

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

### Frequently Asked Questions

#### **What is the Manifesto?**

The Manifesto is a 36-page document that lays out a new direction for management development in higher education. Based on more than two years of research and interviews with global thought-leaders and professors of management development at leading institutions, the Manifesto lays the predicate for a new way forward balancing teaching and research with excellence and relevance.

The Manifesto is a call to action for CEEMAN member institutions, and any and all higher education institutions that want to improve the relevance and true purpose of management development.

#### **Who is it for?**

The Manifesto is intended for all 230 CEEMAN member organizations from 55 countries across five continents. The Manifesto is also being widely disseminated to opinion leaders of top business schools globally, corporate opinion leaders, EU leadership, government officials and policy makers, and the press.

#### **What are its key points?**

For management education and research to be both excellent *and* relevant to the needs of dynamic societies, it must restore *relevance* to an equal role in the equation:

- Relevance to management practice and to the executives at all levels who are charged with management and leadership responsibility,
- Relevance to the specific and different needs of managers in their local market environments, who must also have an eye toward both local challenges and the latest global thinking and best practices, and
- Being up-to-date on issues and anticipating trends, while understanding that yesterday's problems do not predict tomorrow's.

#### **Why is it important now?**

The Manifesto is intended as “nothing short of triggering change on a global scale,” notes Manifesto main author Derek Abell. He cites the recent shift toward judging faculty based on their quantitative research and publication in ‘A’ journals at the expense of valuing teaching. The imperative for overall quality is to *rebalance* attention to teaching as well as research, and to see research as a support to teaching as well as for publication purposes.

CEEMAN leadership believes that the occasion of its 25<sup>th</sup> anniversary is the right moment to define the next 25 years by launching the Manifesto movement.

### **How will it be implemented?**

Many CEEMAN members already integrate practices recommended by the Manifesto, and CEEMAN is putting out a call to identify these Champions. Through CEEMAN IQA accreditation, the examples of Manifesto Champions, intensive workshops for members such as “Leading the Way” for Deans and their teams, program offerings aligned with Manifesto principles, and coaching that is specific to the context of each institution, CEEMAN members will be encouraged to restore the balance between:

- Quantitative research and teaching,
- Qualitative inductive reasoning and quantification,
- Methodological precision and pertinent substance,
- Specialization and integration,
- Theory and practice, and
- Academic recognition and business recognition...

These actions will help management education return to the value that the role of business is the most important consideration, and that business is the most important customer.

### **What happens next?**

CEEMAN will introduce the Manifesto on Thursday, 20 September 18:30, at the 26<sup>th</sup> Annual Conference Opening at the Vienna Diplomat Hotel in Prague, preceded by an open press conference from 14:00 – 14:45.

The conference offers opportunities for CEEMAN members to discuss and endorse the Manifesto, and to learn about program offerings, coaching, accreditation, open days and other activities designed to Make Change Happen.