

# **CEEMAN**

2017/2018

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September 2018



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## Dear Friends,

CEEMAN has a very successful year behind it.

**Research and publications** were certainly one of the areas where we made significant progress. CEEMAN-coordinated international research on Management and Leadership Development Needs in Dynamic Societies, run in 11 countries, which has resulted in a book with Springer, several international events, and preparation of useful guidelines for higher education institutions (with the help of EU funds). Having completed that project, we are already embarking on a new one – revisiting the innovative success stories of Hidden Champions in Central and Eastern Europe, this time with the help of partners in 24 countries and financial support from EBRD, as well as confirmed interest from Springer to publish the new findings (following the first book in 2013).

For the first time, we organized **CEEMAN Annual Conference in China**, learning more about this exciting country and establishing new partnerships. Following the conference, several Chinese schools joined CEEMAN and started sending their faculty and staff to our programs and events. CEEMAN also continued gaining substantial visibility through active participation and contribution at various international events and partnerships in dynamic societies.

Our **well-rounded program portfolio** remains on very high level and offers our members opportunities to develop their faculty and administrative staff. CEEMAN's flagship International Management Teachers Academy (IMTA) will celebrate 20 years next year. Having educated more than 600 faculty members in 51 countries around the world, it has significant impact on management development and quality of teaching while IMTA alumni

community is a powerful network for further professional growth and international collaboration. Program Management Seminar is very popular every year, which speaks of its importance and urgency. Our new programs such as EdTech Seminar (on the highly relevant issues of technology in teaching and learning) and the workshop on Leading the Way in Management Development (or, as we say a workshop “for Deans and their teams”) that will take place this November are further responding to answering the development needs of our members.

**CEEMAN’s International Quality Accreditation (IQA)** is gaining even stronger momentum as more and more higher education institutions pay attention to excellence and relevance, the two main pillars of IQA. Further steps were made in collaboration between IQA and EQUAA, a Latin American accreditation body for exchange of experience and strengthening links among our respective networks.

We continue recognizing quality and achievements through the **CEEMAN Champion Awards and Case Writing Competitions**, which provide inspiration for all of us.

Last but not least, we took important steps in **thought leadership** through CEEMAN Manifesto “Changing the Course of Management Education: Combining Excellence with Relevance”, with the aim to create a global movement in re-establishing relevance alongside excellence as the way forward in management development.

We highly appreciate the support of all our members and partners in making these and other achievements possible. I hope you enjoy reading the following report, which describes the above and other activities in more detail, and I look forward to continuing our collaboration also in the years to come!

Sincerely yours,



**Danica Purg**  
CEEMAN President

# 25<sup>th</sup> CEEMAN Annual Conference

The 25<sup>th</sup> CEEMAN Annual Conference “Rethinking Entrepreneurship – Challenges for Management Education in Rising Economies” was hosted and co-organized by School of Management, Zhejiang University in Hangzhou, China from 20-22 September 2017. It brought together 133 participants from 32 countries: Albania, Bahrain, Belarus, Belgium, Brazil, China, Czech Republic, Estonia, Georgia, Germany, Hong Kong, Hungary, India, Italy, Kazakhstan, Latvia, Lithuania, Netherlands, Malaysia, Philippines, Poland, Russia, Singapore, Slovenia, South Africa, South Korea, Thailand, United Arab Emirates, United Kingdom, Ukraine, United States, and Zimbabwe.

The pre-conference events on Wednesday, 20 September included company visits that gave a unique opportunity to look inside some very successful companies representing Chinese economic growth and entrepreneurial revival. Participants had a chance to visit one of the three Chinese giants: Alibaba, Geely or Wensly.

The conference included keynotes by high-level business leaders and academics, among others an inspiring speech by Dipak C. Jain, Former Director of Sasin Graduate Institute of Business Administration of Chulalongkorn University, Thailand. He spoke about the evolution of management education, key issues that the institutions are facing and how business schools will need to evolve in the future.

In the first two panels, deans of various management education institutions from Brazil, China, Czech Republic, Estonia and Russia shared their views on issues and opportunities related to entrepreneurship development in



*Dipak C. Jain, Former Director of Sasin Graduate Institute of Business Administration of Chulalongkorn University, Thailand, delivered the first keynote at the 25<sup>th</sup> CEEMAN Annual Conference in Hangzhou, China*



*Over 130 participants from 32 countries joined the Conference*

China and around the world, while the third panel was dedicated to the entrepreneurship development seen from the entrepreneur's side.

The conference also included a session on **CEEMAN IQA accreditation**, a session on mapping entrepreneurship development strategies for business schools in world café format, and the video address by Peter McKiernan, Professor of Management at the University of Strathclyde, UK.

With the help of IMTA Alumnus Zoltan Buzady from Corvinus Business School, Hungary, CEEMAN organized a **poster session for faculty and researchers** on the conference topic. The session attracted much attention and presented an opportunity for faculty and researchers (nine presenters from five countries) to showcase their experience and best practices in teaching and research. Other conference side events and bonus sessions included individual Dean2Dean advisory meetings, update on insights from CEEMAN Research (Assessing Management Development Needs), and a session by GMAC on high quality assessment for emerging management education systems.

The winners of the **2017 Case Writing Competition** and the **2017 CEEMAN Champions** joined the 25<sup>th</sup> CEEMAN Annual Conference in Hangzhou to receive their awards at the award ceremony on 22 September.

The CEEMAN **Research Award** was given to the prolific writer **Mohamed Buheji** from Bahrain for his impressive research portfolio focused on the “economic democracy” and the concept called “inspiration economy”. A joint award in the **Responsible Management Education** category was won by **Aigerim Kaumenova**

*Zhuldyz Yelubayeva receiving the 2017 CEEMAN Award cup at the 25<sup>th</sup> CEEMAN Annual Conference in Hangzhou, China*



and **Zhuldyz Yelubayeva** from Almaty Management University, Kazakhstan. Two awards were given in the category of the **Institutional Management** and they went to **Rungano Jonas Zvobgo** from Great Zimbabwe University and **Mohamed Mustafa Ishak** from University Utara Malaysia for their inspiring, innovative, and overall remarkable achievements. No teaching category award was presented in 2017.

The winning case study of the 2017 **Case Study Competition** was **Codezin: Braving the Start-up Storm** by Gaurav Gupta, Indian Institute of Management Calcutta, Shounak Pal and Indranil Biswas, Indian Institute of Management Lucknow, India. The first runner-up of the competition was a case written by Allan K. K. Chan and Caleb Chen from Hong Kong Baptist University, Hong Kong, titled **From Asia to Africa: The International Expansion of Hon Chuan Enterprise**. The third place went to Andrea Santiago and Fernando Martin Roxas from Asian Institute of Management, Philippines for their case **Smokey Tours: The Other Side of Manila**.



*Poster session for faculty and researchers*



*Zhejiang University campus in Hangzhou*

# EdTech Seminar on Digital Technologies in Teaching and Learning

In December 2017, CEEMAN launched a new program **EdTech Seminar on Digital Technologies in Teaching and Learning**, intended for decision-makers (deans, associate deans, directors), administrative and academic staff of management universities and business schools who would like to learn more about strategies, practices and tools for embedding digital technologies in teaching and learning. The goal of this seminar is to help participants advance their knowledge, understanding, and fluency with digital learning trends, methods and tools.

The first edition of the seminar, which brought together 14 participants from nine institutions from Croatia, Estonia, Hungary, Latvia, Lithuania, Poland, Russia, Slovenia, and Ukraine, was led by Academic Director Nikos Mylonopoulos, Associate Professor of Digital Business at ALBA Graduate Business School at The American College of Greece in cooperation with several other faculty members. After receiving positive feedback, a modified and improved version of EdTech is to take place from **15-18 October 2018** in Bled, Slovenia. The modified program gives additional emphasis to practical knowledge and team-work on cases.

*"The program has really encouraged me to move on and not to stop in digitalization process."*

**EdTech 2017 participant**

After completing this seminar, depending on their role as academics or administrators, participants should be able to:

- Engage in informed debate about the contribution, value and limitations of digital technologies in teaching and learning, now and in the future.
- Meaningfully contribute to strategic decision making in their Business School related to the transformational opportunities and practical constraints of digital technologies in teaching and learning.
- Have a solid grasp of learning models and their implementation in a digital or blended context.
- Be articulate in the language of Learning Management Systems and related tools.
- Participate in the design and delivery of online and/or blended courses with confidence.



*"It is our responsibility to look deep into the future and decide how we are going to best prepare our students for that kind of future."*

**Nikos Mylonopoulos,**  
EdTech Academic Director



# Program Management Seminar

The 14<sup>th</sup> edition of the Program Management Seminar was held on 18-20 April 2018 in Bled, Slovenia. It gathered 30 participants from 13 countries (Austria, Czech Republic, Germany, Hungary, Kazakhstan, Latvia, Lithuania, Poland, Russia, Slovenia, South Africa, Switzerland and Ukraine).

Run by faculty from Coventry University (United Kingdom), IEDC-Bled School of Management (Slovenia) and CarringtonCrisp (United Kingdom), the seminar dealt with many important topics, including understand-

ing target markets, delivering outstanding customer service, managing the performance of program staff, dealing with participants and faculty, alumni relations, and more. It also contributed to understanding how to respond effectively to continuously changing customer needs while simultaneously taking care of the institution's own needs. Iztok Seljak, President of Management Board, Hidria d.o.o., Slovenia has also contributed to the seminar by sharing his views on engaging with corporate stakeholders from the business perspective.

Specifically designed for program managers, directors, and administrators, since 2005 the Program Management Seminar has been attended by more than 470 program managers, directors, and coordinators from 155 business schools and universities in 41 countries. The next edition of the seminar will take place on **10-12 April 2019**.



*"A great seminar to fast-track your career as a successful program manager."*

**PMS 2018 participant**



*"I developed a broader perspective and understanding of higher education as well as a better understanding of where I fit in the system. Overall very beneficial and thought-provoking"*

**Heather Metje,**

HHL Leipzig Graduate School of Management, Germany



# International Management Teachers Academy

The 19<sup>th</sup> edition of CEEMAN’s flagship International Management Teachers Academy (IMTA), that took place on 17–28 June 2018 in Bled, was attended by 28 participants from 15 countries (Belarus, China, Czech Republic, Egypt, Finland, France, Georgia, Latvia, Poland, Russia, Serbia, Slovenia, Sweden, Switzerland and Ukraine).

During the first week of the program, IMTA 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 technology in learning and teaching.

The second part of IMTA was divided into four disciplinary tracks - Business in Society, Marketing Management, The Challenges and Paradoxes of Leading Change, and Strategic and International Management. Participants focused on requirements and opportunities more specific to their own topics and went deeper into how to teach the respective disciplines. Multidisciplinary co-teaching and plenary sessions demonstrated the correlation between individual disciplines.

*“An excellent choice of topics and the perfect guidance I needed at this point of my teaching career. I feel as though I have gained a lot from the IMTA program and I look forward to stepping up to the challenge of following the steps of some of these incredible professors. I come out of this a better person and a better teacher for sure!”*

**Aleksandra Marić,**  
Accademia del Lusso, Serbia



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

**Joe Pons,**  
IMTA faculty member, Spain

Over 620 management teachers from 165 institutions in 51 countries around the world have completed IMTA since 2000. Many of them report it had a major and long-lasting impact on their teaching careers. The activities of IMTA Alumni Association, local Alumni Clubs (in Kazakhstan and Russia), and collaboration initiatives among individual alumni and their institutions offer a further value-added of IMTA resulting in international cooperation projects, joint teaching and research, study and teaching visits and exchanges.

The **jubilee 20<sup>th</sup> edition of IMTA** will take place in Bled on **16-27 June 2019**, followed by a special event on 28 June to mark the anniversary of this unique faculty development program, which all IMTA alumni and their institutions, as well as anyone interested in learning more about IMTA, are welcome to attend.



# CEEMAN International Quality Accreditation

From September 2017 to September 2018, CEEMAN Accreditation Committee has awarded initial accreditation to:

1. Zhejiang University, School of Management, China
2. Othman Yeop Abdullah (OYA) Graduate School of Business, Malaysia
3. Kyiv School of Economics, Ukraine

and re-accreditation status to:

1. Warsaw School of Economics, Poland
2. IMISP Business School, Russia

*“CEEMAN IQA has provided international acknowledgement that Kyiv School of Economics delivers management education on an excellent level according to internationally recognized quality standards. This will help KSE strengthen its competitive advantage in Ukraine and internationally, and increase its cooperation with highly reputable national and international partners. KSE will be able to reach its goal of becoming the leading academic institution in Ukraine and one of the best schools globally.”*

**Tymofiy Mylovanov,**  
Honorary President of Kyiv School of Economics

Besides managing a number of other initial or re-accreditation processes and site visits, CEEMAN IQA Director Alenka Braček Lalić has been actively involved as a speaker in a number of international conferences and events, sharing her expertise on various aspects of quality assurance, different international accreditation schemes, and IQA's distinctive features and evaluation process.



**CEEMAN IQA accredited institutions**  
as of 1 September 2018:

1. IPM Business School, Belarus
2. J.J. Strossmayer University, Faculty of Economics, Croatia
3. Tallinn School of Economics and Business Administration, TUT, Estonia
4. Zhejiang University, School of Management, China
5. Almaty Management University, Kazakhstan
6. Narxoz University, Kazakhstan
7. Riga Business School, Latvia
8. RISEBA University, Latvia
9. ISM University of Economics and Business, Lithuania
10. Business School of Vilnius University, Lithuania
11. Othman Yeop Abdullah (OYA) Graduate School of Business, Malaysia
12. Wroclaw University of Economics, Poland
13. Kozminski University, Poland
14. Poznan University of Economics, Poland
15. SGH Warsaw School of Economics, Poland
16. Department of Finance and Banking, RANEPa, Russia
17. IMISP Business School, Russia
18. IEDC-Bled School of Management, Slovenia
19. European University, Spain/Switzerland/ Germany
20. Salford Business School, UK
21. MIM-Kyiv Business School, Ukraine
22. Kyiv Mohyla Business School, Ukraine
23. Kyiv School of Economics, Ukraine
24. Lviv Business School of UCU, Ukraine
25. Institute of Public Administration and Entrepreneurship (IPAE), Russia

*CEEMAN's IQA peer review team during their OYAGSB site visit in Sintok, Malaysia*

# CEEMAN and PRME

CEEMAN continues supporting PRME through its IQA-International Quality Accreditation, which places specific emphasis on responsible management education, through faculty development activities (special track on Business in Society and a session on social responsibility of faculty at IMTA) and in CEEMAN Champion Awards (special category on responsible management education), as well as through regular publication of PRME-related information on the CEEMAN website, social media and other channels. It will also continue encouraging its members to be actively involved in the work of PRME and PRME CEE Chapter, various working groups and PRME initiatives.

CEEMAN Project Manager Rok Ramšak was a speaker at a special event “A Day of PRME” on 19 April 2018 in Riga organized by RISEBA University of Business, Art and Technology. He presented various CEEMAN activities that support implementation of PRME principles, and together with PRME CEE Chapter members discussed current and future activities of the Chapter. Another meeting

## **PRME** Principles for Responsible Management Education

*an initiative of the United Nations Global Compact*

of the PRME CEE Chapter is taking place in Ljubljana, Slovenia on 6-8 September 2018, hosted by the Faculty of Economics of the University of Ljubljana.

CEEMAN has also initiated participation of Lise Kingo, Executive Director of the United Nations Global Compact as a keynote speaker at the Balkans & Black Sea Cooperation Forum in June 2018 in Athens to promote PRME and UNGC.



*Interactive discussions during “A Day of PRME” event in Riga*



*PRME CEE Chapter meeting participants in Ljubljana*

# 2018 CEEMAN Champion Awards

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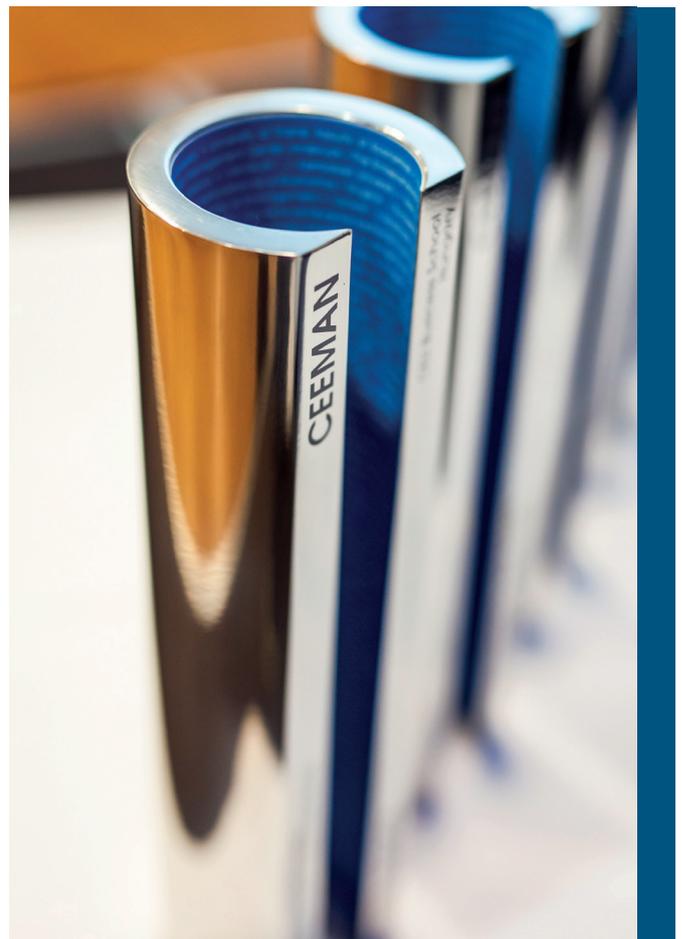
CEEMAN Champion Awards were launched for the first time in 2010 in line with CEEMAN's effort to promote and reward excellence and outstanding achievements that bring in diversity, creativity, and innovation, while satisfying a set of pre-determined evaluation criteria that particularly value how the accomplishments are likely to contribute to business practice and knowledge in the local environment and how they contribute to the institution's vision and strategy. The potential transferability to other CEEMAN institutions and management development in general is considered as an additional value.

In 2018, CEEMAN received ten Champion Award nominations from Austria, Croatia, Hungary, Kazakhstan, Oman, Poland, Russia, Singapore, South Africa and Ukraine.

Based on the Awards criteria and quality of submissions, the jury, consisting of Jim Ellert, Emeritus Dean of Faculty, IMD, Switzerland, Olga Veligurska, CEEMAN Director and Alenka Braček Lalić, CEEMAN IQA Director, decided to award the prizes to the following nominees:

- **Sophia Opatska**, Lviv Business School at the Ukrainian Catholic University, Ukraine in the Institutional Management category
- **Daniil Muravskii**, Institute of Business Studies, RANEPa, Moscow, Russia in Responsible Management Education category
- **Zoltan Buzady**, Corvinus Business School, Hungary for Innovative Pedagogy

The winners will receive their prize cups designed by Gigodesign, an award-winning agency from Slovenia, at the 26<sup>th</sup> CEEMAN Annual Conference in Prague, Czech Republic. A special interview with the 2018 Champions will be published in winter edition of CEEMAN News.



*CEEMAN Champion Award cups are made by Gigodesign, an award-winning Slovenian company*

# 24<sup>th</sup> CEEMAN

## Case Writing Competition

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The 24<sup>th</sup> CEEMAN Case Writing Competition, organized for the twelfth time in cooperation with Emerald Group Publishing, attracted 38 case study submissions written by 87 authors and co-authors from 17 countries (Canada, China, Hungary, India, Iran, Kazakhstan, Madagascar, Malaysia, Russia, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Ukraine, United Arab Emirates, USA). Among the case authors were two IMTA alumni and eight authors came from CEEMAN member institutions.

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

The case study ***WinChannel's Digital Gambit to Revitalize Rural China*** by Peter Moran, Daniel Han Ming Chng and Liman Zhao from China Europe International Business School was chosen as the winner of the 2018 competition. The judges' evaluation is:

*"The Win Channel case study is an excellently written two-part case study, which focuses on the fast-moving consumer good industry in China and the influence that it has on the development of digital technologies. Both cases A and B have a very good discussion potential thanks to the available data and information. Case A includes a more general approach to the distribution channels and challenges of the Chinese market, while in case B we see an intent to respond to the problematics with the new technologies. The issues presented in the cases are very significant and decisions demand a high level of critical thinking. The case teaching note is very well written and gives excellent support to the lecturer."*



The second place went to the case titled ***In the Uncertain World of Qontrac International: Navigating Through Family, Growth and Succession Management Challenges*** by Virginia Bodolica, Martin Spraggon and Diantha D'Costa from the American University of Sharjah, UAE and Mohammed bin Rashid School of Government (MBRSG), UAE. The third place went to the case study ***Advantech: Evolution of Its IoT Ecosystem Strategy*** by Liman Zhao, Guo (Ginkgo) Bai and Zhenrong (Edison) Wang from China Europe International Business School.

The value of the total prize pool is over 10,000 euros with monetary awards and scholarships for attending CEEMAN's IMTA-International Management Teachers Academy in Bled for the first three places in the competition, as well as a 12-month free subscription to an Emerald journal for shortlisted case authors.

The authors of the winning case studies are invited to the 26<sup>th</sup> CEEMAN Annual Conference in Prague, Czech Republic on 19-21 September 2018 to receive their awards 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.

To celebrate 12 years of successful cooperation and the 25<sup>th</sup> anniversary of CEEMAN, Emerald and CEEMAN will offer CEEMAN members temporary free access to the winning cases of all 24 Case Writing Competitions. More information will follow in the upcoming months.

# Research

The CEEMAN research project on **Management and Leadership Development Needs in Dynamic Societies** has come to a fruitful conclusion this year. The main objective of the research, while interviewing more than 200 CEOs and HRMs, was to achieve a better understanding of emerging business challenges as well as management and leadership development needs. Moreover, the study aimed at understanding what the missing links are between management education and the corporate world in order to develop recommendations that would help in strengthening existing partnerships (or establishing new ones) between management education institutions and businesses. What began as an



*Researchers panel at the international conference on Management Development Needs in Bled, Slovenia*

ambitious research endeavor with 30 research partners from 19 countries (Albania, Belarus, Bosnia and Herzegovina, Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Macedonia, Poland, Russia, Serbia, Slovakia, Slovenia, South Africa, Tanzania, and Ukraine), resulted in the publication of *Business and Society - Making Management Education Relevant for the 21<sup>st</sup> Century* edited by Danica Purg, Alenka Braček Lalič and Jennifer Pope in July 2018 by Springer.

**CEEMAN Erasmus+ Strategic Partnership project: Skilled Business Leaders for Skilled Europe** is approaching its conclusion, with the final report being prepared. The project consortium consists of CEEMAN (coordinating institution), RISEBA University of Business, Arts and Technology (Latvia), Estonian Business School (Estonia), International School of Business of Vilnius University (Lithuania), Kozminski University (Poland), Corvinus University (Hungary), Faculty of Economics Zagreb (Croatia), and IEDC-Bled School of Management (Slovenia). In the academic year 2017/2018, the partners have successfully completed the preparation of intellectual outputs (cross-country report and guidelines for educational institutions based on gained research insights), held several international meetings, educational programs and dissemination events on different topics, including:

- Third Learning and Training Event “Challenges of Digital Transformation in Management Education” in December 2017 in Bled, Slovenia
- Conference “Best Practices in Management Education” hosted by RISEBA in October 2017 in Riga, Latvia
- Fourth Learning and Training Event “Case4Skills Seminar on Writing and Teaching with Case Studies” in January 2018 in Zagreb, Croatia
- Conference “Digitalization in Management Education and Development” hosted by Corvinus University in April 2018 in Budapest, Hungary
- Conference “Management Development Needs” hosted by CEEMAN and IEDC-Bled School of Management in June 2018 in Bled, Slovenia

Information about the Lead4Skills project and activities can be found at the project website [lead4skills.ceeman.org](http://lead4skills.ceeman.org), while intellectual outputs will be published on Erasmus+ online platform in open access.

## Grants applications

During 2017 and the start of 2018, CEEMAN applied as project consortium member to various H2020 (2), Interreg (1), Erasmus+ (2) projects, as well as for private funding (1). One of the Erasmus+ projects was approved for implementation. Led by Budapest Business School (Hungary) and partnering with IEDC (Slovenia), Leeds Beckett University (UK), INFODEF (Spain), Lappeenranta University of Technology (Finland), BCSDH (Hungary) and CBS (Germany), the ISSUE project aims to develop an educational toolkit, guidelines and materials that provide sustainable development (SD) training for a whole university staff from students through administrative and technical staff to teachers and university management. CEEMAN will be responsible for project dissemination as well as advising on research activities focusing on educational institutions. The project will start on November 1, 2018 and is predicted to last for 30 months. CEEMAN is still waiting for application results for two applications. It is worth noting that CEEMAN achieved very high scores even on those proposals that did not get accepted; a 95% score on H2020 is surely a considerable achievement.

## Research on Hidden Champions in CEE

In 2011, CEEMAN launched an elaborate project comprising 15 research teams that worked with over 130 companies across Central and Eastern Europe (CEE) and Turkey. The teams have studied Hidden Champions - small and medium-sized companies that have a low visibility profile in the public domain, yet which occupy top positions in the world markets as measured by market share. Results of the study were published by Springer in 2013 in a book titled *Hidden Champions in CEE and Turkey: Carving out a Global Niche*.



*Hidden Champions researchers meeting in Bled*

In 2018, CEEMAN returned to the topic of the Hidden Champions and a new more ambitious study was launched: "Hidden Champions in Dynamically Changing Societies and their Management and Leadership Development Needs". The new project runs across 24 countries, with 24 international research teams participating in it. The research partners met in Bled in May to discuss research methodology and timeline. Common characteristics, best practices, main success factors, as well as the management and development needs of the identified Hidden Champions will be assessed and shared. A report is to be published in late 2018 and a book - in 2019-2020. The project is supported by the European Bank for Reconstruction and Development and coordinated by IEDC-Bled School of Management and CEEMAN.

To share insights and CEEMAN experience from the Hidden Champions project, CEEMAN President Danica Purg and Alenka Braček Lalić will be speaking at an international research conference on Hidden Champions in Hangzhou, China on 22-23 October 2018, organized by the School of Management, Zhejiang University.

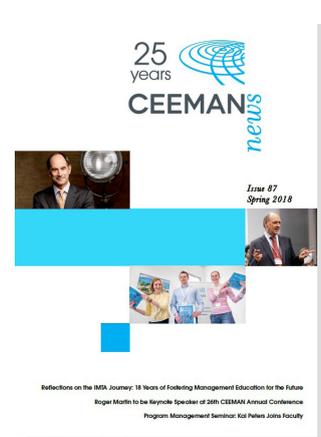
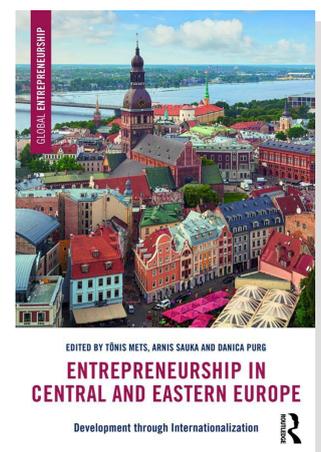
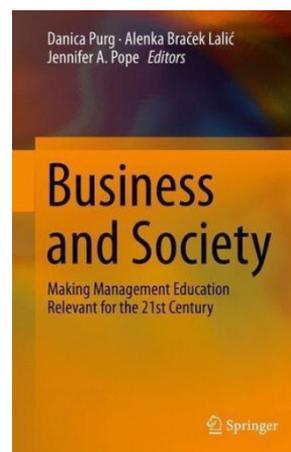
# Publications

*Proceedings of the 25th CEEMAN Annual Conference “Rethinking Entrepreneurship – Challenges for Management Education in Rising Economies”* were published and distributed to CEEMAN members and conference participants and are available online on the CEEMAN website (Publications section), along with speaker presentations. Four issues of **CEEMAN News** and five issues of the **CEEMAN E-News** were published. Besides updates from CEEMAN, the newsletters feature information on network and partner news and events, publications, and calls for collaboration.

One of the more prominent releases of 2017/2018 is the publication ***Business and Society: Making Management Education Relevant for the 21<sup>st</sup> Century*** edited by Danica Purg, Alenka Bračec Lalić and Jennifer A. Pope and released by Springer. The book seeks to encourage management education institutions to start monitoring the needs of their respective stakeholders and to provide relevant management education and research.

Danica Purg and Alenka Bračec Lalić have also contributed chapters in two books about entrepreneurship in Central and Eastern Europe and the future of management education: ***Entrepreneurship in Central and Eastern Europe: Development Through Internationalization*** and ***The Future of Management Education, Volume 2: Differentiation Strategies for Business Schools***.

A special **25<sup>th</sup> CEEMAN Anniversary website** *25years.ceeman.org* was launched in spring 2018. It highlights key milestones in the history and development of CEEMAN, overview of its past activities, as well as reflections of the CEEMAN Board, members and partners on the occasion of the Anniversary.

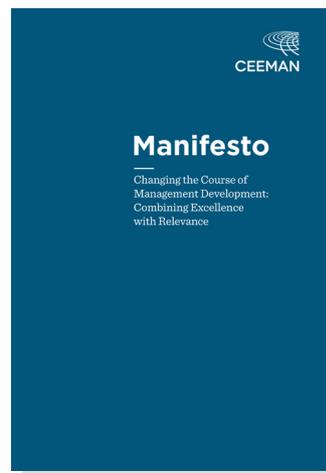


# CEEMAN Manifesto

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CEEMAN's Board has repeatedly discussed the role that CEEMAN could play in engineering a badly-needed course correction in management education and research. With 230 members from 55 countries representing institutions in Central and Eastern Europe, Russia, Central Asia, China, Africa, and Latin America, as well as participation from the more established economies of Western Europe and the United States, CEEMAN is uniquely placed to play such a role. The center of gravity of innovation in many products and services has already shifted from West to East, and there are strong reasons to believe that management development may be next in line.

The discussions have resulted in the preparation of the CEEMAN Manifesto ***Changing the Course of Management Development: Combining Excellence with Relevance***, a group effort led by Derek Abell, CEEMAN Board member and IQA Accreditation Committee President, which outlines key areas where change is urgently needed to make management education more relevant to the needs of business and society. The Manifesto takes into account implications of the earlier Carnegie and Ford reports, as well as recent discussions among management educators about the urgent need for change.



The CEEMAN Manifesto, to which members of the CEEMAN Board are signatories, attempts to understand the real nature of management and leadership, and from that draw conclusions about what the future shape of management education and research should look like. It is neither a return to the founding years of management development, nor is it a continuation down the cul-de-sac towards into which many management schools now appear to be headed. Rather it is to re-establish relevance alongside excellence as the way forward.

*"The Manifesto is much more than a document, it is the start of a movement for our CEEMAN members to change the future for management education institutions in dynamic societies,"* said Danica Purg, CEEMAN President. To be officially launched at the 26<sup>th</sup> CEEMAN Annual Conference in Prague on 20 September, the Manifesto will be circulated widely to opinion leaders of top business schools globally, corporations, EU leadership, government officials and policy makers, and academic accreditation associations.

# International partnerships and events

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CEEMAN contributed to several events while also using the opportunities for promoting CEEMAN programs and activities and acquisition of new members and/or contacts.

- CEEMAN Interim Director Drikus Kriek participated in the **annual conference of the International Leadership Association (ILA)** in Brussels on 11-14 October 2017, speaking in the panel "From Research to Dialogue to Impact".
- Danica Purg and Rok Ramšak have participated at **RISEBA's 25<sup>th</sup> Anniversary events** (including Lead4Skills project conference) in Riga, Latvia in October 2018, where Danica Purg was also awarded professor Honoris Causa title for the advancement of business and management education in Central and Eastern Europe and other dynamic societies.
- Danica Purg and Irina Sennikova have participated as speakers and moderators at the high-level **Gaidar Forum** in January 2018, hosted by RANEPa in Moscow, with significant visibility for CEEMAN. Prof. Purg also met with some IMTA alumni and CEEMAN members while in Moscow and presented findings of the CEEMAN research on Management and Leadership Development Needs in Dynamic Societies at an **HR brunch** organized for Russian companies.
- Danica Purg has participated at the **EFMD Deans Conference** on 25-26 January in Munich, where she also contributed at the PRME Steering Committee Meeting.
- Alenka Braček Lalić promoted CEEMAN IQA at the conference organized by the Association of **Polish Universities for Internationalization** in Warsaw (January 2018). She participated in the panel discussion together with EFMD, AACSB, AMBA and other QAA representatives and had the presentation on CEEMAN IQA and other CEEMAN programs and activities.
- Drikus Kriek represented CEEMAN at the annual conference of the **Baltic Management Development Association (BMDA)** in Porto, Portugal in May 2018 speaking at a panel discussion entitled "How to Create Unconventional Programs at a Business School".
- In April, Danica Purg visited several higher education and business organizations in **Azerbaijan and Georgia**, discussing opportunities for collaboration, while Drikus Kriek visited several business schools and universities in **Latvia and Estonia**.
- CEEMAN Director Olga Veligurska was a speaker at the **UNESCO Regional Consultation Meeting for Eastern Europe and Central Asia** on April 22-23 in Moscow, Russia, organized with the support of the National Accreditation Agency of Russia and INQAAHE – the International Network of Quality



*Drikus Kriek represented CEEMAN at the BMDA Annual Conference in Porto*



*Olga Veligurska at the UNESCO Regional Consultation Meeting for Eastern Europe and Central Asia*

Assurance Agencies in Higher Education. She shared CEEMAN experience from CEEMAN activities related to quality assurance, faculty development and responsible management.

- In June, Danica Purg visited China to deliver a keynote speech on Hidden Champions at the **Conference of Academy of Management China** in Wuhan and a lecture for students of **Master of Science Program in Innovation, Entrepreneurship and Global Leadership (PIEGL)** at the School of Management, Zhejiang University in Hangzhou. PIEGL is a new Master of Science Program launched in the beginning of 2017, which represents a joint degree of five CEEMAN member institutions from countries along the Silk Road: School of Management, Zhejiang University (China), Almaty Management University (Kazakhstan), IEDC-Bled School of Management, Postgraduate Studies (Slovenia), Kozminski University (Poland) and RISEBA University (Latvia).
- Alenka Braček Lalić represented CEEMAN in the gathering of presidents of affiliated scholarly societies within **EURAM 2018** conference held on 19-22 June in Reykjavik, Iceland.
- Danica Purg actively participated in the **78<sup>th</sup> Annual Meeting of the Academy of Management** on 10-14 August 2018 in Chicago, Illinois, USA. She chaired the paper session on The Future of Management Education.
- In August, Danica Purg visited Mr. Tibor Navracsics, **EU Commissioner for Education, Culture, Youth and Sport** at the European Commission Headquarters in Brussels to present CEEMAN and discuss possibilities for cooperation.

Several new partnerships were established:

- In February 2018, CEEMAN became a partner of **RRBM - Responsible Research in Business and Management**, a global movement to transform research and change our world for the better. We invite all our members to endorse the initiative.
- CEEMAN became a partner of the **5<sup>th</sup> Responsible Management Education Research Conference** which will take place in Cologne, Germany on 12-13 November 2018.
- **AACSB and CEEMAN** decided to continue their **Collaboration to Support Enhanced Data on Business Education in Central & Eastern Europe** into 2018. The 2017 Business School Survey reports were expanded to include several CEEMAN members who are not within the AACSB network, thus providing more complete and comparable global institutional profile data about business education providers in regions served by the two organizations.

CEEMAN has also hosted a number of visits from member and partner organizations at its headquarters in Bled.



# CEEMAN Board

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## Danica Purg

**CEEMAN President**  
President of IEDC-Bled School  
of Management  
Slovenia



## Derek Abell

**President of IQA Accreditation  
Committee**  
Professor Emeritus  
ESMT - European School  
of Management and Technology,  
Germany



## Witold Bielecki

Rector, Kozminski University  
Poland



## Antonio Freitas

Provost, Getulio Vargas  
Foundation (FGV)  
Brazil



## Gazmend Haxhia

**Vice-President for Corporate  
Relations**  
President, A.S.G. Group  
Albania



## Nicola Kleyn

**Vice-President for Africa**  
Dean, Gordon Institute  
of Business Science, University  
of Pretoria  
South Africa



## Assylbek Kozhakhmetov

**Vice-President for Central Asia**  
President, Almaty  
Management University  
Kazakhstan



## Nikos Koumettis

President of the Central  
& Eastern Europe Business  
Unit of The Coca-Cola Company  
Greece



## Virginijus Kundrotas

**Vice-President for Northern Europe**  
Dean of Adizes Graduate School  
US, President of BMDA - Baltic  
Management Development  
Association,  
Lithuania



**Seán Meehan**

Martin Hilti Professor of Marketing and Change Management, IMD Lausanne for institution Switzerland



**Sergey Mordovin**

Vice-President for CIS Rector, IMISP Business School Russia



**Sergey Myasoedov**

Vice-President for Russia Vice-Rector of the Academy of the Russian President, Dean, IBS-Moscow, President of the Russian Association of Business Education (RABE) Russia



**Vladimir Nanut**

Dean, MIB-School of Management, Board member of ASFOR - Italian Association for Management Development Italy



**Gregor Pilgram**

CFO and Board Member, Generali CEE Holding Czech Republic



**Irina Sennikova**

CEEMAN Vice-President Rector, RISEBA University of Business, Arts and Technology Latvia



**Chin Tiong Tan**

Vice-President for Asia-Pacific Senior Advisor, Singapore Management University Singapore



**Xiaobo Wu**

Vice-President for China Professor and former Dean of School of Management, Zhejiang University China

# CEEMAN Team

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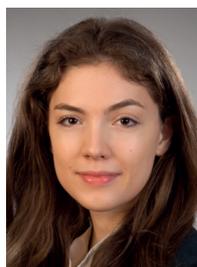
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**Drikus Kriek**  
Advisor for Partnership  
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- Artyom Ushnichkov has joined part-time in April 2018 as research assistant and to help with development of the 25<sup>th</sup> Anniversary website
- Astrid Sheil and Anne Scott-Putney (IEDC visiting faculty) are helping as external experts with PR and communications related to the 25<sup>th</sup> Anniversary and Manifesto, as well as 26<sup>th</sup> CEEMAN Annual Conference preparations.

# Upcoming CEEMAN Activities

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## EdTech - Seminar on Digital Technologies in Teaching and Learning

15-18 October 2018  
Bled, Slovenia

[www.ceeman.org/edtech](http://www.ceeman.org/edtech)



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## Celebrating 20 Years of IMTA

28 June 2019  
Bled, Slovenia

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## Leading the Way in Management Development Workshop

4-7 November 2018  
Bled, Slovenia

[www.ceeman.org/leadingtheway](http://www.ceeman.org/leadingtheway)



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## 24<sup>th</sup> CEEMAN Case Writing Competition in cooperation with Emerald

Deadline for submissions:  
30 June 2019

[www.ceeman.org/cwc](http://www.ceeman.org/cwc)

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## Program Management Seminar

10-12 April 2019  
Bled, Slovenia

[www.ceeman.org/pms](http://www.ceeman.org/pms)



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## CEEMAN Champion Awards

Deadline for submissions:  
30 June 2019

[www.ceeman.org/champions](http://www.ceeman.org/champions)

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## IMTA – International Management Teachers Academy

16-27 June 2019  
Bled, Slovenia

[www.ceeman.org/imta](http://www.ceeman.org/imta)





## **Your Window to Management Development in a World in Transition**

CEEMAN was established in 1993 with the aim of accelerating the growth and quality of management development in Central and Eastern Europe. Gradually CEEMAN has become a global network of management development institutions working mainly in emerging markets and transition economies. The organization's interests cover the quality of education, research and innovation in these economies, as well as the broad range of subjects related to change and development.

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

### **CEEMAN's objectives are:**

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

### **The main activities of the association include:**

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



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