



CEEMAN

**CEEMAN**

2018/2019

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September 2019

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## Dear Friends,

It is time to reflect on the developments and successes of the past academic year, and to set course for the coming one.

One of the highlights of the year was certainly the **20<sup>th</sup> Anniversary of CEEMAN's IMTA-International Management Teachers Academy**. Started in 2000 to address the urgent need for improving teaching skills and curriculum in management development institutions, the

shop received very positive feedback from participating organizations and will be run again this November.

The **26<sup>th</sup> CEEMAN Annual Conference**, hosted by the University of New York in Prague, marked the 25<sup>th</sup> Anniversary of CEEMAN and was one of the most attended events in the past few years. At the Conference, we officially presented the **CEEMAN Manifesto "Changing the Course of Management Development: Combining Excellence with Relevance"**, calling for a better balance between teaching and research in management education, as well as stronger relevance of education to the needs of business and society. We have been receiving many positive reactions to the Manifesto from all around the world, but a lot remains to be done for the change to be widely accepted and for real impact to happen. We hope that CEEMAN institutions, most of whom are in dynamic societies, will take a leading role in this global quest.

**CEEMAN's International Quality Accreditation (IQA)** has from the very beginning a very strong focus on relevance alongside excellence, in line with the Manifesto principles. We are glad that it continues gaining momentum, and an increasing number of higher education institutions decide to pursue it. Another important step in IQA development is collaboration between IQA and EQUAA, a Latin American accreditation body, for the exchange of experience and strengthening links among our respective networks, with the first schools in the pipeline for obtaining double recognitions.

need for continuous professional development of faculty is still there. More than 650 management educators from 180 institutions and 54 countries have gone through IMTA since then, most reporting profound impact on their teaching careers and the development of their institutions. It is a truly remarkable achievement, and it has an important multiplier effect on the quality of management development. We are very proud if it.

We had a successful launch of the **new workshop "Leading the Way in Management Development"** for deans and their management teams last year. Offering a series of expert masterclasses and an opportunity to fine-tune and stress-test institutional strategies, the work-

I invite you to read about these and other projects and activities in this report, and I look forward to continuing our great collaboration!

Sincerely yours,



**Danica Purg**  
CEEMAN President  
Bled, September 2019



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

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The 26<sup>th</sup> CEEMAN Annual Conference “Redefining Management Education: Excellence and Relevance” was hosted and co-organized by the University of New York in Prague (UNYP), Czech Republic from 19-21 September 2018 and brought together more than 150 participants from 31 countries.

The pre-conference events on Wednesday, 19 September included **Peregrine Academic Services Workshop** on how member institutions can address key standards of CEEMAN IQA with particular reference to learning outcomes, **Hidden Champions in CEE session**, traditional **Poster session** for faculty and researchers, and increasingly popular **Dean2Dean** advisory meetings.



*Xiaobo Wu and Alenka Braček Lalić shared the latest insights from the international research on Hidden Champions coordinated by CEEMAN*

The second and official first day of the 26<sup>th</sup> CEEMAN Annual Conference began with the visits to established businesses (GZ Media, Microsoft, or Staropramen) to learn about their managerial practices and development needs to continue to be successful in the future.

Opening remarks of the conference were followed by **Jan Fischer**, the former prime minister of the Czech Republic and former Vice-President of EBRD. Mr. Fischer spoke of the deepening inequalities, fragmentation of society, and the importance of sustainability — and the important roles that management and government have in improving the processes and outcomes for society.

The first keynote speaker of the event was **Roger Martin**, former Dean of Rotman School of Management at the University of Toronto, Canada, who was named the world’s #1 management thinker in 2017 by Thinkers50. He talked about the dark side of efficiency, which puts pressure on industries, which in turn, leads to mono-cultures, or overwhelming dominance of certain companies.



*Poster session for faculty and researchers is an excellent platform to share latest insights from teaching, research and best practices*



*The conference featured several panels and roundtables with business and education leaders*



*Roger Martin, former Dean of Rotman School of Management at University of Toronto, Canada, delivered the first keynote at the 26<sup>th</sup> CEEMAN Annual Conference in Prague, Czech Republic*

Following Roger Martin's talk, the Business Panel hosted by **Gazmend Haxhia**, CEEMAN Vice President for Corporate Relations and president of A.S.G. Group, Albania sought to answer the question: **What Do Businesses Need Today?**

Day two of the conference began with a keynote presentation by **Johan Roos**, Chief Academic Officer and Professor of General Management and Strategy at Hult International Business School, UK. Roos said that the way to lead an institution to new levels of relevance and excellence is to treat all colleagues as volunteer workers.

Two panels followed his speech; the first on the topic of **Relevance and Excellence in Dynamic Societies**, facilitated by **Alenka Braček Lalić**, CEEMAN IQA Director, where panelists from Brazil, China, India, and Africa shared views from around the globe and highlighted the diversity of representation in CEEMAN; the second panel was on **Redefining Management Education Through Innovations and Innovative Partnerships**, led by **Peter McKiernan**, Professor of Management at the University of Strathclyde, UK.

To close out the working portion of the conference, **Virginijus Kundrotas**, CEEMAN Vice-President for Northern Europe and President of BMDA, led the interactive conversation in the **World Café** on the topic of **Envisioning the Future of Management Education Together**.

An important moment of the conference was the launch of the **CEEMAN Manifesto** by Danica Purg, CEEMAN President, and Derek Abell, CEEMAN board member and President of the IQA Accreditation Committee. Abell said in reference to the Manifesto: "This is a launchpad. There are no specific recommendations. Rather, this is a provocation".

The winners of the **2018 Case Writing Competition** and the **2018 CEEMAN Champions** joined the 26<sup>th</sup> CEEMAN Annual Conference in Prague to receive their awards at the award ceremony on 21 September.

The CEEMAN **Responsible Management Education Award** was given to **Daniil Muravskii** from IBS-Moscow, RANEP, Russia for his successful efforts



CEEMAN/Emerald Case Writing Competition winners and jury



2018 CEEMAN Champion Awards winners

in promoting more inclusive management education opportunities in Russia. **Zoltan Buzady** from Corvinus Business School, Hungary, received the **Innovative Pedagogy Award**. Zoltan is an expert in participant-centered education and has been part of the team that developed FLIGBY, the global #1-award-winning and official Flow-Leadership Development Simulation Game. **The Institutional Management Award** went to **Sophia Opatska** from Lviv Business School of Ukrainian Catholic University, Ukraine for developing LvBS from a small start-up to one of the three best business schools in the country in less than a decade. No award was presented in the research category in 2018.

The winning case study of the **2018 Case Study Competition** was **WinChannel's Digital Gambit to Revitalize Rural China** by Liman Zhao, Peter Moran, and Daniel Han Ming Chng from China Europe International Business School, China. The first runner-up of the competition was a case written by Virginia Bodolica, Martin Spraggon and Diantha D'Costa from American University of Sharjah and Mohammed bin Rashid School of Government, UAE, titled **In the Uncertain World of Qontrac International: Navigating Through Family, Growth and Succession Management Challenge**. The third place went to Liman Zhao, Guo (Ginkgo) Bai and Zhenrong (Edison) Wang from China Europe International Business School, China, for their case **Advantech: Evolution of Its IoT Ecosystem Strategy**.

Finally, the magnificent Gala Dinner at St. Agnes Convent marked the celebration of the **25<sup>th</sup> Anniversary of CEEMAN** and provided an opportunity to thank everybody who supported the development of CEEMAN during these years.

The **Proceedings of the 26<sup>th</sup> CEEMAN Annual Conference "Redefining Management Education: Excellence and Relevance"** were published and distributed to CEEMAN members and conference participants in late 2018 and are available for download on the CEEMAN website (Publications section) along with speaker presentations and a short video summarizing the conference ([www.ceeman.org/26thconference](http://www.ceeman.org/26thconference), Materials section).



CEEMAN Gala Dinner and the Anniversary cake were a beautiful conclusion of three busy days in Prague

# Manifesto on Changing the Course of Management Development: Combining Excellence with Relevance

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 200 members from 50 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.

The CEEMAN Manifesto, which has gathered support and endorsements of educators and leaders around the world, 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. Officially launched at the 26<sup>th</sup> CEEMAN Annual Conference in Prague on 20 September, the Manifesto has been circulated widely to

opinion leaders of top business schools globally, corporations, EU leadership, government officials and policy makers, and academic accreditation associations.

You can read and download the Manifesto, cast your personal endorsement and share opinion of it at <https://manifesto.ceeman.org>



*Derek Abell, lead author of the Manifesto, presenting it at the 26<sup>th</sup> CEEMAN Annual Conference in Prague*

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.



# Leading the Way in Management Development Workshop

On 4-7 November 2018, CEEMAN organized a new workshop for deans and their teams, Leading the Way in Management Development. The aim is to provide participants with better understanding of the future world of management development and unique contexts, help set successful strategic direction and positioning, and provide conditions to work efficiently together to implement these plans.

This unique program, designed with a strong component of “change of course” along the lines of the CEEMAN Manifesto *Changing the Course of Management Development: Combining Excellence with Relevance*, helps management teams of universities and business schools to stress-test and fine-tune their strategies and plans. This is achieved through a series of progressive master classes on key issues that management development institutions are facing, as well as extensive faculty and peer-to-peer feedback over three busy days in the picturesque Bled, Slovenia.



Two teams joined the workshop: Faculty of International Relations, University of Economics, Prague from the Czech Republic and AlmaU Graduate School of Business, Kazakhstan. The exchange of experience among the teams also proved highly beneficial by exposing different perspectives on certain issues and challenges while at the same time discovering common views and understanding on a number of topics. Time was reserved every day for the teams to discuss implications for their own institutional strategies and policies with the aim to further refine them to succeed in the changing environment of management education, and to receive feedback from the other participating team and faculty coaches.

*“Measuring up to best practices, whether local or global, is not enough. The new gold standard must be to lead the way. CEEMAN institutions, with their unique experience in the world’s rising economies, can and should take the lead on the world stage.”*

**Derek Abell,**  
Workshop Leader

The program was led by **Derek Abell**, Founding President of ESMT-European School of Management and Technology, Berlin and former Dean of IMEDE (now IMD), with contributions by **Danica Purg**, President of CEEMAN and IEDC-Bled School of Management, Slovenia and **Irina Sennikova**, Rector of RISEBA University of Business, Arts and Technology, Latvia.

Both teams provided high evaluations of the workshop, noting its relevance and high level of program content and delivery.

The upcoming workshop edition is planned for **10-13 November 2019** in Bled, Slovenia.



*“Leading the Way workshop offers a unique opportunity for well-established as well as freshly appointed management teams to elaborate their strategies alongside clearly set priorities. Combination of well-designed master classes with group work let your management team concentrate on relevant issues including program marketing, teaching and research relevance, finance, staff, or organization design. Lecturers offer enriching experience from managing best European schools and profound understanding of the CEE education environment and its specificities.”*

**Josef Taušer,**  
Dean of the Faculty of International Relations,  
University of Economics, Prague, Czech Republic

# EdTech Seminar on Digital Technologies in Teaching and Learning

The 2018 EdTech seminar, organized by CEEMAN on 15-18 October in Bled, Slovenia, took more than a dozen professors, program directors and administrators from Europe, Russia, and the United States on a dizzying exploration of graduate management education in the throes of disruption and change.

*EdTech faculty team: Nikos Mylonopoulos, Eleni Lamprou and Marcin Wardaszko*



*EdTech participants had an opportunity to try virtual reality gear and “play” in another dimension*

The guides on this journey were three educational leaders who not only acknowledge the disruption happening in traditional academia, they are excited to be disrupters themselves. **Nikos Mylonopoulos**, Associate Professor of Digital Business at ALBA Graduate Business School at the American College of Greece, **Eleni Lamprou**, Online Faculty Member at Laureate Online Education, and **Marcin Wardaszko**, Director of the Center for Simulation Games and Gamification at Kozminski University in Poland, made convincing arguments for attendees to think forward and to disconnect, not just from the past, but from the present, as well. Associate Provost for Digital Learning and Innovation at Boston College, **Chris**

**Dellarocas**, also dropped by via Zoom to talk to about the commodification of education.

Over the fast-paced, three-day seminar, Mylonopoulos, Lamprou, and Wardaszko provided direction on how to fully integrate online courses. They also shared examples of why gamification in business education is the wave of the future, and predicted what the elements of the digital era MBA will look like. The seminar wasn't all heavy thinking and pondering as participants had an opportunity to try virtual reality gear and “play” in another dimension.

To move from theory to practice, participants were organized into diverse teams working on increasingly detailed challenges in a peer consulting format. Building on strategies, learning models, gamification and developing online learning communities, groups had to present the specific issues they were working on and the solutions they have developed. To make the impact even more practical, participants were working on finding solutions to very specific challenges within their institutions.

*“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

Overall, the seminar was an engaging exploration of technology-based delivery of education, game learning, and VR technologies. There was a lot to digest for the participants, and everyone walked away knowing that if we, as educators, expect to be relevant in the next ten years, we must be willing to embrace new technologies and provide excellence and relevance in our teaching and research.

The next EdTech Seminar is taking place on **14-16 October 2019**.



# Program Management Seminar

The 15<sup>th</sup> edition of the Program Management Seminar, which was again a big success, was held on 10-12 April 2019 in Bled, Slovenia. It gathered 38 participants from 25 institutions and 12 countries.

Two professors were the leading faculty for the first time: **Paul Matthyssens**, Academic Director of the Master in Global Management at Antwerp Management School (Belgium) and **Rudy Martens**, Chairman of the Department of Management at the University of Antwerp (Belgium). Their broad experiences and deep insights brought additional value to this popular workshop. Together with **Danica Purg**, President of CEEMAN and IEDC-Bled School of Management (Slovenia) and **Andrew Crisp**, Founder of CarringtonCrisp (United Kingdom) as core faculty team, they covered many 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. They also focused on the important question of how to respond effectively to continuously changing customer needs while simultaneously taking care of the institution's own needs. Guest speaker **Iztok Seljak**, President of Management Board, Hidria d.o.o., Slovenia contributed to the seminar by sharing his views on engaging with corporate stakeholders from the business perspective.

Designed in 2005 specifically for program managers, directors, coordinators and administrators, the Program Management Seminar has been so far attended by more than 500 participants from 162 business schools and universities in 41 countries. The next edition of the seminar will take place on **22-24 April 2020**.

*"A big thanks to CEEMAN for the high level of event organization and warm hospitality! I have truly enjoyed workshops, both inspiring and exciting, valuable professors' and participants' input as well as the cozy atmosphere. Thank you for creating such a unique platform for exchanging experiences and sharing insights for all those amazing people from all over the world! Looking forward to new seminars and trainings!"*

**Elvira Bolhuis**, ESMT Berlin, Germany

*"It has been a truly rewarding experience: perfect balance between know-how delivery and networking facilitation. Professional. Personal. Inspiring (plus very, very intensive). Thank you CEEMAN amazing team!"*

**Edyta Lachowicz Santos**,  
University of Economics in Katowice, Poland



*PMS faculty team:  
Paul Matthyssens,  
Rudy Martens,  
Andrew Crisp  
and Danica Purg*



# International Management Teachers Academy

The 20<sup>th</sup> edition of CEEMAN's flagship International Management Teachers Academy (IMTA) took place on 16-27 June 2019 in Bled. This year's generation of IMTA was a particularly diverse one, with 38 participants from 19 countries (Belarus, China, Czech Republic, Egypt, Estonia, Finland, France, Ghana, Latvia, Niger, Pakistan, Poland, Romania, Russia, Slovenia, South Africa, Switzerland, Ukraine and the United States).

During the first week of IMTA, participants discussed general aspects of a teacher's profession such as teaching philosophies, approaches and techniques, course design principles for different audiences, case research and writing, as well as many other key topics that are integral to every teacher's work, regardless of their teaching subject.

The second week of IMTA, on the other hand, gave participants the chance to work in smaller groups under the guidance of internationally renowned faculty to focus on discipline-specific skills and teaching aspects.

*"The word 'journey' is overused. However, I believe I have been on both a personal and professional journey this week. To sum up, creating a learning environment where you can both "laugh" and "cry" is essential to the learning experience. I believe I will be both a better person and better teacher after this week. THANK YOU."*

**Sarah Porter,**

Professor at CEFAM-Centre d'Études Franco-Américain de Management, France



*Leading Change track with JB Kassarjian*

IMTA's faculty consists of professors who have worked at top international educational institutions and are eager to pass on their knowledge to a new generation of teachers:

- **Arshad Ahmad**, Vice-Chancellor at Lahore University of Management Sciences, Pakistan and previously Vice-Provost at McMaster University, Canada
- **Tony Buono**, Professor of Management and Executive Director of Bentley Alliance for Ethics and Social Responsibility, USA
- **Jim Ellert**, Academic Director of IMTA, Professor Emeritus and Former Dean of Faculty at IMD, Switzerland
- **JB Kassarjian**, Professor Emeritus at IMD, Switzerland and Professor of Management at Babson College, USA
- **Krzysztof Oblój**, Professor of Strategic Management at the School of Management at Warsaw University and Kozminski University, Poland
- **Joe Pons**, President of AXIOMA Marketing Consultants and previously Marketing Professor at IESE, Spain

The next edition of IMTA will take place on **14-25 June 2020** and welcomes applications.



*IMTA 2019 was a particularly diverse group, with participants representing 19 countries*

# IMTA – 20 Years of Excellence in Faculty Development

Over 650 management teachers from 180 institutions in 54 countries around the world have completed IMTA-International Management Teachers Academy since 2000. The effect of IMTA continues also long after the program through activities of the IMTA Alumni Association, local Alumni Clubs (in Kazakhstan, Russia and Ukraine), and collaboration among individual alumni and their institutions, including international cooperation projects, joint teaching and research, case writing and publications, as well as study and teaching visits and exchanges. To celebrate 20 years of IMTA and the impact it's made over the years, CEEMAN held a special event after IMTA 2019 program concluded.

Close to 60 IMTA alumni and guests representing 26 countries (Austria, Belarus, China, Czech Republic, Estonia, Finland, France, Georgia, Ghana, Hungary, Italy, Latvia, Luxembourg, Niger, Pakistan, Poland, Romania, Russia, Serbia, Slovenia, South Africa, Spain, Switzerland, United Kingdom, Ukraine, and the United States) took part in the Anniversary event on 27 and 28 June 2019 in Bled.

After the highly interactive and fun evening where everybody got a chance to introduce themselves and to get to know each other, the official program took off with the welcome by CEEMAN President Danica Purg and a video address by Richard McCracken, Director of The Case Centre, UK who presented IMTA with a special certificate of appreciation for supporting the case method.

CEEMAN Director Olga Veligurska led the **panel with IMTA faculty** Joe Pons, JB Kassarjian and Tony Buono on “WHY do we need faculty development?” They shared interesting personal stories and nuggets of wisdom from their own career paths in management education, as well as opinions on the balance between teaching and research, various faculty development options and opportunities, and what defines success in teaching.

**TED-style IMTA alumni stories** that followed provided further input for deep reflection and inspiration:

- Omar Luethi from Switzerland, an entrepreneur with several different career tracks in business and education, since 2016 has been co-founder and CEO of Dual Academy, an award-winning (Kickstart Accelerator, EdTech Vertical 2017) EdTech start-up



*Omar Luethi (IMTA alumnus 2012, Switzerland) sharing how IMTA changed his life*



*IMTA faculty panel*

in Switzerland. He shared how IMTA changed the way that he looks at and understands teaching, and inspired him to look into creating more engaging and effective learning settings and pushing the boundaries of traditional case studies and virtual collaboration, also with the help of his fellow IMTA alumni. His comparison of teaching to time on ice in hockey was especially provocative.

- Anastasiya Leukhina from Ukraine is a professor, consultant, independent facilitator and activist. In her presentation “How IMTA saved me from death by Powerpoint, and more”, she shared a deeply personal and touching story of how what she learned and experienced at IMTA not only changed the way she taught her classes, but also helped her to implement a massive grassroots campaign in the health sector (pediatric intensive care unit), which involved in-depth communication, conflict resolution, and work both with parents, nurses, doctors and policy makers to implement reforms.
- Zoltan Buzady, a British-Hungarian born in Germany, spans a quarter-century of experimentation and innovation at the interface of Leadership, Cross-cultural Management and Strategy, extensive practical experience as a team and executive coach, educator and global expert of Flow-Leadership. A past winner of the CEEMAN/Emerald Case Writing Competition and CEEMAN Champion Award, and a keen supporter of CEEMAN and IMTA, he outlined his professional journey and many personal encounters on his route around the globe, which were inspired and enabled by IMTA.

The event was also dedicated to interactive discussions and experience sharing on what and how is needed in faculty development, covering the topics of research, collaboration, career progression and responsible man-



*Interactive discussions were particularly valuable*

agement education, as well as the role of technology and innovative techniques, role of mentors and coaching, institutional development and support, and other. Finally, the participants brainstormed together on the next 20 years of IMTA, and how it can better support participants and alumni.

Those who could not join the event in Bled still had the possibility to contribute to it in the form of video greetings (available on CEEMAN and IMTA Facebook pages), testimonials, and congratulatory messages. An IMTA alumni survey was also conducted to learn about the longer-term impact of the program.

*“It was an outstandingly and perfectly organized celebration serving as the best example to follow, as always. Thank you for this exceptional level of professionalism and dedication to the work being done. It was vital to participate and exchange the experience within our group of colleagues. This definitely helped all of us to review the idea of faculty development from the different and maybe new to some of us, perspectives. Once again, happy birthday to IMTA!”*

**Anastasiia Lutsenko,**  
Monarch Business School Switzerland



# International Quality Accreditation (IQA)

From September 2018 to September 2019, CEEMAN Accreditation Committee awarded initial accreditation to:

1. University of Free State Business School, South Africa
2. Faculty of Economics and Management, Gdańsk University of Technology, Poland

and re-accreditation status to:

1. IPM Business School, Belarus
2. Riga Business School, Latvia
3. GFKM - Gdańsk Foundation for Management Development, Poland
4. Kozminski University, Poland
5. Poznań University of Economics and Business, Poland

Currently, 27 higher education institutions from Belarus, Croatia, Estonia, China, Kazakhstan, Latvia, Lithuania, Malaysia, Poland, Russia, Slovenia, South Africa, Switzerland, United Kingdom, and Ukraine hold IQA accreditation.

*“IPM Business School has been a member of CEEMAN since 2003 and all these years this helped IPM to achieve its main goal of bringing high-quality Western business education to Belarus. That is why it was so important for us to pass CEEMAN initial IQA Accreditation in 2013 and receive not only a high appreciation of our work, but also constructive feedback from our colleagues, which allowed us to develop and improve our educational and research programs for six years. The CEEMAN IQA re-accreditation that we passed successfully this year is the result of this work. And we believe that with the help of CEEMAN colleagues we will continue to improve quality of business education and level of doing business in Belarus.”*

**Pavel Daneyko,**

General Director, IPM Business School, Belarus

*“GFKM is very proud to be awarded CEEMAN IQA re-accreditation. GFKM is an executive business school, thus our program portfolio, methodology and faculty need to keep pace with and often anticipate business development needs. Next year GFKM will celebrate its 30th anniversary. We are proud of its achievements and even more committed to its future. CEEMAN IQA will certainly help us pursue excellence in all aspects of GFKM endeavour. We are truly happy to be a member of the CEEMAN community which represents premium quality standards and new horizons in management education.*

**Andrzej Popadiuk,**

GFKM President, Poland

An important milestone in IQA development is collaboration between **IQA and EQUAA**, a Latin American accreditation body, for the exchange of experience and strengthening links among our respective networks, with the first schools now in the pipeline for obtaining double recognitions.

To read more about IQA principles, criteria and procedure, as well as to view the list of currently accredited institutions, please visit [www.ceeman.org/iqa](http://www.ceeman.org/iqa).



# 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 in CEEMAN Champion Awards (special category on responsible management education). It also continues its active involvement in the work of PRME CEE Chapter.

In May 2019, CEEMAN Director Olga Veligurska and Project Manager Rok Ramšak attended PRME CEE Chapter meeting at Corvinus Business School in Budapest, Hungary. Together with 19 colleagues from 11 business schools, they worked for two days on joining efforts for promoting ecological and social sustainability in and of higher education. It was decided that the Chapter members will start working closer on various international research, development and awareness raising projects, in light of recent publications emphasizing the need for more relevant management education (such as *CEEMAN Manifesto on Changing the Course of Management Education: Combining Excellence with Relevance*). A PRME CEE compilation of best practices based on SIP Reports was identified as the priority project and partners are already working on it. Strengthening collaboration and exploring potential joint events with other PRME regional chapters was encouraged. The Chapter also decided to work on including more HEIs from the region in the network, where CEEMAN shall play an important role by continuing the promotion of the Chapter and the broader PRME initiative among its member organizations. The 2020 PRME CEE Chapter meeting is planned to be hosted by SGH Warsaw School of Economics in spring

**PRME** Principles for Responsible  
Management Education  
*an initiative of the United Nations Global Compact*



*PRME CEE Chapter meeting participants in Budapest*

2020, and preparations will be discussed with current Chapter Chair and members at the 27<sup>th</sup> CEEMAN Annual Conference in Wrocław, Poland (which will also focus on issues of sustainability).

The PRME CEE Chapter works on annual rotation, with the chapter member preparing and hosting the next annual meeting also working as Chapter Chair. Currently, Mikołaj Pindelski from SGH Warsaw School of Economics is chairing the Chapter (taking over from Gábor Harangozó of Corvinus Business School), while CEEMAN continues providing outreach support. All PRME CEE chapter members have also been involved in various national and international research and development projects extending from topics of responsible management, corporate social responsibility, sustainability and ethics.

# 2019 CEEMAN Champions Award

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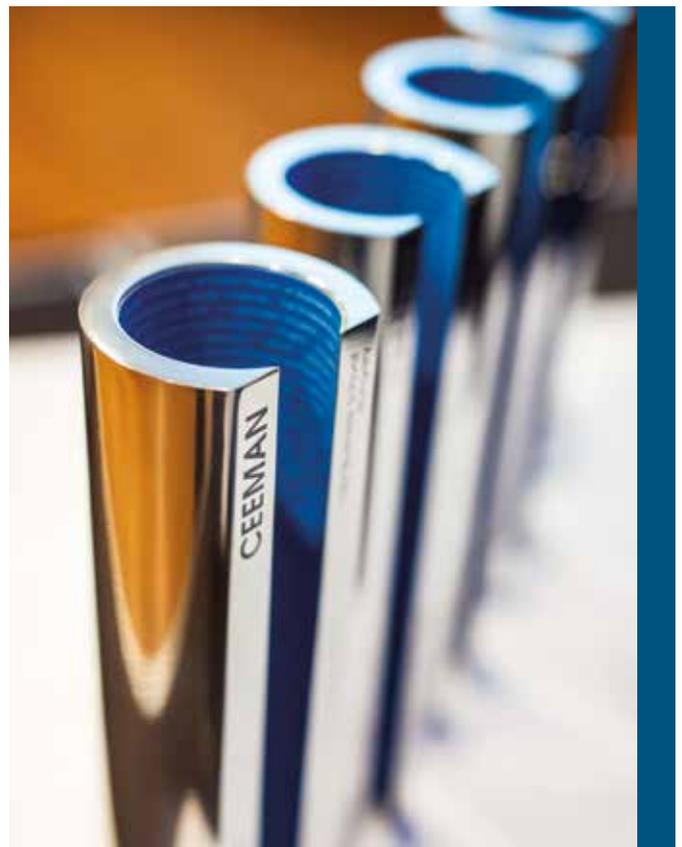
CEEMAN Champions Award was launched for the first time in 2010 in line with CEEMAN's effort to promote and reward excellence and outstanding achievements of members that bring diversity, creativity, and innovation. Nominations must satisfy a set of pre-determined evaluation criteria that particularly 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 2019, CEEMAN received 22 Champion Award nominations from 16 institutions from Austria, Croatia, Germany, Kazakhstan, Oman, Poland, Russia, Singapore, Slovenia 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:

- **Iryna Tykhomyrova**, International Management Institute MIM-Kyiv, Ukraine in the Institutional Management category
- **Marcin Wardaszko**, Kozminski University, Poland in Teaching category
- **Vlado Dimovski**, University of Ljubljana, School of Economics and Business, Slovenia in Research category

The winners will receive their prize cups designed by Gigodesign, an award-winning agency from Slovenia, at the 27<sup>th</sup> CEEMAN Annual Conference in Wrocław, Poland. A special interview with the 2019 Champions will be published on CEEMAN website.



*"I am honored and proud to receive the CEEMAN Award for outstanding achievement by an individual faculty member in research. This award is a well-deserved recognition of the hard research work of the team, and the colleagues within our research group The Impact of Corporate Governance, Organizational Learning, and Knowledge Management on Modern Organization as well as the University of Ljubljana, School of Economics and Business. We look forward to continuing the research and dissemination to ensure that our research community is equipped with the knowledge to contribute to the challenges of the contemporary issues of our aging society."*

**Vlado Dimovski,**  
2019 CEEMAN Champion in Research

# 25<sup>th</sup> CEEMAN & Emerald Case Writing Competition

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The 25<sup>th</sup> CEEMAN Case Writing Competition, organized for the thirteenth time in cooperation with Emerald Group Publishing, attracted 27 case study submissions written by 49 authors and co-authors from 11 countries (Australia, France, India, Indonesia, Pakistan, Russia, South Africa, Sweden, Turkey, United Arab Emirates, and the United States).

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

*“This is a great honour for the UCT Graduate School of Business, myself and Fran, and our Case Writing Centre, to be receiving this CEEMAN and Emerald case writing award, particularly in view of the international interest in the competition. It is also wonderful recognition of the work that Claire Barnardo, our Case Writing Centre manager, and others have done to establish the GSB Case Centre as a producer of high quality, internationally accredited cases, to promote the use of case teaching at business schools.”*

**Geoff Bick,**

University of Cape Town - Graduate School  
of Business, South Africa

The following cases were selected by the judges as the winners of the 2019 competition:

- 1<sup>st</sup> place: ***Drink The Duchess: Marketing Challenges and Opportunities Encountered when SMEs Internationalize*** by Geoff Bick and Fran Heathcote, University of Cape Town - Graduate School of Business, South Africa. A case on the development and launch of an alcohol-free beverage and the companies evaluation on how to enter new markets.
- 2<sup>nd</sup> place: ***It's Everybody's Business, Period.*** by Sadaf Taimoor and Mahnoor Hameed, NUST Business School, Pakistan. An interesting case on female entrepreneurship in an emerging country that gives an overview of the challenges that come especially from the social-cultural environment and how they influence strongly the development of the business.
- 3<sup>rd</sup> place: ***United to Innovate: Grameen Veolia Water*** by Anne-Claire Pache and Kevin Andre, ESSEC Business School, France. The case is focused on social joint ventures and how they joined forces to provide clean water to rural parts in Bangladesh. It gives students the possibility to be in the shoes of the management to define new strategies.



# Research and Joint Projects



## ISSUE Project (Erasmus+)

In 2018, together with several other project partners, CEEMAN successfully applied for Erasmus+ project funding. The main objective of ISSUE (Innovative Solutions for Sustainability in Education) project is to develop education tools based on principles and goals of sustainable development and adapt them for higher educational institutions.

Besides CEEMAN, which is lead partner in charge of dissemination activities, the project partners include:

- Budapest Business School – University of Applied Sciences, Hungary (project coordinator)
- Leeds Beckett University, UK
- IEDC-Bled School of Management, Postgraduate Studies, Slovenia
- Cologne Business School, Germany
- Lappeenranta University of Technology, Finland
- INFODEF – Institute for the promotion of Development and Training, Spain
- Business Council for Sustainable Development in Hungary, Hungary

*ISSUE project partners at their first transnational meeting in Madrid*



The project work packages include:

- A manual on integrated reporting for the higher education sector
- An exploratory study of sustainable development-focused curriculum development, including best practice examples and teaching case studies
- Sustainability toolbox development for HEIs:
  - 21-Day Challenge training program
  - Future Sustainability Managers training program
  - Green Office Strategy toolkit and guidelines
  - Escape Room experience based on SDG topics

Since the start of the project, several partner meetings and the first skills development workshops were organized in Madrid and Bled, and significant progress was made on preparation of the first expected work packages. Learn more about the project and related updates at [www.issue-project.eu](http://www.issue-project.eu)



*ISSUE workshop on case writing at IEDC-Bled School of Management*

## Research on Hidden Champions in CEE

The second edition of international research on Hidden Champions (the most innovative companies in their market niches), which CEEMAN embarked on in 2018, was completed, with a report submitted to the European Bank for Reconstruction and Development (EBRD) in early 2019, and an online report that will be openly accessible pending approval by EBRD.

Coordinated by CEEMAN and IEDC-Bled School of Management, the research covered 22 countries and was run in collaboration with 22 international research teams to assess common characteristics, best practices, main success factors, as well as the management and development needs of the identified Hidden Champions. Several partner meetings were organized in Bled to fine-tune the methodology, discuss preliminary findings, as well as composition of related publications and reports.

The research partners are now focusing on writing a book about Hidden Champions that will be published by Springer in 2020. A sequel of sorts to *Hidden Champions in CEE & Turkey – Carving Out a Global Niche* (2013), as some companies that were featured in the first research project were involved in the research activities for the upcoming publication as well, it will provide an understanding of the critical drivers of success of Hidden Champion companies and describe their market leadership positions, competitive advantage, and core lessons learned on the path to success. The study offers insights into Hidden Champions development needs in terms of management, financing and government regulation.



*At the international research conference on Hidden Champions in China, with Hermann Simon (center)*

To share insights and CEEMAN experience from the Hidden Champions research, CEEMAN President Danica Purg and research leader Alenka Braček Lalić, together with research partners from Bosnia and Herzegovina, Latvia, Poland, and Slovakia, contributed at an **international research conference on Hidden Champions in Hangzhou, China** on 22-23 October 2018, organized by the School of Management, Zhejiang University. Hermann Simon, the author of the Hidden Champions concept, was a keynote speaker there. Moreover, Danica Purg and Alenka Braček Lalić have been invited to present the research findings at a **special EBRD conference** that will be organized on 7 October 2019 in London.



*Participants of the Hidden Champions research project met in Bled in October 2018 to discuss research progress*

# International Partnerships and Events

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

- Danica Purg and Alenka Braček Lalić, together with several Hidden Champions research partners, were speakers at the international research conference **“Hidden Champions in the Connected World”** in Hangzhou, China in October 2018, organized by the School of Management, Zhejiang University in collaboration with National Institute of Innovation Management (China) and CEEMAN.
- Danica Purg was a keynote speaker at the **8<sup>th</sup> International Conference on Sustainability and Responsibility** (CASM), organized by Cologne Business School in Cologne, Germany, which CEEMAN was a partner of.



- Danica Purg presented the CEEMAN Manifesto at high-level **International HR Forum** and **Presidents’ Forum** hosted by IEDC-Bled School of Management in October and November 2018 respectively, as well as at IEDC alumni meetings in Bosnia and Herzegovina, Russia, and Romania.

- Danica Purg was a speaker at **Gaidar Forum** in January 2019, hosted by RANEPa in Moscow, with significant visibility for CEEMAN. Using the occasion, she also met with CEEMAN members and alumni and introduced the Manifesto.
- Danica Purg was chairing the session “Enrolment Diversity and Attracting Female MBA Applicants” at the **AMBA&BGA Conference** in Istanbul in May 2019.
- CEEMAN Director Olga Veligurska and Project Manager Rok Ramšak represented CEEMAN at the **PRME CEE Chapter meeting** in May 2019 in Budapest, Hungary.
- Drikus Kriek represented CEEMAN at the **AABS Connect** – annual meeting of the Association of African Business Schools in Cape Town, South Africa in June 2019, where he presented an update on CEEMAN activities and introduced the Manifesto.
- CEEMAN was a partner of the international conference **“Managing Innovations: Challenges and Opportunities in Different Sectors”** organized by CEEMAN member Immanuel Kant Baltic Federal University in Svetlogorsk, Russia in June 2019, serving on the organizing and program committee. Danica Purg delivered a video keynote “Transformations in Management Education: Combining Relevance and Excellence” and participated in the online Q&A session.
- CEEMAN is a partner of **AOM Specialized Conference on Leadership in Rising Economies**, to take place on 23-25 October 2019 in Bled, Slovenia.
- **AACSB** and **CEEMAN** continue their collaboration to support enhanced data on business education.

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

# CEEMAN Membership

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Currently, CEEMAN has 200 members from 50 countries (135 institutional, 7 corporate, 28 individual, and 30 exchange), 56% of which come from CEE (including Central Asia and Caucasus), 13% from other emerging markets (Africa, Latin America, South-East Asia, Middle East) and 31% from Western Europe/North America/Far East.

Since September 2018, CEEMAN has welcomed 14 new members (9 institutional, 4 individual and 1 corporate) from 14 countries.

## Institutional members:

- School of Business of Belarusian State University, Belarus
- Cyprus International Institute of Management, Cyprus
- Groupe IGS, France
- GISMA Business School, Germany
- Budapest Business School, Hungary
- LUMS - Lahore University of Management Sciences, Pakistan
- Społeczna Akademia Nauk - University of Social Sciences, Lodz, Poland
- United International Business Schools (UIBS), Switzerland
- DTEK Academy, Ukraine

## Individual members:

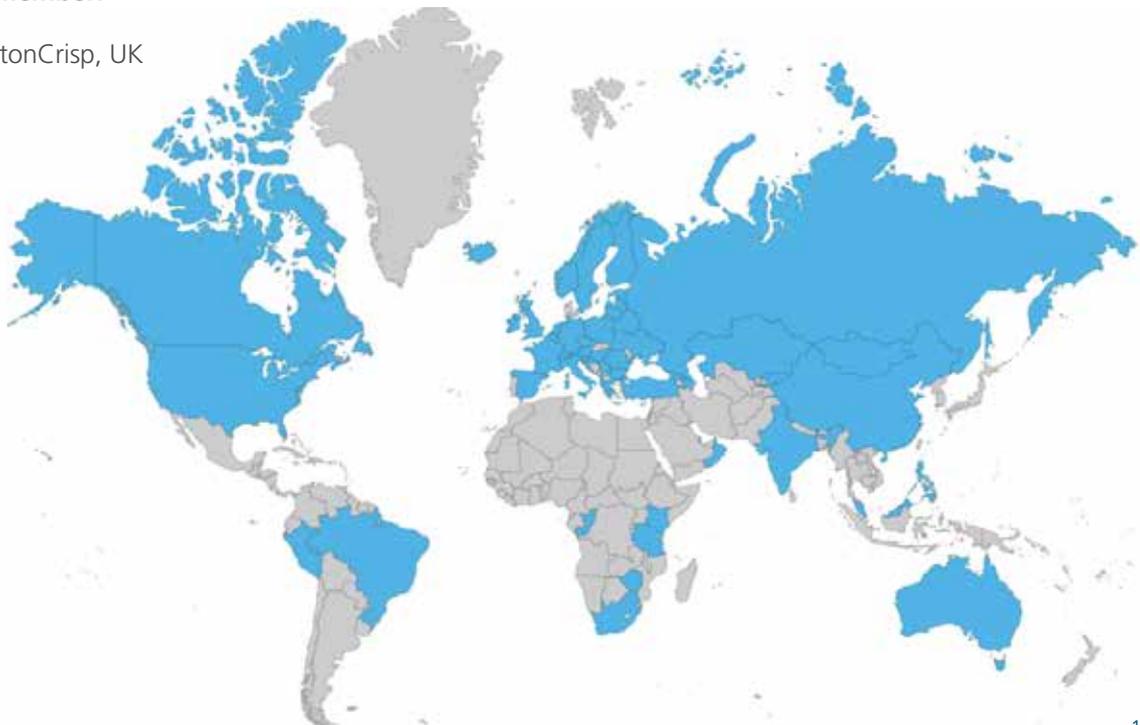
- Vache Gabrielyan, Armenia
- Arthur Pantelides, Bulgaria
- Senan Ensko, Ireland
- Michael Otieno Nyagol, Kenya

*“CarringtonCrisp is pleased to become a CEEMAN corporate member, formalising the work we’ve done together over recent years. The world of business education is changing rapidly and being part of dynamic networks of business schools and businesses helps CarringtonCrisp to understand how change is happening and grow the work we do with schools around the world. We look forward to helping CEEMAN to develop its offer, to participate in its events and to help its members become stronger business schools, delivering for students, alumni, faculty, professional staff, businesses and wider society.”*

**Andrew Crisp**, Co-founder, CarringtonCrisp

## Corporate member:

- CarringtonCrisp, UK



# 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

Group President, Europe,  
Middle East and Africa (EMEA),  
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 Dean, Faculty of Social Sciences, Zhejiang University China

The CEEMAN Board held two meetings (in Prague, September 2018 and in Vienna, March 2019) and several online meetings in the past academic year. The Board provides strategic guidance, review and support to the activities of CEEMAN.

# CEEMAN Team

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

CEEMAN is the International Association for Management Development in Dynamic Societies, which 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. The CEEMAN Manifesto *Changing the Course of Management Development: Combining Excellence with Relevance* explains the core principles of relevance and excellence that lay the foundation of CEEMAN's work.

### 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 Management Teachers Academy (IMTA)
- Other educational programs to strengthen teaching, research, management, and leadership capabilities in management schools
- International quality accreditation of management schools
- International research
- Case writing support
- Publishing
- International conferences

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

# Upcoming CEEMAN Activities

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

14-16 October 2019  
Bled, Slovenia

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



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## IMTA – International Management Teachers Academy

14-25 June 2020  
Bled, Slovenia

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

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## Leading the Way in Management Development Workshop

Strategic retreat for deans&teams

10-13 November 2019  
Bled, Slovenia

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



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## 26<sup>th</sup> CEEMAN & Emerald Case Writing Competition

Deadline for submissions:  
31 May 2020

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

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## Program Management Seminar

22-24 April 2019  
Bled, Slovenia

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



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## CEEMAN Champions Award

Deadline for submissions:  
30 June 2020

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



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