bring together top scholars, leaders, and practitioners to discuss the latest research and work related to women and leadership. Nestled in the historic Asilomar Conference Grounds a peaceful, rejuvenating setting on the shore of the Pacific Ocean in Pacific Grove, California, this intimate conference of several hundred attendees promises distinctive opportunities for learning, discussion, networking, reflection, and renewal.

More than fifty concurrent sessions ranging from papers, panels, and presentations to roundtables and workshops anchor the agenda with ample opportunity for networking and reflection peppered throughout. Each morning begins with a **Mind & Body Activity** and each evening concludes with a communal meal, an Evening Reflection, and Fireside Chat with such leadership luminaries as Edgar Schein, whose recent book, *Humble Inquiry: The Gentle Art of Asking Instead of Telling*, was the 2014 recipient of the Outstanding Leadership Book Award.

The agenda and session guide for *Advancing Women in Leadership* are available online at:

www.ila-net.org/WLC

Questions? Conferences@ila-net.org



Keynote Speakers

Nyaradzayi Gumbonzvanda
Betsy Myers

Gumbonzvanda is General Secretary of the World YWCA. Previously she served as Regional Director for the United Nations Development Fund for Women in Eastern and Horn of Africa and as a human rights officer with UNICEF in Liberia and Zimbabwe.

Myers is the founding director of the Center for Women and Business at Bentley University. She was previously a senior adviser to Barack Obama's presidential campaign as COO and as chair of Women for Obama.



International Leadership Association

FORTHCOMING CEEMAN EVENTS

■ **PMS – Program Management Seminar**

15-17 April 2015
Bled, Slovenia

■ **IMTA – International Management Teachers Academy**

9-18 June 2015
Bled, Slovenia

■ **23rd CEEMAN Annual Conference**

24-25 September 2015
Almaty, Kazakhstan

■ **Executive Education Forum**

5-6 November 2015
Izmir, Turkey



CEEMAN

Prešernova 33
4260 Bled
Slovenia
t +386 4 57 92 505
f +386 4 57 92 501
info@ceeman.org
www.ceeman.org



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Olga Veligurska,
Michael Minkov,
Maja Medja Vidic
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