



CEEMAN

Management Education  
for a Digital World

28-30 September 2016  
Tallinn, Estonia

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

## Why CEEMAN Accreditation Needed to be Different

Professor Derek Abell  
Tallinn, Estonia

30 September, 2016

---

Hosted by



TALLINN UNIVERSITY OF TECHNOLOGY  
TALLINN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION

# Outline of the Presentation

- CEEMAN schools prepare managers to face challenges which are different from those in more mature markets
- CEEMAN schools themselves are different from schools in more mature markets
- Accreditation must also therefore be different

Why CEEMAN Accreditation Needed to be Different - Copyright © Derek F. Abell, not to be reproduced without express permission of the author.

# Schools Prepare People for Different Management Challenges

- Many part-time students (bachelors as well as masters)
- Many part-time faculty
- Many outsourced faculty (deals with “Western” schools)
- Short on practice-based teaching
- Very short on practice-based research
- Public and “private” (meaning “for-profit”) schools
- 5 – 25 years of history vs. 25 – 50 years in Western Europe and 50 – 100 years in US
- Etc.

Why CEEMAN Accreditation Needed to be Different - Copyright © Derek F. Abell, not to be reproduced without express permission of the author.

# Schools Themselves are Different



- Recently emerged and still emerging markets
- Many in transition from resource-based or cost-based economies to value-added economies
- Still short on innovation, a situation which exacerbates the problems of currently low resource prices in resource based economies, and labor cost increases in low cost based economies
- Crossing borders still a challenge! few truly global players
- Still too much “top-down” leadership-shortage of initiative from “bottom-up”
- Often plagued by “friction” of corrupt practices
- Etc.

Why CEEMAN Accreditation Needed to be Different - Copyright © Derek F. Abell, not to be reproduced without express permission of the author.



# Accreditation Needs to be Different!

(from Derek Abell Speech at the 20th Conference in Cape Town)

Typical International Accreditation	CEEMAN	CEEMAN Accreditation – “Wish List”
Demonstrated understanding of international best-practices	—————>	Demonstrated understanding of international best-practices AND local needs
International standards	—————>	International standards AND local relevance
Accreditation	—————>	Accreditation AND advisory services
Accredit current status	—————>	Understand the journey and transition
Inputs > outputs (resource-based accreditation)	—————>	Outputs > inputs (“doing a lot with a little”)
Research > teaching	—————>	Teaching > research
Theoretical “academic” research	—————>	Practice-relevant research
Teaching theory/ disciplines	—————>	Teaching “Theoria cum Praxi”
What is taught as well as how	—————>	How its taught as well as what
Ethics and responsibility in principle	—————>	Ethics and responsibility in practice
Academic connections vital	—————>	Connections to business vital



CEEMAN

Management Education  
for a Digital World

28-30 September 2016  
Tallinn, Estonia

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

## **New International Quality Accreditation Framework *What and How?***

Dr. Alenka Braček Lalić  
Tallinn, Estonia

30 September, 2016

---

Hosted by

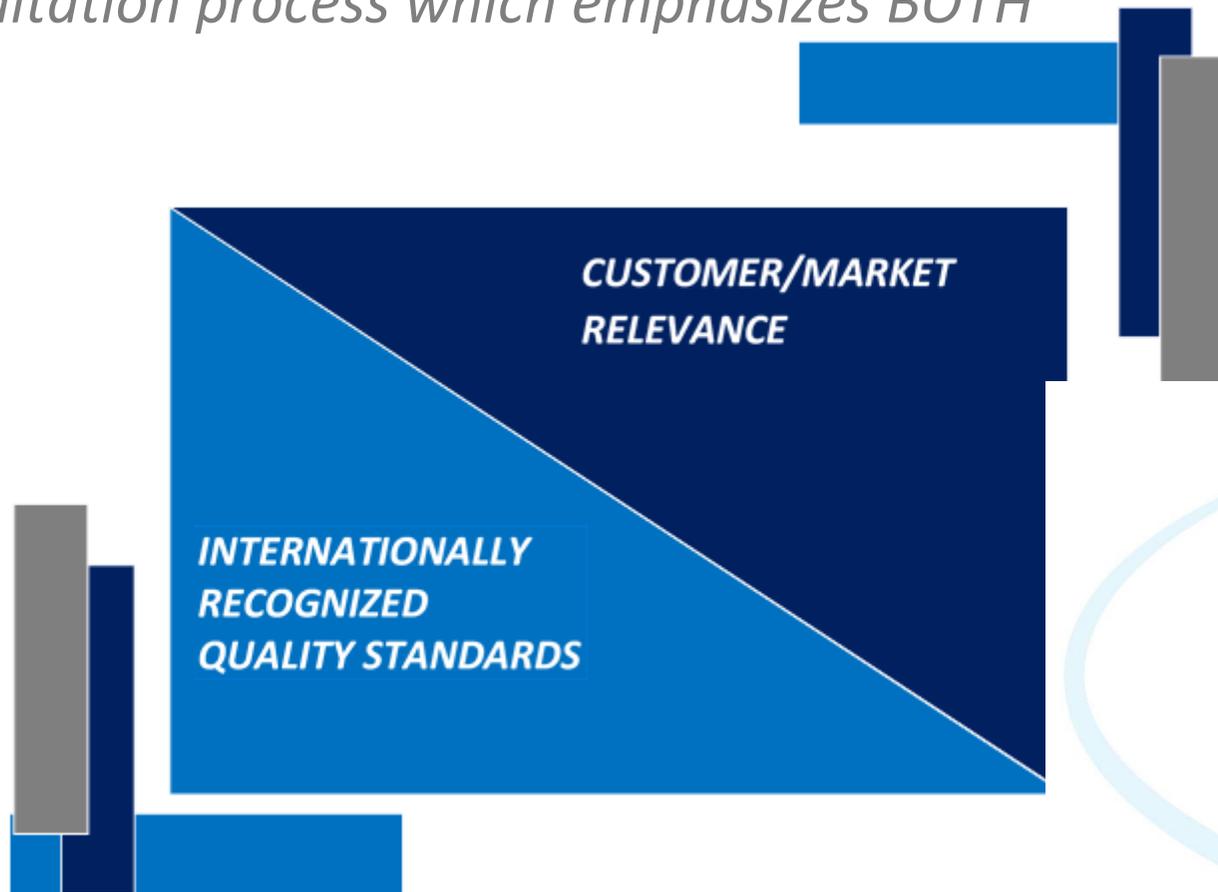


TALLINN UNIVERSITY OF TECHNOLOGY  
TALLINN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION

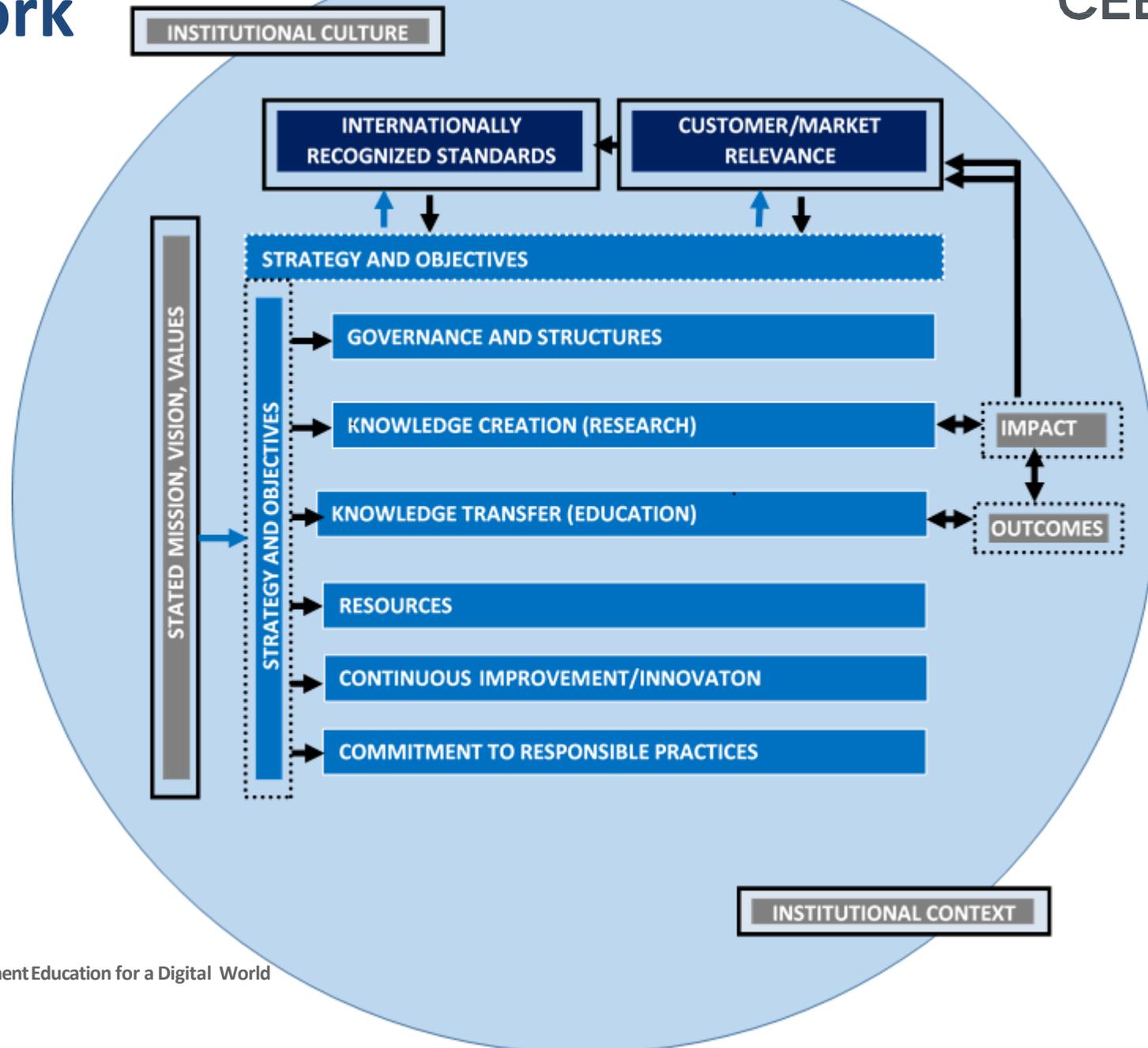
# Main Mission of International Quality Accreditation



*CEEMAN International Quality Accreditation enhances management education institutions through its unique accreditation process which emphasizes BOTH*



# International Quality Accreditation Framework



# Evaluation of Customer/Market Relevance

Management education institution needs to demonstrate:

- *understanding of the development needs of its customers and the market environments in which it operates;*
- *relevant management research, educational offerings, and active engagement in its respective local and wider business and social environments.*



CEEMAN

# What does IQA Label Say about Accredited Institution?



# Benefits of International Quality Accreditation



**WORLD-CLASS EXPERTISE AND EXPERIENCE**



**COMPETITIVE ADVANTAGE**

**INCREASED COOPERATION WITH REPUTABLE  
AND TRUSTWORTHY PARTNERS**

**CEEMAN IQA COMPLEMENTS NATIONAL OR  
REGIONAL ACCREDITATION**



# Eligibility Criteria

- 1) CEEMAN membership;
- 2) educational institutions that provide management or business education;
- 3) minimum of five years of operation;
- 4) minimum of three graduating cohorts in each of its major groups of program offerings.

# Procedure



# Advisory Services

*Follow-up advisory services*

*Tailored advisory services*

*On request*

*Customized advisory services*

*International Quality Accreditation series of programs,  
seminars and trainings*