

# CEEMAN *news*



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**Learning and Growing Together – An Interview With Irina Sennikova**  
**Reports From CEEMAN Programs, PMS and IMTA**  
**News on CEEMAN Annual Conference and Executive Education Forum**

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## A Word from President of CEEMAN



Dear Colleagues and Friends,

The end of the 2014/2015 academic season is here, with summer holidays just a step away. The last few months were quite busy for CEEMAN and for our members. We held the Program Management Seminar and IMTA in Bled, both well attended and with good feedback. Places for the 23rd CEEMAN Annual Conference in Almaty are quickly filling in. Preparations are in full speed for the Executive Education Forum in Izmir, Turkey. The submissions for Case Writing Competition in cooperation with Emerald and nominations for the CEEMAN Champion Awards have been collected and are being evaluated. The season of international conferences and conventions is also approaching its end, ready for a break.

You can read more on the above activities in this issue of *CEEMAN News*, while I would like to draw your attention to the interview with Irina Sennikova, Vice-President of CEEMAN and Rector of RISEBA, Latvia. She shares some of the business challenges and interesting solutions at her own institution, reflects on the importance of faculty development, compares different accreditation systems, and sheds some light on the discussions to take place at the CEEMAN Deans and Directors Meeting in Almaty, Kazakhstan in September, which she will chair as part of the 23rd CEEMAN Annual Conference events.

Let me extend a warm welcome to new members of CEEMAN, including McMaster University

from Canada, Wroclaw University of Economics, Poland, as well as individual members Irina D'Amore Sokolova from NIMI China and Vladimir Kuryakov from Los Angeles International University.

As always, it is great to read about many developments and achievements in our member institutions, and I would like to encourage more of our members to use the opportunity to share their news with the network both through the *CEEMAN News* and through CEEMAN website.

While very much looking forward to seeing many of you in September at the CEEMAN Annual Conference in Almaty and at the CEEMAN ExEd Forum in Izmir in November, I would like to wish you enjoyable and relaxing summer holidays!

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Danica Purg'. The signature is fluid and cursive, with a large initial 'D' and 'P'.

Danica Purg

# Learning and Growing Together



Irina Sennikova

## An Interview with Irina Sennikova

by Olga Veligurska

*In September, CEEMAN will hold its 23rd Annual Conference in Almaty, Kazakhstan, in cooperation with Almaty Management University. We will look at the issues of localization versus globalization of management development in dynamic societies, and devote the first part of the conference (the Deans and Directors Meeting) to education and research for the realities of dynamic societies. We would like to see and discuss how business schools and universities adapt to, and anticipate the realities of the dynamic markets that they work in. We are interested in the impact of globalization (or lack of it), how educational institutions can stay relevant to the local needs of their stakeholders, and how they can deliver superior value to customers and students.*

*In anticipation of interesting discussions in Almaty, CEEMAN Director Olga Veligurska talks to the chairperson of the Deans and Directors Meeting, Dr. Irina Sennikova, Rector of Riga International School of Economics and Business Administration (RISEBA), Vice-President of CEEMAN, and IQA Accreditation Committee member. Apart from her administrative responsibilities, Irina teaches courses in management, leadership and organizational behavior. Her research interests are in the area of intellectual entrepreneurship and entrepreneurial leadership. She is a member of the Latvian State Scientific Qualification Committee and chair of EQUAL (European Quality Link) - a network bringing together 23 national, regional, and international associations devoted to the development of business and management education. Irina is also co-representative of CEEMAN on the steering committee of Principles of Responsible Management Education (PRME). We asked Irina about her view of the current challenges and opportunities in business education and related aspects, including faculty development, accreditations, and the role of management development associations.*

**Olga Veligurska: First of all, congratulations on being reelected as Rector of RISEBA. Could you share what were the biggest challenges of the past term and your plans for the next five years?**

**Irina Sennikova:** Although I have been working at RISEBA for more than 20 years, I started my first official term as the Rector in May 2010, when our country was in deep economic crisis and Latvia turned from the fastest growing European economy into the most crippled one. This was the time when Latvia lost 20 percent of its national wealth and about 300,000 of its population left the country to search for better opportunities elsewhere in Europe. This was aggravated by the demographic situation: a steady decrease in the number of secondary school leavers or potential students. In this context it was important to maintain stable operations at RISEBA, while stimulating further development. We saw the crisis as an opportunity rather than a problem. We invested significantly in infrastructure development and started our transformational journey from a stand-alone business school to a "University where Business Meets the Arts". Creative industries play an important role in the Latvian economy. To satisfy the needs of the industry, and

to differentiate ourselves in the market, we diversified into communication and audio visual media studies as well as architecture. Now, in addition to educating entrepreneurs and business managers, we also prepare film directors, screenwriters, TV producers, cameramen and architects.

Both media and architecture studies are very resource-intensive. In the midst of the crisis, we invested three million euros into our H2O Media and Architecture Centre, which is very well equipped and provides a unique learning environment for the students.

There were lots of challenges during the last five years: keeping student numbers stable without compromising quality, attracting international students, opening new programs, and more. But the biggest challenge was the opening of our School of Architecture and Design. It required lots of financial and intellectual resources and it was not easy to find faculty and gain the trust of the professional community and the market. But we are now proud to have a very well established school of architecture with an excellent team of local and international professors. This year we had the first graduation and

our students and graduates get prizes in various contests and competitions.

Our aim for the nearest future is to fully institutionalize the "Business Meets Arts" concept and integrate it into all aspects of our activities – strategy, program portfolio, program design, curriculum, and everyday activities. We intend to have students from different schools do joint assignments, collaborative research, and projects. This requires lots of changes in the planning of the study process. We also need to make sure that faculty from different disciplines are willing to work together. Nevertheless, it will help all RISEBA students benefit from the creative learning environment.

Internationalizing the school remains another priority. Recently, we have significantly increased the number of international students. Internationalizing the faculty and research is also important.

**OV: Many schools find it challenging to attract and develop faculty, while it is a crucial resource in management education. What is your experience in this respect?**

**IS:** Faculty is indeed a scarce resource, especially when they should be capable of teaching in English, Latvian, and Russian. Besides, we have a policy of interactive learning, involving the audience and using modern technologies. We also need to ensure a good balance between academic rigor and professional relevance. We solve this issue through a good mix of full-time faculty and invited part-time professionals. Additionally, we have some 30 visiting scholars annually from various countries.

*Our aim for the nearest future is to fully institutionalize the "Business Meets Arts" concept and integrate it into all aspects of our activities...*

We use different instruments for faculty development. We run a series of monthly seminars for faculty members and we use external training opportunities. We send our faculty to professional workshops and faculty development programs at different institutions, such as IESE Barcelona, Harvard Business School, and the European Foundation for Entrepreneurship Research. But our main faculty training program has been CEEMAN's International Management Teachers Academy (IMTA). This two-week experience is very rewarding. The professors cover all aspects of the academic profession. Participants work

in a small group of peers with world-known professors, who share experiences and provide guidance. IMTA also works as a very good motivational tool as people return invigorated and ready to share their new knowledge with colleagues. They become instrumental in updating the teaching culture at their schools.

*(IMTA Alumni) ...become instrumental in updating the teaching culture at their schools.*

**OV: You are Vice-President of CEEMAN and President of EQUAL. RISEBA is also a member of a number of other international and regional associations, as well as a signatory of PRME and active participant in PRME events and activities. What do you see as the main challenges in management education and how can international associations help address them better?**

**IS:** The whole landscape of management education is changing. Education has also become more global. Schools establish global alliances, international experience becomes an integral part of the curricula, and students spend time at partner institutions. This provides students with cross-cultural experience, and a global mindset. However, visiting students from a given country often stay together and do not get real international exposure. This is true of Central Asian students in the Baltics and Chinese students at UK universities. The challenge is to create a good mix of students and ensure true cultural diversity.

Another challenge that schools have been confronted with is the technologization of education. Various free online courses are part of the educational reality, and students can easily obtain free knowledge. Many educational conferences have been devoted to this issue, debating whether it is a threat to management education. I see it rather as an additional opportunity to enhance the curriculum. I know of some schools that require students to take Coursera courses. This allows a





more efficient use of resources and an emphasis on the true role of a business school – providing a unique learning experience and building communities that share and create knowledge.

We should not forget that we are dealing with a generation whose use of technologies is very different from ours. We have to deal with the students' reduced perception time. We need to combine classroom experience with online and experiential learning to develop creativity and innovation in our students. That is how we will develop responsible managers capable of ensuring sustainable development.

The biggest challenge in all that is developing faculty who can make an impact on students' lives and their personal growth. We need faculty who can work in an interdisciplinary, high-tech, and learning-intensive setting.

*Membership in (international associations) gives access to the vast collective experience in management education.*

Dealing with these challenges is where I see the role of different international associations. RISEBA is a member of different associations and networks – CEEMAN, EFMD, AACSB, BMDA, and many others. Membership in them gives access to the vast collective experience in management education. It provides opportunities to meet deans of business schools from all over the world, learn from them, share experiences, and benchmark against the best in the industry. It helps establish partnerships with schools of strategic interest, set up student and faculty exchange, find opportunities for collaborative projects and faculty development, and establish the global presence of your school.

International associations also provide common standards for business and management education. The EQUAL board that I chair is a good example. Serving as a think-tank and a policy

development organization for international business and management education, among other things it jointly develops guidelines, and runs or supports joint projects. EQUAL's MBA guidelines have recently been revised to reflect the needs of changing realities. They served as a guiding tool for the schools establishing and developing MBA programs. Among other documents recently developed by EQUAL are Guidelines on Sustainability, White Paper on Business and Ethics at Business Schools. We are also developing guidelines on doctoral degrees.

*To a great extent I attribute our success and institutional development to our membership of CEEMAN.*

EQUAL is supporting new CEEMAN research on "Management Development Needs in Dynamic Societies". This project is the continuation of the original study conducted by CEEMAN in the 1990s. It will bring together professionals, researchers, education providers, and associations, in a dialogue that will enable them to understand the challenges that they face. The research will be conducted by individual schools covering their own countries, but CEEMAN will act as the overall coordinator, providing a unified methodology, overseeing the process, and leading the dissemination of results.

Being a signatory and a contributing member of PRME provides RISEBA with a framework for a holistic approach to responsible management. Many things that were previously done on an ad-hoc basis are now planned, recorded, and communicated. They support RISEBA's strategic development. Thanks to our participation in PRME for the last four years, we have been able to receive three bronze awards and one silver award from the Latvian Sustainability Index, an assessment of the responsibility of Latvian companies.

We view membership in different international associations and networks as a tool for strategic development. I would like to emphasize our CEEMAN membership as, I believe, it differs from the others. We joined CEEMAN in 1995 when RISEBA was a very young yet ambitious institution. To a great extent I attribute our success and institutional development to our membership of CEEMAN. We grew and developed together. What was established as the Central and Eastern European Management Development Association now has members from 54 countries. We still have common interests in dynamic markets, and all our events take place in an open and friendly atmosphere, helping schools and individuals grow.

**OV: As a member of the CEEMAN Accreditation Committee, you have been serving as an accreditation expert for a number of schools. RISEBA itself holds several accreditations. How do these help your school and what are the differences between them?**

**IS:** Accreditations have become a part of a business school game. Whenever you go to an international event, you will be asked who has accredited your school. All schools that want to build an international reputation have an international accreditation strategy. Depending on their institutional strategy and the markets that they are active in, schools can choose whose accreditations to pursue – by CEEMAN, AMBA, EPAS, EQUIS, or AACSB. Some choose to have all of them and the so-called triple crown has become a golden standard for many business schools.

The main question is what benefits accreditations provide to a school. Do they serve as quality improvement tools, ensuring a quality label? Do they provide international recognition, helping recruit international students? Are they instrumental in institutional building and sustainable development of business schools? Or is pursuing multiple accreditations just a tribute to educational trends, a sort of a vanity fair?

I think that every accreditation tells you a certain story about the school that has obtained it. CEEMAN's International Quality Accreditation (IQA) tells you that the school is operating within a dynamic environment, often with limited resources, but its output is much higher than the input. It has reached a certain international standard but is also highly relevant in the local context. And it certainly is very innovative, as IQA accreditation pays special attention to innovation in business schools.

EPAS and AMBA accreditations are program accreditations and guarantee a high international standard of individual programs. EPAS emphasizes that the graduates are real international managers, whereas AMBA pays special attention to MBA programs. EQUIS guarantees that the whole school is truly international. AACSB's accreditation



means that all internal processes are scrupulously described and aligned with the defined mission, and support its realization. Having all of these accreditations also means that the school pays a lot of attention to business ethics, sustainability, and development of responsible managers.

RISEBA has CEEMAN's IQA accreditation and EPAS accreditation for two of its programs. We are also in the process of preparing our documents for eligibility for AACSB accreditation. Overall, I view international accreditations as a long-term investment for sustainable development of higher educational institutions.

*I think that every accreditation tells you a certain story about the school that has obtained it.*

**OV: Could you tell us what we can expect from CEEMAN's Deans and Directors Meeting in Almaty?**

**IS:** Somebody said that all business is global, yet all markets are local. The topic of this year's CEEMAN Annual Conference, "Localization vs. Globalization of Management Development in Dynamic Societies", will deal exactly with this challenge. Logically, the Deans and Directors Meeting will also look at the issues of education and research for the realities of dynamic societies from the perspective of localization and globalization. We will try to learn more about the needs of business in dynamic societies and how business schools can react to them. We will look at management practices and educational processes within institutions to find the balance between following global trends and serving the needs of local markets. We will have interesting speakers with very diverse experiences, bringing best practices from truly dynamic societies. Apart from Europe and Central Asia, there will be speakers from Latin America, China, and South Africa. The interactive and open character of the meeting will also provide plenty of opportunities to learn from each other.

I am sure that the host institution, Almaty Management University (AlmaU), will do its best to make this conference a great experience for the participants – not only from an educational point of view, but also from a cultural and personal perspective. Assylbek Kozhakhmetov, President of AlmaU, said that he wants this conference to be the best CEEMAN conference ever. I have hosted two CEEMAN conferences myself. I know the very special friendly atmosphere of CEEMAN events and I know Assylbek. I am sure that it WILL BE the best CEEMAN conference ever and I am looking forward to being there!

## 23rd CEEMAN Annual Conference update

Preparations are well under way for the 23rd CEEMAN Annual Conference, taking place in Almaty, Kazakhstan, on 23-26 September. Registrations are actively coming in from all over the world.

### Flying to the CEEMAN Annual Conference in Almaty by Turkish Airlines

We are glad to announce that Turkish Airlines has become the official airline of the 23rd CEEMAN Annual Conference in Almaty, offering discounts of up to 20 percent in certain booking classes for participants' travel. See the details and online booking instructions at [www.ceeman.org/conference\\_sponsors](http://www.ceeman.org/conference_sponsors) section.

We would like to express our gratitude also to the conference sponsors Coca-Cola, Albania Experience, and Peregrine Academic Services, for their kind support.



A STAR ALLIANCE MEMBER

### Conference Program

The pre-conference events on Wednesday, 23 September, will start with Almaty company visits in the first half of the day, covering different industries and social development initiatives. In the afternoon, the participants will be able to attend individually scheduled Dean-to-Dean advisory meetings, as well as an information session on CEEMAN International Quality Accreditation.

The CEEMAN Deans and Directors Meeting on "Education, Research and the Realities of Dynamic Societies" will take place on Thursday, 24 September. It will be chaired by Irina Sennikova, Rector of RISEBA, Latvia, and Vice-President of CEEMAN. The meeting will feature a keynote address by Hellmut Schütte, Vice-President and Dean Emeritus at CEIBS-China Europe International Business School, China, as well as inputs by education experts from Brazil, China, Germany, Kazakhstan, Lithuania, Mexico, Poland, Portugal, Serbia, South Africa, and Thailand. They will present their views on the issue of balancing local realities and global best practices in education program curricula, research, and institutional management.

The opening of the 23rd CEEMAN Annual Conference will take place on the evening of Thursday, 24 September, with keynote speakers on the topics of business education and business in the region. The conference will continue on Friday, 25 September, chaired by Chin Tiong Tan, senior advisor to the president of the Singapore Management University.

The morning will start with a keynote on globalization by Jean-Pierre Lehmann, professor emeritus of international political economy at IMD and founder of the Evian Group in Switzerland. He will also moderate a panel with top managers from Albania, Germany, and Kazakhstan: local leaders that successfully expanded their businesses internationally, as well as international companies and expatriates working in Kazakhstan. The participants will then break into two parallel educators panels to discuss how management education matches up to business challenges and needs, specifically in degree education and

*Join us in Almaty in September!*







## Registration Is Open for the CEEMAN Executive Education Forum 2015

in executive/corporate education, presenting insights from different corners of the world.

The parallel workshops after lunch will provide space for co-creation and experience exchange on the topics of leadership development (workshop led by Pavlo Sheremeta, Ukraine), sustainability (Nadya Zhexembayeva, Kazakhstan/Slovenia), and entrepreneurship (Adam Cameron Batmanghlich, Kazakhstan) in management education.

The CEEMAN Awards Ceremony will this time take place right after the conference, welcoming new CEEMAN members, presenting certificates to newly accredited schools, and announcing the winners of the CEEMAN Case Writing Competition (organized in cooperation with Emerald Group Publishing), and the recipients of the 2015 CEEMAN Champion Awards.

The 23rd CEEMAN Annual Conference will conclude with the traditional conference gala dinner at Bakhchisaray Palace on Friday evening and Almaty sightseeing trip on Saturday, 26 September.

*For conference registration, more details on the program, the list of speakers, hotel booking, and other information, please visit [www.ceeman.org/conference](http://www.ceeman.org/conference).*

The 2015 CEEMAN Executive Education Forum, taking place on 5-6 November, is now open for registration at [www.ceeman.org/exed](http://www.ceeman.org/exed).

This two-day forum will be dealing with the questions and challenges of "Current and Future Business Needs in Turkey and Executive Education Responses". It will be organized in cooperation with Izmir University of Economics and with the support of IEDC-Bled School of Management and the Izmir Chamber of Commerce. We are also happy to announce that Turkish Airlines is the official airline of the forum, offering special discounts of up to 10% in some booking classes.

Experts from the area of business and education will discuss the topics of the region's macro and microeconomic perspectives, social trends, business challenges and needs, executive education responses to business needs, and more. The conference chairperson, Gazmend Haxhia, CEEMAN board member and President of A.S.G., Albania, will be joined by speakers such as Ersin Özince, President of the board of directors of İş Bankası, Turkey; Müjgan Suver, Marmara Foundation, Turkey; Tolga Egemen, former Vice-President of Garanti Bankası, Turkey; and others.

*Izmir, also called the Pearl of Aegean, will host the CEEMAN Executive Education Forum in November*





After the forum, we will organize a sightseeing trip, to learn and see more of the 8500 years of history of the city

The ExEd 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

Join us in Izmir, Turkey's third largest city, the capital of the Aegean region and a city that attracts the most foreign investment and international trade!

The early bird registration fee deadline is 30 September.

For more information, please visit:  
[www.ceeman.org/exed](http://www.ceeman.org/exed)

## IBS at Vilnius University Awarded CEEMAN International Quality Accreditation

The International Business School at Vilnius University was awarded the CEEMAN IQA accreditation in May 2015.

The IQA accreditation is awarded to schools that are committed to continuous improvement and are providing the delivery of high quality educational programs relevant for the environments they operate it.

*"IQA accreditation proves that the university complies with quality standards: students have a guarantee that they will receive quality education, and their employers can expect a highly-skilled workforce. After receiving the CEEMAN IQA certificate, the university enters an insider circle of business schools in the community. These schools are in contact with each other, and develop joint programs of studies and research projects. They can also invite qualified teachers from abroad",* says Dr. Erika Vaiginienė, head of the academic staff of IBS VU.

To achieve and retain CEEMAN IQA accreditation, a business school must satisfy a wide range of criteria and standards and successfully complete the five-stage accreditation process that requires the institution to examine itself critically and completely, while demonstrating conformance with IQA accreditation standards. Particular emphasis is put on the alignment of the institution's vision and strategy in the local and regional environmental context, relevance of its research and teaching, institution's outputs relative to its resource inputs. It also promotes originality, creativity, innovation and contribution to society.

For more information, please visit:  
[www.ceeman.org/iqa](http://www.ceeman.org/iqa)



## 11th CEEMAN's Program Management Seminar Brings Unprecedented Representation from South Africa

Twenty-eight program managers from business schools and universities around the world came to Slovenia to attend CEEMAN's Program Management Seminar (PMS), hosted by the IEDC-Bled School of Management on 15-17 April.

Participants from 22 institutions in 12 countries - Austria, Belarus, Estonia, Germany, Hungary, Latvia, Russia, Slovenia, South Africa, Turkey, Ukraine, and the United Kingdom - came to learn from experienced international educators and deans, as well as to exchange experiences and best practices related to the design, promotion, and delivery of educational programs in universities and business schools.

CEEMAN, as an association for management development in dynamic societies, has been strengthening links with business schools in Africa in recent years. This year, the representation of participants from South Africa was especially prominent. PMS was joined by eight representatives of the following management development institutions from South Africa: Gordon Institute of Business Science (Johannesburg), University of Stellenbosch Business School (Bellville, Cape Town), - Management College of South Africa (MANCOSA) and Regent Business School (both in Durban), as well as the African Association of Business Schools (Johannesburg).

Run by faculty from IEDC-Bled School of Management (Slovenia), Bentley University (USA), Amsterdam University (the Netherlands), and MIB School of Management (Italy), the PMS deals with a number of important topics, including understanding target markets, delivering outstanding customer service, managing the performance of program staff, dealing with participants and faculty, alumni relations, and more. It also contributes to understanding how to respond effectively to continuously changing customer needs while simultaneously taking care of the institution's own needs.

Mike Page, provost and Vice-President for academic affairs at Bentley University, talked, among other things, about how to increase alumni loyalty. He advised: *"Start early. Show current students the benefits of alumni connections, and demonstrate care and influence that alumni have. Be sure that you provide tangible contact between alumni community and students. It is also wise to organize student-focused (business) events like case competitions"*.

Niek Brunsveld, senior policy advisor for research and innovation at the University of Amsterdam, talked about communication and how to lead with influence. He also gave some lessons on how to improve the quality of relationships and engage in frank, open, and authentic conversations.

Carolina Meucci, head of the marketing and communications office at MIB School of Management (Italy), shared her institution's experience and provided useful tips with regard to marketing and sales of educational programs.

Danica Purg, President of IEDC-Bled School of Management and CEEMAN, led a lively discussion about the role of a program manager and some of the ethical challenges that they face. She stressed: *"Program managers play many roles: representative, ambassador, quality control manager, and customer complaints manager of the institution"*. She also gave a speech about time management, quoting Peter Drucker: *"Time is the scarcest resource and unless it is managed, nothing else can be managed"*.

Ian Sutherland, deputy dean for research and director of PhD studies at IEDC, set the tone for the whole seminar with an interactive session on how to create an impactful learning environment, while Nenad Filipović, academic director of IEDC, joined the discussion about the role of a program manager.

*Twenty-eight participants from 12 countries attended the Program Management Seminar in Bled, Slovenia*





PMS 2015 participants

This is what participants say about the seminar:

*"A learning journey that elevates your personal development".*

Martin Tudge, Leeds University Business School,  
United Kingdom

*"I got much more than I expected and am very grateful to the program participants and professors for insights and feedback".*

Maria Daletskaya, Graduate School of  
Management, St. Petersburg State University,  
Russia

*"I had one of the most phenomenal experiences! We were immersed into the culture and were given royal treatment. Thank you so much".*

Shirlene Smits, Gordon Institution of Business  
Science, South Africa

*"It's a wonderful interactive program where you get to talk to people who experience the same (challenges) day by day as you – a great learning experience".*

Anne Czambor, ESMT-European School of  
Management and Technology, Germany

Specifically designed for program managers, directors, and administrators, since 2005 the Program Management Seminar has been attended by 320 program managers, directors, and coordinators from more than 100 business schools and universities in 40 countries. The next edition of the seminar will take place in the spring of 2016. Learn more at [www.ceeman.org/pms](http://www.ceeman.org/pms).



**Program  
Management  
Seminar**

## IMTA 2015 Welcomes New Cohort of International Participants

The 16th edition of the International Management Teachers Academy (IMTA), CEEMAN's flagship faculty development program, took place on 9-18 June at the Alpine resort of Lake Bled, Slovenia.

This year, IMTA gathered 36 participants from 23 institutions from 19 countries: Albania, Bahrain, Canada, China, Croatia, Finland, France, Hungary, Kazakhstan, Lithuania, Moldova, Pakistan, Poland, Romania, Russia, Slovenia, Spain, Sweden, and the United Kingdom. For the first time in the history of the program, IMTA welcomed representatives of Bahrain, China and France.

IMTA is an intensive two-week program that helps management teachers to improve their teaching skills, methodologies (especially by working with case studies), and materials under the skillful guidance of highly experienced international faculty, working closely together. It offers a safe, friendly, and inspirational learning environment.

During the first week of the program, led by professors Joe Pons (Axioma Marketing Consultants, Spain), Arshad Ahmad (Mc Master University, Canada), and JB Kassarian (Babson College, USA), IMTA 2015 participants had the opportunity to discuss and improve their knowledge, skills, values and attitudes related to general aspects of management education, including teaching philosophy and strategy, teaching and learning tools and methodologies (including the case method), course design, student assessment and evaluation, as well as the use and impact of tech-

IMTA 2015 hosted 36 participants from 19 countries



nology in learning and teaching. A very unique feature of IMTA is its faculty working closely together, providing complementary and reinforcing insights, as well as demonstration of different teaching styles and techniques.

In the second week, the participants split into elective tracks of Strategic Management, Marketing, and Leadership and Change Management, under the leadership of professors Krzysztof Obloj (Warsaw University and Kozminski University, Poland), Joe Pons, and JB Kassirjian. Each participant got an opportunity to analyze different teaching approaches and case studies from a teaching and learning perspective, and to practice actual case teaching and receive highly valuable feedback from IMTA faculty and peers.

All three tracks have also benefitted from interdisciplinary teaching sessions. For example, the Strategic Management track was joined by Prof. Jim Ellert (IMTA academic director, professor emeritus of IMD, Switzerland) who provided additional insights into financial aspects by discussing several case studies, while the Marketing and Leadership and Change Management tracks joined their forces.

Although the IMTA program is very demanding and intensive, it has been designed to enable the participants to enjoy some of the many beautiful spots that Slovenia has to offer. They took a boat ride to the Bled Island (the only island in Slovenia), visited the famous Postojna Caves and the town of Piran at the Adriatic coast, and concluded IMTA with a dinner at the medieval Bled Castle, overlooking the lake from a steep cliff.

Since 2000, over 500 management teachers in more than 150 universities and business schools in 43 countries around the world have completed the program. Many of them report that it had a major and long-lasting impact on their teaching careers.

Learn more about IMTA at [www.ceeman.org/imta](http://www.ceeman.org/imta). The next edition of the program will take place in June 2016.



The IMTA participants also had the chance to enjoy and discover some of Slovenia's most beautiful attractions

*"My expectations were surely exceeded in many aspects: the professional delivery of class material, the passion of our teachers, the openness and positivity of my colleagues, plus a very well structured program. What can be better? Thank you!"*

Ieva Kvedaravičienė, ISM University of Management and Economics, Lithuania

*"A great experience, something that I have learned a lot from, highly applicable, and something that I would recommend to all of my colleagues. One of the best experiences in my career."*

Mislav Radić, Faculty of Economics and Business, Zagreb, Croatia



**International  
Management  
Teachers  
Academy**

## Strengthening Regional Recognition and Awareness of IMTA



Joe Pons with IMTA alumni from Plekhanov Russian University of Economics

A series of meetings devoted to CEEMAN's International Management Teachers Academy (IMTA) took place in Slovenia, Poland, Romania, Kazakhstan, and Russia in the spring. They were organized by CEEMAN in cooperation with IMTA faculty, IMTA alumni, and CEEMAN member institutions.

In Ljubljana, Slovenia, at the end of March, the participants had an opportunity to see the case method teaching in action by joining a master class with Prof. Joe Pons (Spain), long-time IMTA faculty member and professor of marketing. In Bucharest, Romania, on 18 May, Joe shared some of his views on faculty development with representatives of several CEEMAN member schools. Both meetings were held with the support of IEDC-Bled School of Management.

In Warsaw, Poland, the meeting was organized in mid-April with the help of Kozminski University (a big thank you to Rector Witold Bielecki and Assistant Professor Anna Pikos!), which hosted the event and helped promote it among Polish universities. About 20 participants from eight different institutions, including some from outside Warsaw, joined the lecture by Prof. Krzysztof Obloj, IMTA Strategy track leader, a world-known management professor, researcher, and consultant and advisor to the President of Poland. He shared the latest developments in IMTA program design and the value that it brings to young faculty and educational institutions.

The event in Almaty, Kazakhstan, held on 13 May, was hosted by Almaty Management University (AlmaUni) with strong support from its President Assylbek Kozhakhmetov, Vice Rector Daniya Asanova, and Deputy Director of the International Development Department Aigerim Kaumenova. The program of the meeting was developed in active cooperation with IMTA alumni Anastasiya Lipovka and Sholpan Maralbayeva, both from AlmaUni, who also delivered presentations about IMTA and shared their personal impressions of the program with close to 20 participants from nine different Kazakh universities. The meeting has served also as the first unofficial meeting of IMTA alumni from Kazakhstan, who are planning to establish regional an IMTA Alumni Club on the occasion of the upcoming 23rd CEEMAN Annual Conference being held in Almaty in September.

Joe Pons's lecture on "Career Paths for Management Educators" took place in Moscow, Russia, on 28 May. It was hosted by Plekhanov Russian University of Economics under the leadership of Zhanna Musatova, associate professor at the marketing department (IMTA alumna 2012). The lecture gathered over 30 participants from 13 different institutions, not only from Moscow but also from other Russian cities: Rostov-on-Don and Perm. About one-third of the meeting participants were IMTA alumni. This is not surprising since more than 100 teachers from Russia have attended IMTA since its first edition in 2000. Russian alumni are also the most active and regularly hold meetings, lectures, and workshops.

We would like to thank everybody who has contributed to the organization, especially IMTA faculty and hosting institutions. Meetings like this are strengthening local IMTA alumni communities and help management teachers to continue supporting their professional development, experience sharing, and collaboration. CEEMAN will certainly encourage and continue organizing such meetings also in the future.

IMTA meeting participants at AlmaUni, Kazakhstan



## CEEMAN in International Events



*CEEMAN President, Danica Purg, at AMBA Global Conference*

CEEMAN representatives and members have participated in several international events in the past few months.

CEEMAN President, Danica Purg, spoke about faculty recruitment and development at the AMBA Global Conference for Deans and Directors in Prague, Czech Republic in May, sharing her experience of working as Dean and President of IEDC-Bled School of Management.

In June, President Purg delivered a keynote address at the EURAM 2015 conference hosted by Kozminski University in Warsaw, Poland, talking about the relevance of management education for the realities of business in the times of uncertainty. Prof. Purg was also questioning the current practices of global accreditations and rankings for not promoting the values and education processes needed to implement necessary changes. She also stressed the importance of more efficient communication and practical application of research results, complementing research activities with teaching and consulting, and vice versa, and the need for practicing teachers to engage more in research. She highlighted the important role of various faculty development programs around the world and had encouraged the researchers to benefit more from them.

Olga Veligurska, Director of CEEMAN, was a speaker at the Annual Conference of BMDA (Baltic Management Development Association) in May in Vilnius, Lithuania, presenting CEEMAN's

*Olga Veligurska, CEEMAN Director, at the Annual BMDA Conference*



IMTA as an important learning resource for faculty and management development institutions. She also participated in a meeting "Historical culturological communication and new ways of cooperation" hosted by RISEBA, Latvia, which brought together representatives of seven universities from Kazakhstan, Latvia, and Russia. During the meeting, the participants discussed the main problems and future development of higher education, as well as outlined prospects of joint cooperation.

CEEMAN Vice-President, Irina Sennikova, represented CEEMAN at the PRME Global Forum in New York in June, where she spoke in the session on Accelerating Implementation of Responsible Management Education and participated in the PRME Steering Committee meeting.

## 21st CEEMAN Case Writing Competition in Cooperation with Emerald



The call for submissions for the Case Writing Competition, organized for the ninth time in cooperation with Emerald Group Publishing, has just closed. We have received 76 case studies, written by 155 authors and co-authors from 93 institutions in 42 countries (Albania, Australia, Canada, China, Colombia, Costa Rica, Denmark, Egypt, Finland, France, Germany, Hungary, India, Indonesia, Iran, Japan, Latvia, Lebanon, Macedonia, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Nigeria, Pakistan, Philippines, Poland, Portugal, Russia, Serbia, Singapore, Slovenia, South Africa, South Korea, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States, Uruguay, Zimbabwe).

India is the country from with the highest number of submission from 27 institutions, followed by Malaysia and Indonesia (5 institutions each), which makes Asia the leader in terms of participating institutions.

CEEMAN is also very happy to see that our association joins professionals from all over the world - one of this year's case submissions was written jointly by the last year's CEEMAN Champion Award winner, Adrian Saville (GIBS, University of Pretoria, South Africa) and last year's

second place case writing competition co-author, Jenson Chong-Leng Goh (SIM University, Singapore).

The judging panel consists of Vladimir Nanut, MIB School of Management, Italy; Al Rosenbloom, Dominican University, USA; and Leif Sjoblom, IMD, Switzerland. After their initial review and selection of shortlisted cases, they will make their final decision by 15 August.

The value of the total prize pool is over 10,000 euros. This includes monetary awards and scholarships for attending CEEMAN's International Management Teachers Academy (IMTA) in Bled for those who win the first three places in the competition. Also, the top-ten authors will receive a free 12-month subscription to an Emerald journal or up to 100 British pounds worth of books from the Emerald book store.

The author of the best case will be invited as a guest to the 23rd CEEMAN Annual Conference in Almaty, Kazakhstan, on 23-26 September 2015, to receive the award personally. In addition, all case submissions will be considered for publication in the Emerald Emerging Markets Case Studies collection, which will further increase the international reputation and visibility, not only of the case writers, but also of their institutions.

For more information on the CEEMAN Case Writing Competition and past winners, please visit [www.ceeman.org/cwc](http://www.ceeman.org/cwc).

*Zoltan Buzady (center), last year's CEEMAN Case Writing Competition winner, with Vladimir Nanut, evaluation jury president, and Alec Egan, Emerald representative*





## Sean Meehan from IMD Lausanne joins CEEMAN Board

We are pleased to announce that Seán Meehan, the Martin Hilti professor of marketing and change management at IMD Lausanne, has joined the Board of CEEMAN. We look forward to working with Seán and are confident that CEEMAN will greatly benefit from his unique knowledge and experience.

Seán joined IMD in 1997 and has since then designed and delivered over 120 custom management development programs, as well as consulted with many leading companies such as GE, Novartis, Philips, Coloplast, and Masterfood. Seán has directed IMD's Chief Marketing Officer Roundtable, IMD's MBA program when it was ranked number one worldwide, and IMD's flagship program "Orchestrating Winning Performance". He is incoming program director for IMD's most senior leadership program: the "Breakthrough Program for Senior Executives". He has served on many of IMD's institutional committees and was dean of external relations from 2008 to 2010.

Seán commenced his career with Arthur Andersen & Co., serving clients in oil and gas, media, retail, and financial services. He is a certified public accountant (Mass). Prior to undertak-

ing doctoral studies at London Business School, he was director of marketing at Deloitte.

His research interests encompass the nature and effectiveness of market orientation and customer value creation processes. Seán is the author of numerous articles, case studies, and projects. He is co-author of *Simply Better: Winning and Keeping Customers by Delivering What Matters Most* (Harvard Business School Press, 2005) which was named "marketing book of the year" by the American Marketing Association. His most recent book is *Beyond the Familiar: Long Term Growth Through Customer Focus and Innovation* (Jossey Bass, 2011). Seán is also the recipient of the CEEMAN Champions Award in Research (2011).

[Read full bio at IMD website](#)

[List of CEEMAN Board members](#)

Seán Meehan



## JB Kassarijan Wins Thomas Kennedy Award for Excellence in Teaching



*JB Kassarijan at the Kennedy Award ceremony*

Professor JB Kassarijan from Babson College, USA, was awarded the prestigious Thomas Kennedy Award for excellence in teaching by Babson College in May 2015. The award, determined by students in the graduating classes, recognizes “the faculty member who personifies teaching excellence at the graduate level and whose personal standards of quality and caring extend beyond the classroom.” He was also awarded the deans’ prize for excellence in teaching, in the graduate programs of Babson College in September 2013.

JB has been part of the core faculty team of CEEMAN’s International Management Teachers Academy (IMTA) since 2003, running the disciplinary Leadership and Change Management track, as well as providing inputs in the program’s first week on case teaching and case writing. We feel privileged to be able to benefit from his vast experience as an educator, as well as from his great passion for the profession and willingness to pass his wisdom on to a new generation of management teachers. Quite a few IMTA participants say that he had a profound impact on their professional and personal development.

Prof. Kassarijan has been professor of management at Babson since 1980. He was chairman of

its Management Division in 1981-1987. He has held a joint appointment, as professor of strategy and organization at IMD (since 1989, and as emeritus since 2001). Prior to joining Babson and IMD, he was on the faculty of the Harvard Business School. He was also involved in establishing Harvard-related graduate management institutes in Iran and the Philippines. He has served as consultant to organizations in the Americas, Asia, Europe, and the Middle East in leading change, strategic restructuring, and senior management team building. His career reflects an abiding interest in management education at the executive level in diverse cultural settings.

*Professor JB Kassarijan teaching at IMTA*



# Wroclaw University of Economics

Wroclaw University of Economics (WUE) is ranked among the top economic schools of higher education in Poland. Its activities are aimed at maintaining and strengthening the regional, national, and international position of the university, improving its competitive advantage, and shaping its image of a modern institution. It also aims to be open and friendly to its employees, students, and the environment.

WUE is a long-established center of research in logic and mathematics and a center of research in economic sciences, social sciences, and management, as well as technical, biological, chemical, and agricultural sciences. Qualified personnel of WUE have always been our greatest asset. WUE employees receive numerous awards for didactic and scientific achievements, and have exercised responsible duties over a number of scientific associations and societies in Poland and abroad. The most prominent of our colleagues have been awarded honorary titles by local and foreign institutions of higher learning.

WUE provides programs in the following fields of study: Economics, Finance and Accounting, Informatics and Econometrics, International Economics Relations, Business Informatics, Management, Management and Productions

Engineering, Economic Analytics, European Studies, Logistics, Spatial Economy, and Tourism. The students can choose from 40 specializations within the range of courses offered by the faculties.

WUE has a strong tradition of cooperation with the business environment. We strive to create a community deeply involved in regional affairs and inspired by the ideas of civil society and European integration, while being competent, resourceful, creative, and well-prepared to face the challenges of the competitive market economy. To prepare a forum for discussion and exchange of views between academic and business circles, we organize scientific conferences (over 40 per year), in which students and representatives of the local business community participate actively. Contacts with business circles cover a wide range of interests and involve, among others, postgraduate training courses, expert opinions, and consulting and advisory services. WUE maintains a number of bilateral agreements with local enterprises to support training courses and utilize practical resources and business information for the purpose of master research.

The university has set up a special unit to cooperate with business: a Partners Club and an Office of Science and Economic Cooperation. The Partners Club (established in 2009) brings together Polish and international companies and renowned institutions that support the university in achieving its mission of teaching and research.



## MSc in Tourism Management Wins Silver Award at "Tourism Awards 2015"

In the Banquet Hall of the Athens Concert Hall, and in the presence of more than 600 members of the tourism industry, ALBA's MSc in Tourism Management program was awarded the Silver Award at the "Tourism Awards 2015" ceremony. The event took place on Thursday, 12 March, 2015, in Athens, Greece.

The MSc program was awarded in the subcategory "Connection of Education with the Labor Market" for its outstanding strategic partnership with Costa Navarino. Dr. Evi Baralou, director of the program, and Miss Elena Gkika, director of human resources at Costa Navarino, received the award. The fact that the program won this prize within its first year of operations makes the distinction truly unique!

Overall, the strategic partnership with Costa Navarino provides innovative features to the MSc program in Tourism Management while giving graduates of the program a significant competitive advantage over other graduate tourism programs in Greece. Partnership is trifold, combining workshops by Costa Navarino professionals, tailored to address challenges in hospitality and destination management, three-day educational visits at The Westin Resort Costa Navarino, and two-month internships opportunities.

The ambition of this partnership is to provide, via the MSc program, innovative education in tourism, worldwide.



### Celebrating Creativity: The ALBA Oscars 2015

Creative problem solving, creative responses to contextual variability, improvisation, and the ability to generate original and bold ideas are defining elements of career success.

The ALBA MBA program provides students with the knowledge, skills, and stimuli for discovering and practicing creativity in organizations, groups, and their own personal and professional pursuits. Working in groups, students direct, edit, and produce a creativity chronicle - a short video that artfully narrates a story of creativity.

Each creativity chronicle is conceived, directed and produced by a team of ALBA MBA students as a part of the Creativity and Innovation course taught by Professor Babis Mainemelis.

For the second consecutive year on 20 March, we celebrated the ALBA MBA students' creativity as unfolded through the videos that they prepared for the Creativity and Innovation course.

### Dr. Babis Mainemelis Inspires Zain Executives to Be More Innovative

Zain Group, a leading telecom innovator across the Middle East and Africa, announced the successful hosting of a creative leadership workshop, held in Kuwait under the patronage of Zain Vice-Chairman Bader Al Kharafi, Group CEO Scott Gegenheimer, and Zain Kuwait CEO Omar Al Omar. It was attended by senior management from Zain Group and its eight operations. Such workshops are in line with one of Zain Group's strategic pillars to develop its people, availing the foremost thought leaders and learning materials to staff throughout their careers with the company.

The workshop was run by creativity scholar Dr Babis Mainemelis, associate professor of Organizational Behavior at ALBA Graduate Business School at The American College of Greece, visiting professor at London Business School and Porto Business School, and editorial board member of the Academy of Management Review. The workshop blended cutting-edge research on creativity in organizational settings with numerous concrete examples of creativity and innovation practices in a wide range of organizations and industries.

Commenting on the successful completion of the workshop, Bader Al Kharafi said, "At the board level, we make no secret at Zain that our number-one asset is our people. We are keen to continue investing in them, exposing them to the latest in leadership creativity and allowing them to reach their full potential. By doing so, we believe this will enhance performance and drive shareholder value". On his part, Scott Gegenheimer noted, "Dr Mainemelis is a world-renowned expert in the field of creative leadership and we consider ourselves fortunate that he came and shared new insights and management style ideas with us".

## News from Almaty Management University



Mr Ferenc Blauman, Consul General of Hungary, at AlmaU

### Nauryz at AlmaU Was Fun, Colorful, and Bright!

On April 18, Almaty Management University (AlmaU), formerly IAB, celebrated Nauryz Toi, the Kazakh New Year, with traditional yurts (Kazakh tents), altybakans (Kazakh swings), nauryz kozhe (a Kazakh dish) and boursaks (Kazakh puffy fried bread). Of course, the celebration provided surprises and novelties. Our university prepared for the guests of the festival a very rich cultural and sports program so that everybody found something interesting.

### Hans Driesser Visits AlmaU

Mr. Hans Driesser, extraordinary and plenipotentiary ambassador of the Netherlands to the Republic of Kazakhstan, visited AlmaU on 27 April. He was shown around our innovative museum, and gave a lecture to the students and staff of AlmaU on "Kazakhstan – Netherlands: Economic and Trade Aspects of Cooperation". The ambassador talked about the cooperation between our countries and the main aspects of development of our relations. He emphasized the favorable investment climate in our country.

### Sixth Almaty Charity Marathon: "The Courage to Be the First!"

On 26 April, 2015, more than 170 students, faculty, and staff of AlmaU took part in a great

social event in Almaty: the sixth Almaty Charity Marathon. The AlmaU team took part in races of different distances. This is one of activities that our university encourages so as to support a healthy lifestyle. This was our second participation in the Almaty Marathon.

### British Council Delegation Visits AlmaU

On 9 April, 2015, a British Council delegation visited AlmaU.

The guests were shown around the university. They were particularly impressed by the AlmaU innovative museum. Then, they discussed cooperation issues with their hosts, such as a search of a partner for academic programs and partners for the Newton-AI Farabi program, as well as Erasmus+ EU, Horizon 2020, and internships in the framework of the "Bolashak" program.

### Ferenc Blauman Visits AlmaU

On 30 April, 2015, Mr. Ferenc Blaumann, consul general of Hungary in Almaty, visited AlmaU. He was shown around AlmaU's innovative museum and met with the management of Alma University. He also gave a lecture for the students and staff on "Activities of the Consulate General of Hungary in Almaty".

Before the Start of the Marathon



The start of the conference





Harvard University Graduates Choose AlmaU!

**International Conference: “Entrepreneurship: The Energy of the Youth”**

On 16 April AlmaU held an international conference whose theme was “Entrepreneurship: The Energy of the Youth”. The conference brought together 200 students from different universities.

**Conference materials will be published in conference proceedings.**

On 12 May, 2015, 18 students on the MBA program of Harvard University met informally with MBA graduates of AlmaU. During the meeting, they discussed the differences and similarities in the form and content of training at the two universities. The main purpose of the event was to help MBA students from different backgrounds exchange their ideas and experiences and get to know each other.

This was a historic meeting between the best business school in the world and the best business school in Central Asia!

**Business Meeting: “IMTA - An Important Driver of Faculty Development”**

On 15 May, 2015, AlmaU held a business meeting whose theme was “IMTA - An Important Driver of Faculty Development”. The event was organized with the support of CEEMAN.

The meeting was dedicated to -CEEMAN's International Management Teachers Academy (IMTA). The event was an excellent opportunity to learn more about IMTA and the development of teaching staff. At the meeting, there were 35 representatives from several universities of Almaty, IMTA alumni, and AlmaU staff and faculty.

**A Business Case for an Innovative Corporate Executive Development Program**

The Center for Financial Management and Education (CFME) of the National Guild of Professional Consultants has recently completed an executive development program for the leading Russian insurance company. The specially tailored program, co-chaired by Pavel Lebedev, director of CFME, and the corporate university of the company, was delivered to about 200 top-managers (heads of regional branches, leading about 1000 subordinates each, vice-heads, and human resource directors). It addressed strategic challenges in the continuous transformation of the financial services industry.

The goal of the program was to support and facilitate a strategic company-wide project for the achievement of business-model transformation. As the project was perceived by most of the employees as a challenge and by many of them as an “unnecessary evil”, a common vision had to be developed among the leaders. It was also crucial to create internal transparency and an information exchange, as the project had already been pilot-implemented in some of the regional branches.

The undertaken approach innovatively blended several core parts. An update on the existing financial industry business models, current industry trends, and perspectives that shape and inform the transformational dynamics provided a context for critical reflections on the place of the project in a company's agenda. An introduction

Pavel Lebedev



to strategic management and analytical concepts and tools ensured a structure for the discussion. A change management and organizational behavior section addressed the challenge of managing complex organizational transformation projects. Thus, a mix of the three core topics - financial industry, strategy, and organizational change - presented a framework under which the participants were able to reflect on the real-world problems that they were facing.

The methodological approach was to move from more concrete to soft topics and concepts. As a bridging tool, the case-method was employed, with a specially selected HBS case study, addressing a very similar problem in another context. A culminating moment in the program was a "friendly consulting" session, where participants were able to share their visions and receive feedback from peers. This was a solid contribution to creating a shared knowledge and understanding, as the "friendly consulting" teams consisted of people from various subsidiaries, being at different stages of the internal project implementation. Some were at a pilot stage and some were not even sufficiently informed at the moment.

The program received a very high evaluation from the company's management and the participants. Its contents were further adapted and integrated as a part of the internal MBA program curriculum. The pilot session was conducted by Pavel Lebedev, head of CFME, in cooperation with Stockholm School of Economics.

## **New Dual Degree Program with Polish Universities: EBS Business School Actively Seeks Partnerships in Central Europe**

Poland and Germany enjoy close relations. Poland is one of Germany's strongest trade partners and Poles make up the second largest group of foreigners living in Germany. To underline the importance of its Polish neighbors, EBS has expanded cooperation activities with its established partners - Kozminski University and the Warsaw School of Economics. In addition to Erasmus exchange, the universities now offer two dual degree programs at the Bachelor and Master levels.

To earn a dual degree at Kozminski University, EBS students on the Bachelor in General Management program spend the second half of their studies in Warsaw. Conversely, students from Kozminski University have the opportunity to spend three semesters at EBS University and gain an additional German Bachelor's degree. The programs are closely coordinated with each other so that studies do not extend beyond the overall length of the respective program. Founded in 1993, the private Kozminski University is the only Polish business school among almost 70 business schools worldwide to achieve triple-crown accreditation (AACSB, AMBA, and EQUIS) and is thus one of the most successful private universities in Central Europe.

EBS Master students interested in earning a dual degree at the Warsaw School of Economics,



Poland's leading business school in the state sector, spend an entire year in Warsaw to graduate with a Master in Management degree. Students from Warsaw can choose to enrol in one out of four Master's programs offered at EBS. The language of instruction in both dual degree programmes is English.

With its range of international dual degree programmes EBS is aiming not only to deliver academic content but also to promote intercultural skills. *"The students are exposed to different cultures and become familiar with new teaching approaches and methods. They improve their language proficiency and, ideally, gain work experience through internships abroad"*, explained Axel Schumacher, associate dean for international relations at EBS University. *"Longer periods of two or three semesters abroad enable students to immerse themselves in the culture and language of their host country. At the same time they help to promote an open mind-set, flexibility and tolerance, ultimately laying the foundation for an international career"*.

## Why Study on an Online MBA? We Ask a Professor

Online learning has been proven to be an innovative and effective way of studying, offering added flexibility and adaptable programs to suit different schedules. Online degrees, now at the forefront of modern education, are ideal for those who wish to work while studying, develop multidimensional business skills, or study under world-class faculty.

Nina Rung-Hoch, online professor of strategy and entrepreneurship at EU, shares her opinion on online education.

### **Question: What are the advantages for students studying on an online MBA at EU?**

**Answer:** Flexibility, accessibility, and affordability. Technology allows even the busiest person to complete an accredited degree. This is a recent, but most welcome, development for both students and teachers.

### **Question: What aspect of the online programs do you think students benefit from most?**

**Answer:** Self-discipline. Those who schedule their time well and don't miss a class succeed. In essence, it's not that different from a traditional classroom environment. Additionally, many online classrooms are truly global. For example, I teach a class with 30 students who represent 22 countries. When students graduate, they already have a significant global network in place.

*Nina Rung-Hoch,  
Online Professor of Strategy  
and Entrepreneurship at EU*





**Question: How do you see the future of online education?**

**Answer:** I think online programs will represent 50 percent of all educational offerings in the next 10 years. In 2005, I began developing accredited-online degree programs in the USA, so I am fortunate to have witnessed this worldwide phenomenon since the very beginning. Most online programs have 20-25 students in each class which, I believe, is where the future lies. This means personalized instruction and attention, in addition to small classes with world-class faculty at your fingertips. I believe we have only seen the tip of the iceberg.

**Question: What's your method for keeping students engaged and motivated through online learning?**

**Answer:** As in a regular classroom: interesting and relevant topics and discussion, a consistent balance between theory and practical application, team projects and live presentations, and ensuring that the class develops from a group of students to a team of collaborators.

**Question: Are there any challenges when it comes to online education?**

**Answer:** I would say that teaching online takes much more time and preparation as a teacher. Online education requires teachers to become familiar with the various technological tools and techniques to make the teaching come alive.

**Question: What has surprised you most about teaching this way?**

**Answer:** The joy of seeing quieter students truly shine in the online environment. The online classroom is a great equalizer as everyone participates and students tend to think more before they engage as their comments are visible for at least a week.

**Question: Do students still receive the personal attention they would receive in a classroom?**

**Answer:** In my experience they receive more attention. Professors can respond to questions promptly and offer more direct guidance in the specific class discipline and with future career choices.

## Faculty of Organizational Sciences, University of Belgrade

According to a survey conducted among more than 5,000 students from 76 university departments in Serbia, the Faculty of Organizational Sciences (FOS) at the University of Belgrade has been voted the best faculty in Serbia for the second consequent year. The criteria included the quality of the curricula, employability upon graduation, perspectives, infrastructure, relations with the business sector, extracurricular activities and more.

FOS completed the process of re-accreditation of all 18 study programs in 2014. In addition, all study programs received full accreditation in English. Starting from the academic year 2015/2016, a study group will attend lectures given solely in English on all three levels of studies - undergraduate, Master and PhD. This will lead to greater internationalization of FOS and will bring more international students and visiting professors from abroad.

As for English programs and international cooperation, the partnership with the Middlesex University from London should be highlighted, since this year we enroll the fifth generation of students in our dual degree program International Business and Management. This three-semester program awarding 90 ECTS, wholly delivered in English, is a flagship program at FOS, enrolling between 20 and 30 candidates. The graduates receive a degree from both the University of Belgrade and the Middlesex University, since the program is accredited in both Serbia and the UK.

Faculty of organizational sciences Serbia



Another international program is implemented in cooperation with partners from Slovenia - the Faculty of Administration, University of Ljubljana, with whom we deliver two Master's joint-study programs in Management in Administration, awarding 60 and 120 ECTS. These programs have been implemented for eight years now.

The previous year was very fruitful in terms of research activities for the 160 members of our teaching staff. A number of projects and vast scientific research was conducted, with more than 80 articles published on the SCI and SSCI lists. Also, Palgrave Macmillan, a highly esteemed publisher from London, has published the monograph *Innovative Management and Firm Performance - An Interdisciplinary Approach* in their globally recognized *Business and Management* series. Along with the authors from our faculty, a number of international authors participated in this publication. FOS also quarterly publishes the journal *Management* in English, with the aim of exchanging contributions in the field of management development science and practice. With other partners, we also publish *ComSIS* (IF 2013=0.575), *YUJOR* and *InfoM*. Moreover, we organize several scientific conferences with a long tradition - the international symposium *SymOrg* in the area of business, management and IT, and *SPIN* in the area of operations management, management and IT.

Our students achieve excellent results, too. They are organized in a number of student organizations and have excellent, top-ranked results globally in solving business case studies, debate, and sports. High-class results in solving business case studies contributed to the organization of the first regional competition - the *Business International Case Study Competition (BBICC)*. This year, it was held for a third consequent year, bringing some of the best business schools in the world to the Faculty of Organizational Sciences and University of Belgrade.

All these results have been recognized by the business sector in Serbia. The Serbian Association of Managers gave an award to FOS, for the third time in a row, for being the best higher education institution in Serbia to educate managers.

Modern curricula with a multidisciplinary approach, high-quality teaching staff, technical equipment, close cooperation with the business sector, and possibility for internships in more than 500 companies and institutions gives great incentives to our students to be among the best on the labor market, while proving high-quality human capital for businesses.

<http://www.fon.bg.ac.rs/eng/>

## News from HHL Leipzig Graduate School of Management

### Business Schools Worldwide Face Fundamental Reorientation

The digital revolution does not stop at the doorsteps of business schools – neither here in Europe, nor in other parts of the world. In addition to fundamental challenges, it also offers them a unique opportunity to reinvent themselves. According to the latest studies, this seems to be a rather pressing matter. For instance, the Business Education Jam study by IBM and the world's leading accreditation agencies attests to a growing discrepancy between how business schools perceive themselves and the way the economy sees them, calling for a reorientation in this field.

In an essay, which can be found on CEEMAN's website ([bit.ly/1QFk4kt](http://bit.ly/1QFk4kt)), HHL Dean Prof. Andreas Pinkwart describes how digitalization, a new generation of students, and homemade mistakes require us to quickly change the way we think so that we can seize new opportunities.

### HHL Business Ethicist Presents New Textbook

We saw tension between values and reality in the business world even before the financial crisis broke out. Values such as fairness, integrity, and sustainability generally represent a responsible desire. However, they are often forgotten when reality kicks in with its urgent requirements and the pressure arising from them. Values represent what is important in life though; therefore it is sensible to invest in their implementation.

Prof Andreas Pinkwart



The goal of the new book entitled *Unternehmensethik, (Business Ethics)* by Prof. Andreas Suchanek from HHL Leipzig Graduate School of Management is "to contribute to the type of moral judgment that guides these investments". It teaches the fundamentals and practical application of ethics suited for everyday use. Suchanek redefines corporate responsibility as the fulfillment of justified trust expectations; therefore it is the foundation of added societal value. Various challenges of implementing this responsibility take center stage in his new book. Case studies and interviews complement the conceptual analyses. The book, issued by the Mohr Siebeck publishing house, addresses experts, executives and corporate consultants in addition to students and lecturers of business administration and especially business ethics.

Prof. Andreas Suchanek teaches at the Dr. Werner Jackstädt Chair of Economic and Business Ethics at HHL Leipzig Graduate School of Management and serves as a member of the Board of the Wittenberg Center for Global Ethics.

[www.hhl.de/ethics](http://www.hhl.de/ethics)

### New Junior Professorship for Digitalization in Retail at HHL

Dr. Erik Maier is the new junior professor of Retail and Multi-Channel Management at HHL Leipzig Graduate School of Management. This position is sponsored by Deutsche Postbank AG, Parfümerie Douglas GmbH, Tom Tailor Holding AG, and Wiethe Group.

HHL Dean Prof. Andreas Pinkwart says, "The new junior professorship sharpens HHL's profile in the field of digitalization in retail, marking another milestone for the implementation of the innovate125 HHL Future Concept, which is to lead HHL into the top-10 of graduate business schools in Europe". In addition to the special focus on electronic retail storefronts, the new junior professorship covers the fields of retail marketing and sustainable retail.

The new junior professorship at HHL promotes the exchange of knowledge between actual practice and academic research. The collaboration with the sponsors aims to find new paths for retailers in the era of the second informational revolution. Teaching in both the full-time and part-time Master programs at HHL, the new junior professor seeks to familiarize the students with the latest research findings from electronic and multi-media retail and to develop new solutions for the entrepreneurial practice together with them.

[www.hhl.de/retail](http://www.hhl.de/retail)

### Training Managers. "Develop the Leader in You!"

The slogan "Develop the Leader in You!" kicks off the latest marketing campaign of HHL for its Global Executive MBA Program (GEMBA). The pro-



Junior Prof. Dr. Erik Maier

gram is tailored to executives. It is offered jointly by HHL and Spain's EADA Business School. The slogan perfectly summarized the benefits that managers can expect from the international program: on top of further developing their personalities, they obtain first-class management knowledge with a practical relation at the same time.

Jana Vogel, director of marketing at HHL, says, "Our new communication strategy emphasizes our approach of a 'personal' university. We offer small classes, maximum service orientation, committed professors, and a dense sustainable network. We therefore provide a learning environment for our students which helps them to make the most of their Global Executive MBA experience".

The new GEMBA video available at [www.hhl.de/gemba](http://www.hhl.de/gemba) contains interviews with students from the current classes as well as the program coordinators from EADA and HHL. Real students and alumni of the international on-the-job training program are also the protagonists in the new GEMBA brochure. Many personal quotes were included on purpose. "It was important to us to represent the Executive MBA Program in an authentic way when we chose the content and design of the new brochure", comments marketing expert Jana Vogel.

[www.hhl.de/GEMBA](http://www.hhl.de/GEMBA)

Cover of GEMBA Brochure



## IEDC - Bled School of Management



### International RoundTables in Japan

In April, a group of five PMBA students from IEDC availed themselves of a unique opportunity for developing managerial skills with experienced managers and a dedicated faculty out of the MBA classroom: The International RoundTables for Experienced Managers in Yokohama International University, Japan. RoundTables are a unique, cutting edge, week-long program led by Jonathan Gosling, University of Exeter, and Henry Mintzberg, one of the world's leading management thinkers, along with faculty from IEDC. RoundTables are organized by a consortium of seven business schools, including IEDC, from different countries: the UK, Ukraine, Iceland, Slovenia, Mexico, and Sweden.

### The Coca-Cola Chair of Sustainable Development at IEDC

In May, the Coca-Cola Chair for Sustainable Development at IEDC, together with UNGC Slovenia and other partners, organized a very successful conference on corporate social responsibility trends titled: "Managing Risks vs. Innovation Management" with 120 participants. The Chair is also organizing the International Conference "Water for Life" on 16 June 2015, within the Bled Film Festival. At the conference some distinguished keynote speakers, such as Lučka Kajfež Bogataj of the Biotechnical Faculty at the University of Ljubljana, Tomo Križnar,

human rights activist, and Dr. Guido Schmidt of Fresh Thoughts Consulting, will discuss the most essential life-sustaining resource: water.

### Academic Conference: Leadership: Today and Tomorrow

In May, the Faculty for Postgraduate Studies of the IEDC-Bled School of Management organized its first academic conference, titled "Leadership: Today and Tomorrow", with keynote speaker Prof. Jonathan Gosling of the University of Exeter, UK. The conference featured also guest speaker Prof. Jody Fry of Texas A&M University in the USA and 21 leadership thinkers and researchers from Europe, the United Kingdom, and the USA. The conference was a great opportunity to present, connect with, and develop great research on leadership. Organizing such a conference is part of the IEDC Faculty's commitment to develop cutting edge research.

Professor Jonathan Gosling



## Into Africa

Johan Roos

When schools in developed nations partner with schools in emerging economies, they can contribute to rising prosperity for whole regions.

*"Africa is a compelling place" ... "Some may want a piece of the new African economic pie; others may want to help", James Walsh wrote in the opening and ending sections of his introduction to the February 2015 Academy of Management Perspectives special issue on scholarship in and for Africa and the world.*

At Jönköping International Business School (JIBS) in Sweden, when we first began designing programs to train PhDs in two African nations, our goal was to help increase their economic potential. Over the last few years, we have gained valuable experience working with partner schools in Ethiopia and Rwanda. At JIBS we call this the "Into Africa" strategic initiative and the project leader reports directly to me.

### From Ethiopia to Rwanda

Our first experience was with Addis Ababa University (AAU) in Ethiopia. Through our partnership, selected Ethiopian doctoral students take courses at both JIBS and Addis Ababa. In fact, our collaboration has resulted in the country's first PhD candidates in economics.

When the Ethiopian students visit Sweden, they participate in courses, seminars, and social events with JIBS doctoral candidates. They are not considered foreign students from an external campus. Rather, they are integrated fully into the JIBS culture. Students are assigned supervisors at both JIBS and Addis Ababa for their doctoral dissertations, but they receive their degrees from Addis Ababa. In 2014, we worked with five Ethiopian doctoral students in the business administration program and 11 in the economics program.

In the next phase, we initiated a partnership with University of Rwanda (UR) to develop master's degree programs in business and economics at UR, and to educate UR's doctoral candidates through a so-called sandwich model, but within the JIBS system. The PhD candidates perform their dissertation work at both campuses, alternating between

Rwanda and Sweden for lengthy periods of time, for the four years that they spend completing their PhDs. JIBS appoints a main and a secondary supervisor for each PhD student, and UR appoints a third supervisor. Formally, candidates are JIBS students and they receive their PhDs from us. I am personally supervising two of these PhD students.

Throughout the program, JIBS professors collaborate with UR faculty to help improve the local teaching, research, and doctoral supervisory skills in Rwanda. JIBS faculty teach many of the initial courses and will do so until the teaching capacity gaps at UR are filled. The plan is that, step by step, JIBS teachers will be replaced by UR faculty trained in the sandwich program.

### Partnering with SIDA

From the beginning, the Swedish International Development Agency (SIDA) has supplied funds and support for JIBS's extensions into Africa. SIDA, an agency of the Swedish government, views its collaboration with higher education as an increasingly important means to develop growing economies throughout the world.

SIDA's position is that knowledge about organizations, economic systems, industry, and regional dynamics is a necessary condition for building democratic institutions and prosperous nations. SIDA offers numerous grants by application to Swedish universities, not only in business and economics, but also in public health, agriculture, mathematics, and informatics. In funding our programs, SIDA supports JIBS's goal to have an impact on private and public organizations by educating future leaders.



### Multiple Benefits and Beneficiaries

The cooperation benefits our partners. The programs not only educate the next generation of PhD-qualified professors who will eventually teach and conduct research in these nations, but also improve the skills of current professors and raise the level of excellence throughout their business education.

The cooperation benefits JIBS. First, the collaboration strengthens our strategy as expressed in our three guiding principles and focus areas (see

exhibit). The program also builds capacity among our faculty as it exposes them to new experiences in Rwanda, Ethiopia, and the surrounding region. The interest among our faculty has grown to an extent where we now talk about "Into Africa" as a major and long-term growth strategy for JIBS.

Finally, JIBS's 65 other PhD candidates benefit by interacting with their peers from Africa and so do the rest of our students. Several younger JIBS students have decided to orient their thesis work toward issues relevant to challenges in Africa.

The cooperation builds networks among many stakeholders at our institutions. As participating faculty publish research and students graduate with master's and PhD degrees, we expect that they will form wide-ranging connections that promote joint research projects for the benefit of all parties.

### From Nations to the Region

Given the positive results and mutual engagement, we recently launched a unique regional initiative to help develop the long-term economic complexity of four countries, Rwanda, Ethiopia, Uganda, and Tanzania. The means to make this happen is business school research, PhD programs, master-level education, as well as private sector development. The theme is "Innovation and Entrepreneurship". JIBS will act as catalyst, coordinator, advisor, and supplier of expertise and international networks to our four African partners.

We believe that this broader collaboration will help these nations and the entire region to develop a stronger knowledge-based infrastructure and an educated class of workers. With our mutual focus on issues and possibilities of entrepreneurship, ownership, and renewal of industry, we are not just increasing academic capacities. We are also jointly building managerial and policy capacity and enabling longer-term economic success.

*Johan Roos is dean and chief executive officer of Jönköping International Business School in Sweden.*

*Dr Ulingeta O Mbamba, Principal (UDBS), University of Dar Es Salaam Business School (UDBS), Dr Melaku Wakuma, director of graduate programs, Addis Ababa University, Dr Johan Roos, Dean and CEO, Jönköping International Business School (JIBS), Dr Papias M Musafiri, Principal of College of Business Economics (CBE), University of Rwanda, and Dr Eria Hisali, Acting Principal of the College of Business and Management Sciences, Makerere University (CoBAMS)*



## New Program "Mission Impossible?" with Adrian Slywotzky at Lviv Business School

On April 15-17, about 100 business executives and owners embarked on "Mission Impossible?" a new training program with one of the world's best business consultants, Adrian Slywotzky.

"Mission Impossible?" is a new program specially designed for Ukraine. It embraces seven topics: Value Migration, Business Design, The Four Value Chain World, Demand, Brand, Launch, and Customer Cryptography. The three days of intensive classwork with Adrian Slywotzky are now followed by 12 weeks of individual distance learning during which the participants will be doing assignments and reading recommended literature by the course author. The course will culminate in a follow-up with Adrian Slywotzky.

The new training program of UCU Lviv Business School provided business leaders with a better understanding of where to go from here and how to develop and build up their businesses. It also helped them find answers to some important questions, such as how not only to make your business successful, but also become a demand creator and an idol for your customers, as well as how to transform yourself from an entrepreneur into a leader.

Adrian Slywotzky said to the program participants, "Ukraine's brand has positively evolved in recent decades. Its future is in our hands. It depends on how we are going to build up companies both on the domestic and global markets. I'm looking for another Steve Jobs, Jeffrey Bezos, and Larry Page among you because we need

*Adrian Slywotzky, one of the world's best business consultants, at LvBS*





New Program "Mission Impossible?" from Adrian Slywotzky

people of that kind. I'm looking for another Lee Kuan Yew who within three decades transformed Singapore into a five-million city-state that has become a model for the rest of the world and promotes the well-being of its citizens. We need heroes and creators capable of changing the status quo through their sharp pragmatic thinking and focused action. We need heroes of deep and abiding faith".

"When renewing our company's strategy, we will definitely use the learning outcomes from Adrian Slywotzky's course. The advantages of an integrated approach to business and product development are more obvious to me now. It's all about building your own business model, monitoring value migration, responding proactively to the customers' 'pain points' and, at the same time, striving for Rockefeller's efficiency", pointed out program participant Yaroslav Lyubinetz, , chairman of the board of directors of SoftServe.

This fall Lviv Business School is going to organize the next "Mission Impossible?" program with Adrian Slywotzky in Paris.

### Background Information

Adrian Slywotzky is a member of the LvBS advisory board. He is one of the most prominent experts in modern management, author of international bestsellers on strategic management, and partner at Oliver Wyman. He has made it twice on the list of the world's top-50 business thinkers and 25 best business consultants.

## News from MCI Management Center Innsbruck

### The MCI's Health and Social Management Program Is One of the Best in Europe

Recognition was given in Paris to a Management Center Innsbruck (MCI) study program as a model of quality in internationalization. The prestigious European Consortium for Accreditation in Higher Education (ECA) has performed its first evaluation of European study programs with an international orientation. The internationalization strategy pursued with the MCI's Master program in International Health and Social Management was classified as exemplary in Paris and awarded the Certificate for the Quality of Internationalization in European Higher Education (CeQuInt).

The study program in International Health and Social Management was introduced at the MCI in 2008 and within a few years acquired a strong reputation in the field of tertiary education for health and welfare management in Europe. After only two years, the program's faculty and supporters included staff from the European Union, the World Health Organization, and the World Bank.

### ITB Science Award: MCI Tourism Is the Big Winner

MCI Tourism graduates come first in two out of four categories. The first day of ITB 2015 in Berlin included the presentation of the Internationale Tourismus Boerse (ITB) Science Awards sponsored by Deutsche Gesellschaft für





## MIM-Kyiv MBA Programs Are Awarded AMBA Accreditation

Tourismuswissenschaft e.V. (DGT). As so often in past, the Tourism Department at MCI was one of the big winners. In two out of four categories, graduates of the MCI Master program in entrepreneurship and tourism were victorious and received the coveted award in Berlin in the evening of 4 March, 2015.

These awards confirm once again the leading role played by the Entrepreneurial School in tourism research and teaching in the German-speaking world.

### MCI in Partnership with Top International Universities

New cooperation agreements have been signed with the National University of Singapore, the Cranfield School of Management, Universiti Teknologi Petronas, and Bournemouth University.

Students at the MCI can spend a semester abroad at one of the MCI's over 200 partner universities worldwide. Further, leading universities were recently added to the list of partners and existing agreements extended with two of the world's top partner universities. Great Britain is one of the most popular destinations for Erasmus students. That makes the agreement concluded with Bournemouth University particularly attractive.

Universiti Teknologi Petronas in Malaysia offers not only the experience of one of the world's most dynamic economic areas but also an outstanding university education in technical subjects. In future, a semester there will be available to MCI students of Energy Engineering and Environmental Engineering.

Since 2012, the National University of Singapore has been an MCI partner for Bachelor students in the field of food technology. The agreement has now been extended to permit students enrolled in the MCI Master's program in Bioresource and Food Engineering to spend a semester there, too.

And finally, the MCI's long-standing MBA partnership with the legendary Cranfield School of Management in England has been extended to include mobility at the levels of teaching and administration.

The International Management Institute (MIM)-Kyiv is delighted to inform you that all its MBA programs were awarded AMBA accreditation. By obtaining one of the most prestigious global accreditations, MIM-Kyiv confirms its position of national leader, being the only school in Ukraine to have two international accreditations.

*"Getting accredited is very important for us now", said Prof. Iryna Tykhomyrova, MIM-Kyiv's President. "Nowadays, when Ukraine is a part of the global marketplace, being user-friendly worldwide is very important. By being awarded the accreditation, we make the quality of our programs clear to everyone, not to mention our Ukrainian customers who come to us for the quality and international experience".*

MIM-Kyiv's AMBA accreditation is the recognition of its long-time pioneering efforts in the Ukrainian business education. The AMBA accreditation panel called the school a "national and international asset" for its commitment and aspiration, the institution leadership's authentic international intention, and the recognition of the institution's importance. For MIM-Kyiv, the accreditation process was a good exercise. It is important for assessing its position, strengths and weaknesses, and fine-tuning its activities to the global trends.





AMBA is an impartial international authority on postgraduate business education, established in 1967. Today its accreditation service is the global MBA, DBA, and MBM standard setter at over 200 business schools in more than 70 different countries. AMBA connects MBA students and graduates, accredited business schools, and MBA employers in more than 110 countries.

MIM-Kyiv is the first business school in Ukraine that has been offering its MBA programs in compliance with international standards since 1990. It has the largest alumni community featuring entrepreneurs – members of the Forbes lists, statesmen, and reputable executives from domestic and international businesses. For many years MIM-Kyiv has been ranked the best business school in Ukraine by Eduniversal, an international rating agency for business schools. It is the only school in Ukraine awarded AMBA accreditation and IQA (CEEMAN) accreditation.

## MSB Montreux School of Business - Switzerland

### ACBSP Accreditation

MSB Montreux School of Business – Switzerland is delighted to announce that our Bachelors, Masters, and MBA programs are now fully accredited by the Accreditation Council for Business Schools and Programs (ACBSP). Continuous improvement is a primary focus at MSB. Our aim is to offer and maintain challenging learning programs to prepare students to be autonomous and responsible citizens as well as able managers of business organizations. To achieve this, MSB is seeking quality assurance, such as the ACBSP accreditation and more, so as to ensure the effectiveness of our academic programs and provide internationally recognized degrees.

### MSB Summer Program

MSB is looking forward to welcoming a group of 15 undergraduate students from the College of Business Administration of the University of Business and Technology (UBT) of Jeddah, Saudi Arabia, for one month for the summer program of 2015. The program consists of an innovative combination of seminars, corporate visits, and cultural visits in Switzerland. The seminars are also open to all the MSB students and focus on "Cross-

Montreux School of Business



Cultural Communication Awareness and Skills Development for Success”, “Entrepreneurship in Emerging Economies”, “Leadership in International Context”, and more.

### **Morpheus Cup**

For the first time, MSB will be represented at the Morpheus Cup by two groups of three students each, who will be competing with 750 universities and graduate schools across Europe for a grand prize of 50, 000 euros. The teams will choose between 10 business subjects for the project. Only 100 teams will be selected for the final in Luxembourg. Since MSB is committed to encouraging excellence and is supportive of students’ activities, the university is sponsoring the expenses of the two groups. The Morpheus Cup is a unique chance for the MSB students to defend their project before five prestigious judges. Moreover, the Cup includes two outstanding days of meetings with no less than 4,000 entrepreneurs, start-ups and investors in Luxembourg. This represents an exceptional networking opportunity for the MSB students.

## **Innovative Higher Education in the 21st Century – The Path Chosen by New Economic University**

Traditional model of higher education can be described as a wise professor addressing a group of students who listen and take notes. The wisdom of the established generation is shared, the young fertile soil is watered and sprouts of knowledge will soon give birth to new trees of progress. And a multiple choice test will separate the wheat from the chaff.

What are the results of this higher education model with roots in the 19th century? Millions of unemployed university graduates. A Pew Research Center study shows that the average 40-year old or younger US citizen is better off without higher education than borrowing money and going to university. Thousands of employers across the globe complain that university graduates lack the basic competences that are valued on the labor market. And there are millions of frustrated students. A popular joke asks "What does a university graduate tell a person that did not go to college?" The answer is "Would you like your hamburger with mayonnaise or without?"

Can we do any better? Can we put students' interests before those of the professors in their tenured comfort zones?

Of course we can. At New Economic University we decided to abolish the 19th century higher education model and we embarked on a new path. Here are a few examples of our approach. Why waste students' time by having them listen to a one-way-traffic lecture when many high

*Prof. Krzysztof Rybinski  
Rector, New Economic University, Almaty, Kazakhstan*



quality MOOCs are freely available? We decided to hardwire MOOCs into our curriculum. We tell students which MOOCs to watch at their convenience, and classes are devoted to discussion, brainstorming, explaining, coaching, and mentoring. Why write a 100-page dissertation on an abstract problem that has no practical relevance and will be read only by the supervisor and maybe the students' parents? Instead, our students write dissertations in teams that work on projects, solving real business problems for university business partners. A university with 14000 graduates working at C-level positions across Central Asia has no problem sourcing such problems and challenges.

But that is not enough. The real mission of higher education in the 21st century is to help students find their talents. Everybody has a talent: hidden skills that can make life successful. Yet, too many young people fail to discover their talents. Some spend five years at the university studying law, struggling and suffering although they have the natural skills to be great salesmen or amazing project managers. Yet, they never try to sell anything or manage a team. Our role is to create an environment at the university, where students have opportunities to find their real talents and make the best of them.

How can we find talent? Expose students to many different challenges. Let them give presentations, work for the community, and form interdisciplinary teams that solve a range of real problems. Help them establish a company at the university business incubator and open their minds by asking questions. Creative and talented young people can come up with breathtaking ideas and solutions, simply because established professors have not yet told them that they would not work.

How do I know we are right? A few weeks ago a first-year student, Azat, came to me and presented an environment-friendly project that will save us lots of money each year. His team is already working on it. We need millions of Azats, graduating from universities across the globe. Let us help them. This is our mission.

[www.neu.edu.kz](http://www.neu.edu.kz)

## Novi Sad Business School's Professor Radovan Tomić Becomes Scientist of the Year

The Oxford Academic Union declared Radovan Tomić, PhD, professor of Novi Sad Business School in Serbia, the winner of the open international competition Scientist of the Year in the field of "Economy" within the category of social sciences. The event was part of the Achievements Forum, held in London on 21 April 2015.

In addition to the online voting from November 2014 to April 2015, applications of all participants were considered by the expert panel that consists of representatives from scientific, academic, and expert communities around the world based on the quality of submitted applications. Participation in this prestigious competition was certainly an important step on the road to success and once again an international recognition of the scientific achievements of this professor of our school and the school itself.

The award was presented by Professor John Netting, general director of the European Business Assembly and President of the Competition Committee in the Institutes of Directors in London.

The competition reviewed the latest results of scientists from around the world in various fields and categories. The competition brochure contains information about our school. The competition report has been sent to more than 60 countries worldwide.



## Digital Enterprise Management – Pforzheim University of Applied Sciences Introduces New International Bachelor’s Degree Program

The management of digital value chains is a central strategic success factor in the global economy. This is why companies need specialists who are able to design efficient internet-based business processes, networks, and cycles through the use of information systems. They should also be able to secure information flows between customers by means of smart terminal devices or components, generate sales and manage sourcing networks and cyber physical systems.

In order to meet this challenge successfully, the Business School at the Pforzheim University of Applied Sciences will be introducing a new, international bachelor’s degree program called “Business Economics/Digital Enterprise Management” in the winter semester of 2016/2017. This program is aimed at enabling graduates to design, evaluate, optimize, and implement IT solutions for global, internet-based business processes.

The primary target group consists of international students who want to learn German. During the first three semesters, the courses are conducted entirely in English. At the same time, compulsory “German as a foreign language” modules will provide students with an intensive introduction to their German-speaking environment and courses in German. Furthermore, tandems consisting of German and English-speaking students will pro-

mote their language skills. In the fourth semester, a mixed-language course (German/English) as well as a course conducted entirely in German will prepare students for the use of German in the fifth semester devoted to practice.

The degree program is conducted in close cooperation with renowned international partner companies which will guarantee a practice-oriented qualification by means of project work, internships, and concluding theses. This cooperation with numerous companies serves to ease the cultural and professional integration of students in Germany.

The global orientation of this program is reflected in the composition of students: more than 50 percent of the places are reserved for international applicants.

The curriculum encompasses achievement of 210 credits in seven semesters. Sixty-two of these credits are allocated to the major field of study, whereas 103 credits are given to cross-disciplinary courses (specifically business administration, economics, quantitative methods, ethics and social responsibility and language skills). Twenty-eight credits can be obtained from the practical semester and 17 credits come from the concluding capstone assignments and thesis. The curriculum is strongly based on the tried and tested Pforzheim model.

The Business Economics/Digital Enterprise Management degree program prepares students for an exciting and highly communicative profession, during which they will be involved in intensive dialogues with people from specialized departments in order to provide them optimally with IT solutions in an innovative environment. Graduates can expect outstanding career prospects on the labor market with high, non-cyclical growth levels as well as an above-average income.

### Exploratory Data Analysis in Business and Economics; An Introduction Using SPSS, Stata, and Excel by Prof. Thomas Cleff

In a world in which we are constantly surrounded by data, figures, and statistics, it is imperative to understand and be able to use quantitative methods. Statistical models and methods are among the most important tools in economic analysis, decision-making, and business planning. This textbook, *Exploratory Data Analysis in Business and Economics*, aims to familiarize students of economics and business, as well as practitioners in firms, with the basic principles, techniques, and applications of descriptive statistics and data analysis. Drawing on practical examples from business settings, it demonstrates the basic descriptive methods of univariate and bivariate analysis. The textbook covers a range of



subject matter, from data collection and scaling to the presentation and univariate analysis of quantitative data, while including analytic procedures for assessing bivariate relationships. It does not confine itself to presenting descriptive statistics, but also addresses the use of computer programs such as Excel, SPSS, and STATA, thus treating all of the topics typically covered in a university course in descriptive statistics. The German edition of this textbook is one of the bestsellers on the German market for literature in statistics.

Thomas Cleff is the dean of Business School Pforzheim, a professor of quantitative methods for business and economics at Pforzheim University, and a research associate at the Mannheim Center for European Research (ZEW). He has served as a visiting professor at several renowned international universities - Ecole de Management ESCEM Tours-Poitiers; Simon Fraser University Vancouver; TEC de Monterrey, and Universitas Gadjah Mada Yogyakarta.

## Swiss Business School

### 2015 MINT Forum

Thursday, 23 April 2015, saw the annual, student-led forum, focusing on emerging economies, in a new format, as the 2015 MINT Forum. "MINT" refers to Mexico, Indonesia, Nigeria, and Turkey. This year's topic of the forum was *"The Development of the Service Industries in the MINT Countries"*. The event featured guest speakers from each of the four countries with presentations on their nations and economies.

In keeping with the tradition of Swiss Business School (SBS), this yearly forum has become a highlight of the academic calendar and the 2015 MINT Forum did not disappoint, due to the organizational efforts of our graduating class and the participation of SBS students, faculty, alumni, and other guests, as well as the fascinating and informative presentations that were given during the event.

We are already looking forward to the next year's edition of this forum and hope to have you join us then!

### Guest Speaker, Dr. Gisela Reichmuth

On 12 March, 2015, we had the pleasure to welcome Dr. Gisela Reichmuth as a guest speaker, to deliver an informative presentation to our under-

*MINT Forum 2015 at the SBS premises*





Guest Speaker at SBS: Dr. Gisela Reichmuth

graduate students on investors' perspectives on private equity and venture capital. Dr. Reichmuth sits on the board of StartAngels Network, a platform for business angel investors that offers investment opportunities in early-stage Swiss entrepreneurial endeavors. Dr. Reichmuth holds a PhD in atmospheric sciences from ETH and a Master's degree in mathematics, as well as an MBA from SBS.

### Research At SBS

*Executive MBA Dissertation  
by Rudi Scheerlinck*

#### **"The GENERATION Y.**

Do they have different expectations and views compared to older employees? How can companies use this to attract and retain the Generation Y? "

#### **Short Summary:**

A generation is mainly a cohort of people who share birth years and experience significant events at critical moments in life that influence their behaviour and mind set, although this does not mean that everybody of a same generation thinks and acts in the same way.

This thesis first provides an overview of the characteristics of the different generations, mainly of the generations who are currently on the work floor, despite the lack of uniformly used cut-off birth dates defining a given generation.

One of the conclusions of this thesis is that a company should be aware of the interests of all generations and assess which skills to develop for each of them. An informal atmosphere could stimulate bi-directional knowledge transfer between generations and facilitate team decisions. Generation-adjusted training programs might reduce inter-generational gaps; e.g. business skills for the younger generation and IT skills for the older generation.

## Updates from the Warsaw School of Economics (SGH)

### EU Research Programs

The Warsaw School of Economics (Szkoła Główna Handlowa - SGH) is proud to collaborate with esteemed international partners on research within the framework programs of the European Union:

■ **Project AGENTA**, a cryptonym for *Ageing Europe: An Application of National Transfer Accounts (NTA) for Explaining and Projecting Trends in Public Finances*, employs the new method of National Transfer Accounts (NTA) to analyse the increasing average age of European societies. The project puts special emphasis on

- the links between the public and the non-public sector (particularly households) in providing resources in the dependent periods of the life cycle;
- the links between the different components of the public budget (Current investments in the health and other human capital of children shape the need for services and the size of the public budget in the future);
- the definition of stages of the life cycle, and old age in particular, and how they interrelate to impact economic activity, the timing, and the circumstances of retirement decisions.

The output of the project is meant to be strongly policy-oriented, offering an agenda for preparing for long-life societies.

■ **Investigating the Impact of the Innovation Union (IU)** is a Horizon 2020 program that focuses on stimulating and strengthening European innovation potential. It will deliver a system of assessment for the Innovation Union policy commitments.

■ The multidisciplinary Horizon 2020 innovation project *Raising Open and User-friendly Transparency-Enabling Technologies for Public Administrations (ROUTE-TO-PA)* employs e-government, computer science, learning science, and economics to improve transparency of ICT-based technology and citizen engagement by providing opportunities of social interactions over open data. SGH faculty from the Division of Decision Support and Analysis faculty represent the school in this important endeavour.



*Summer University graduates2014*

### **Summer Schools**

This summer, SGH invites students from around the world to two summer schools where they can learn about Poland's economy and the region.

The 45th annual German language summer school (30 August -11 September, 2015), organized by SGH's Polish-German Academic Forum, will address the issue of Polish-German relations under the topic "Established Partnership? Relations between Poland and Germany in the Economy, Politics and Society", while the English-language Summer University Warsaw (28 June -11 July, 2015) will focus on the practical aspect of doing business in the region, offering courses under the general theme of "Building a Competitive Advantage of a Business on the Market of Central Europe".



International Leadership Association



17TH ANNUAL GLOBAL CONFERENCE

# Leading Across Borders and Generations

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Join more than 1,000 scholars, coaches, executives, program directors, and consultants in a global forum where participants learn and share leadership ideas, research, and best practices. 200+ workshops, papers, panels, and presentations plus numerous special events equals unparalleled learning and networking opportunities.

## KEYNOTE SPEAKERS



**Frank P. Ros**  
Retired Vice President,  
Hispanic Strategies  
Coca-Cola Company



**John, Lord Alderdice**  
U.K. Parliament  
President,  
ARTIS (Europe) Ltd.

[www.ila-net.org/conferences](http://www.ila-net.org/conferences)

[conferences@ila-net.org](mailto:conferences@ila-net.org)



## FORTHCOMING CEEMAN EVENTS

### ■ 23rd CEEMAN Annual Conference

24-25 September 2015  
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### ■ Executive Education Forum

5-6 November 2015  
Izmir, Turkey



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