

CEEMAN *news*

20
years



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To Learn from Everyone but Copy from No One
An interview with Nick Binedelli

2013 PRME Summit and 21st CEEMAN Annual Conference

CEEMAN Champions Awards

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A Word from President of CEEMAN



Dear colleagues and friends,

The summer issue of CEEMAN News comes out at the end of the academic season that once again reminded us of the need to continue searching for new responses to the challenges and opportunities that business and business schools around the globe have been facing. Sustainable development, business in society, and broader social responsibility of business schools are the key notions in this respect. The upcoming 21st CEEMAN Annual Conference, to be held on 26-27 September in Bled, Slovenia, will be an opportunity to celebrate the results we have achieved in the past two decades and discuss priorities and joint actions for the future. Focusing on business schools as change agents that gradually turn their attention from transition to transformation, our annual conference will enable us to share the experiences and lessons learned in the process of working and learning together, growing into a global association for leadership development in dynamic societies that groups together more than 210 members from 52 countries.

At the conference, we will announce the winners of the fourth edition of the CEEMAN Champion Awards for outstanding achievements in the area of teaching, research, institutional management, and responsible management education, for which we warmly welcome nominations.

We will also announce the winners of the 19th CEEMAN Case Writing Competition that is run in cooperation with Emerald Group Publishing, for which we have received more than 60 submissions from all over the world.

Our annual conference will also be an opportunity to share our experiences, achievements and lessons learned with our friends and colleagues from PRME, a global community of close to 500 members from 80 countries that have committed

to the idea of responsible management education for a better world.

Building on the Third PRME Global Forum that was held last year in Rio, the 2013 PRME Summit will focus on New Ways of Developing Leaders for the Future We Want. The structure of the event will enable us to discuss inspiration, innovation, implementation, and impact related to the new ways of developing leaders for the future we want.

The event will also include the voice of youth, through the representatives of the winning teams of the Challenge:Future 2013 Competition, which also included the challenge of fighting poverty through fighting youth unemployment that was sponsored by CEEMAN and PRME. We have also invited publishers to present their position statements related to the implementation and impact of responsible management education.

Among other events the 2013 PRME Summit will also include workshops and meetings of PRME Champions, PRME Regional Chapters and PRME Working Groups, including the CEEMAN-led PRME Working Group on Fighting Poverty through Management Education. The event will also launch the PRME Working Group on Faculty Development. We expect that our IMTA – International Management Teachers Academy will be further exposed as a major faculty development program aimed at developing a new generation of management educators. With the 14th edition taking place this June, IMTA will have educated more than 470 management faculty from over 140 institutions in 38 countries worldwide. We are glad to see that CEEMAN programs, including IMTA and the CEEMAN International Accreditation – IQA, are among those that attract new members to join us and further extend our family of more than 210 members from 52 countries around the globe. In this respect, I would like to extend a warm welcome to our new members!

Earlier this month, The Financial Times announced that, for the first time since the year 1800, the emerging economies have surpassed the gross domestic product of the established economies. For businesses and business schools, this is one of the challenges that we earlier referred to. Above all, however, it is a great opportunity for business schools in dynamic societies. It is also an opportunity for management development associations from these societies, including CEEMAN.

Wishing you nice and pleasant holidays, I am very much looking forward to meeting you all in September in Bled at the 2013 PRME Summit and 21st CEEMAN Annual Conference.

Yours,

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

Danica Purg

Learn from Everyone but Copy from No One



Nick Binedell

Interview with Nick Binedell, GIBS, Johannesburg, South Africa

Introduction by Milenko Gudić

Nick Binedell is the dean of Gordon Institute of Business Science, University of Pretoria, one of the best business schools in Africa, whose fresh approaches and ideas the deans and directors of CEEMAN member schools experienced while attending a very innovative leadership development seminar organized in Johannesburg in September 2012. He was also the chairperson of the Deans and Directors Meeting held in the context of the 20th CEEMAN Annual Conference at the University of Stellenbosch Business school, Cape Town, South Africa, where he presented interesting ideas on the future of management education and leadership development in Africa and beyond.

These ideas were also behind the concept and content of a very interesting annual conference of the African Association of Business Schools held in May in Casablanca, Morocco. The event discussed the competitive advantages of Africa in the globalizing world economy, how African businesses could best harvest upon them, and what role business schools should play in facilitating huge economic restructuring and social change that is expected to take place in Africa the coming decades.

As a keynote listener of the upcoming 2013 PRME Summit and one of the key speakers at the 21st CEEMAN Annual Conference that will be hosted by CEEMAN and held in conjunction with each other on 25-27 September in Bled, Slovenia, Nick Binedell seems to be the right person to talk with on the issues related to the topics of these two events.

We wanted to get his views and ideas on new ways for developing leaders for the future we want, including on the related inspiration, innovation, implementation and impact, which all are at the core of the general theme of the 2013 PRME Summit.

On the other hand, we also wanted to benefit from his thoughts on the role of business schools as responsible change agents in dynamic societies. While CEEMAN members have played an important role as change agents in the transition processes, they are now facing new challenges related to moving ahead from transition to transformation.

In this respect, they need to help businesses and other stakeholders redefine their respective roles and purpose in society, while also rethinking their own role and social responsibility regarding sustainable development and responsible leadership.

The transformation challenge for business schools has become global and relevant for both emerging and established environments. This provides an opportunity for sharing and learning from each other. Related to this is the role for management development associations at national, regional and international levels.

We have structured our interview around all these issues and we hope our readers will enjoy reading and reflecting upon Nick Binedell's inspirational thoughts and views.

Milenko Gudić: At the recently held annual conference of the African Associations of Business Schools (AABS), we heard once again about Africa gradually becoming the world's largest laboratory of change in terms of the huge economic restructuring and social transformation processes that are expected to take place

in the coming decades. How do you see the main challenges and opportunities in leading and managing change in the current and future African context?

Nick Binedell: It is clear that Africa is receiving significant attention globally and also, in general, large-scale reform and transformation is under-



Nick Binedell

way. Part of the interest in Africa has to do with its extraordinary natural resources and the fact that the population is nearly one billion people.

Many people are comparing Africa's developmental possibilities to those of China and India, which have similar size populations, and some are suggesting that Africa might be the next China or India in terms of economic potential.

While I am optimistic about the direction, it must be borne in mind that there are extreme distances and very important differences between the North, the West, the East, and the South of Africa. In addition, it must be remembered that Africa is a continent of 54 independent nation states, each with its own geography, history, demography, and culture. Having said that, of course, it remains a great opportunity that will unfold over the next two or three decades.

There are significant opportunities in terms of natural resources, but also in terms of infrastructure and services, including health and education, to ensure that the African people have the opportunity, and that we create the markets for them, to take advantage of the technologies, science, and engineering of the 21st century.

In some sense, some countries will be able to leapfrog in terms of economic development. Countries like Kenya and others are developing a more sophisticated form of economic structure.

The important dynamic that needs to be resolved is the quality of political and state leadership in Africa. Institutions have often been hollowed out through the colonial process as well as in the post-colonial era. In general, the quality of institutions is relatively weak and the importance of good governance and effective institutional management to provide the environment and framework for economic development will be the central question as to whether Africa will continue to develop and grow at its present rate.

MG: Are there any lessons that Africa could learn from the CEE and BRICS countries, which were

experiencing similarly dramatic changes in the last couple of decades? Here we are referring to both "things to do" and "things to avoid".

NB: The opportunity related to BRICS, as well as to the learning from other emerging regions (including CEE), are very important. It is vital that Africa doesn't repeat its past errors, nor the errors of other regions, and learns the lessons of economic and political development from other regions. My own philosophy is "to learn from everyone but copy no one". That is to say that each situation has its own specifics that must be taken into account. On the other hand, there is much to learn from the success and failure of other regions.

Areas of interest include a focus on the importance of the state, the practical value of the rule of law and transparency, and most important, a proper sense of accountability on the part of the state, the private sector, and communities at large.

Education and infrastructure will play a vital role in economic development as we connect the countries to each other and to the world.

What is to be avoided is the possibility of being recolonized in a 21st century format, i.e. technologically and financially...

What is to be avoided is the possibility of being recolonized in a 21st century format, i.e. technologically and financially, but not territorially. African nations need to stand on their own feet and ensure they are able to negotiate trade and engage on sufficiently equal terms so that the people of the continent benefit from economic development.

MG: The idea of sustainable development assumes a new role of business in society and there has been a lot of debate on this all over the world. Less frequently, however, we talk about a new role that societies at large and decision-makers in particular need to play to help businesses rethink their purpose and role. What do you see as the main challenges and opportunities in this context, particularly in Africa and dynamic societies in general?

NB: It certainly is possible that if we view Africa as a new arena of economic development, that the role of business, in particular multi nationals,

can be thought through again. We have to find a model that is not based on exploitive or extractive capitalism but in which the private sector is seen as a sustainable partner in economic development.

Part of the challenge is to ensure that there is security in investment, that infrastructure is part of the development cycle and that companies are able to make a fair and reasonable return but not an exploitative return.

As many multinationals have found, investment in the narrow sense is often not productive and investment in the broad developmental sense is productive. This means that to invest in a mine or a natural resource, or to build a world-class factory, many other issues need to be dealt with in terms of process and practice. This means that the mining company must build a road that connects schools or alternatively, to ensure quality product, the company must ensure a decent community education system in its community.

MG: Creating a new generation of leaders (that you mentioned) will require changes in the business education and leadership development industry, but also in the way they communicate and cooperate with other stakeholders. The 2013 PRME Summit will explore four inter-related aspects regarding new ways of developing leaders for the future we want: inspiration, innovation, implementation, and impact. What are in your view the main areas and directions for innovations in leadership development? What kind of inspiration in this regard could we get from history, science, culture, arts, sports, and other fields?

NB: In terms of inspiration, there are leaders that are emerging as well as new businesses that are African-owned and developed. In terms of innovation, I believe there is still much to be done and to be learned about how to innovate. In terms of implementation and execution, we have a long way to go.

...the mission of a business school must be embedded in the particular context in which it wishes to operate.

There are many logistical, process-related, and other delays. In Africa, led by an energetic middle class, we need to ensure a program of speeding things up to ensure that we move at the speed of the rest of the world.

African individuals, companies, and the African culture as a whole, will have an increasing impact on global business and culture in the years ahead.

MG: Implementing PRME and ensuring its impact requires more intensive and closer dialogues and partnerships among business schools and their stakeholders. What do you see as critical for business schools to listen to, and hear from, their stakeholders?

NB: In my view the definition of a business school in Africa may be different from that of elsewhere.

Ideally a business school will be a center of learning, a place of innovation, as well as an institution that has significant impact on the individuals who study and work with it.

A developmental aspect, an understanding of political economy, a deep understanding of context (culture and history) are all central to the type of institutions that African business schools need to be to succeed. Included in the broader idea of African business schools would be the partnering with multinationals, local companies, national government or local government, as well as civil society. In many countries, these different sectors have different weightings and different degrees of importance.

It is central to further develop the business school system in Africa, which in many ways is at an early stage of development, both in terms of philosophy and scale, while considering deeply the nature of a business school in the particular economy in which it operates. Too narrow or technocratic a view of an MBA program would be dangerous and, as suggested above, the mission of a business school must be embedded in the particular context in which it wishes to operate.

MG: And what do you consider critical for other stakeholders to listen to and hear from business schools?

NB: Ideally a business school will be a center of learning, a place of innovation, as well as an institution that has significant impact on the individuals who study and work with it. We believe

of course in achieving that objective. Those individuals or organizations who work with business schools should find an institution that has deep impact, has innovative ideas, is able to share best practice. Perhaps most important, a business school for other stakeholders should be a community of practice for excellence and leadership.

Currently, African business schools are led by a sense of possibility and an optimistic outlook and this may be refreshing for many of the schools in more established countries to experience.

MG: What is the role that management development associations could and should play to facilitate all this? Related to this is the question of the role that PRME as a movement could and should play in the “Post-2015 Process”.

NB: It is important to me that business school associations, accreditation bodies, and other interested parties, such as PRME, should seize the opportunity of collaboration and perhaps integration. This particularly applies for organizations or bodies that represent emerging country business school interests, because we share the dynamism and growth of an earlier stages of development than those of our peers in more developed economies. In my view, we have much to share and learn from each other. After all, we are all in the same field of using business education to enhance the performance of individuals, organizations and countries, and we should share and collaborate in this regard.

We need to build a network of exchange with regard to business schools in emerging countries or dynamic markets.

MG: Given the contextual nature of the challenges and opportunities related to business education and leadership development, how do you see the need and opportunities for collaboration and partnering among business schools and associations from dynamically changing societies? What are the areas with the highest mutual learning and synergy-making potential? What is the relevance in this respect of the experiences and lessons learned from CEEMAN and its members that have played a role of important change agents in their respective environments?

NB: We need to build a network of exchange with regard to business schools in emerging countries or dynamic markets.

While much of the technological and scientific innovation may continue to be in the so-called advanced economies, the fact is that in smaller economies, or in large but still transforming economies, there will be significant levels of innovation in terms of design, delivery and markets.

Business schools need to be the change agents that assemble these networks and processes to ensure that learning is happening across national boundaries, across regions, and across sectors.

The innovative nature of CEEMAN has always been an important inspiration because it gives permission for schools that are in smaller economies or are still in a high-growth market to think hard about their unique attributes, and to find their own path in this exciting, complex and challenging time.

New Ways of Developing Leaders for the Future We Want

The 2013 PRME Summit – 5th PRME Annual Assembly

The 2013 PRME Summit – 5th PRME Annual Assembly, co-organized by PRME and CEEMAN, will be held on 25-26 September in Bled, Slovenia, in conjunction with the 21st CEEMAN Annual Conference, scheduled for 26-27 September.

Building on previous PRME events (i.e. capturing what has been done and recognizing what has been achieved), the Summit aims at:

- Moving ahead with the PRME agenda (SIP guidelines, PRME Champions, PRME Chapters, current and future Working Groups)
- Presenting and discussing PRME's contribution to the UN Post-2015 process/agenda and the proposed Sustainable Development Goals (SDGs)
- Contributing to the further development of a new intellectual, research, teaching and institutional agenda that develops leaders for the future that we want
- Enhancing a wider implementation and deeper impact
- Focusing on how to develop leaders for the future that we want for the whole spectrum of sectors, organizations and institutions.

The event will be structured around the four key aspects of PRME, which also highly resonate with the CEEMAN value platform:

- **Inspiration:** What inspiration we can get and how we can learn from philosophy, history, science, culture and arts, sports, and other fields?
- **Innovation:** How to unlock the next level of management education and leadership development. What role could and should PRME Champions play in this respect?
- **Implementation:** How to ensure and facilitate a wider and deeper implementation of PRME, sustainable development and responsible leadership among business schools and their

stakeholders worldwide. What is the role that PRME Chapters could and should play to facilitate this?

- **Impact:** What can we do as individuals, management development institutions, and their associations, including through partnerships with our stakeholders, to ensure a deeper and persistent impact on the new role of business, responsible leadership and sustainable development?

Each of these Four-I blocks will consist of an introductory plenary panel session, followed by roundtable discussions, the results of which will be presented again in a plenary setting. The panelist will bring different stakeholder perspectives: businesses and their associations; business schools and their associations; management thinkers, policy makers, including international organizations, and youth.

Among the prominent speakers at the Summit, that will be moderated by Prof. Jonathan Gosling and Dr. Nadya Zhexembayeva, are:

- Borut Pahor, President of the Republic of Slovenia
- Georg Kell, Executive Director, UN Global Compact,
- Nancy J. Adler, the S. Bronfman Chair in Management at McGill University in Montreal,
- Nick Binedell, Dean at the Gordon Institute of Business Science,
- Antonio Freitas, Fundação Getulio Vargas
- Danica Purg, President of CEEMAN and IEDC-Bled School of Management
- Prof. Tony F. Buono, Bentley University
- James Quincy, President, Europe Group, the Coca Cola Company

The roundtable discussion will be led by the Summit Discussion Leaders, a group of leading PRME experts from all continents, whose guid-

See you in Bled in September



ance will facilitate an exchange of views and ideas, resulting in important outcomes and recommendations. The plenary sessions will be moderated by the masters of the ceremony, while the Summit keynote listeners will help formulate messages for a broader audience that goes beyond management education.

The discussion will include issues such as: the UN Post-2015 process agenda, business and human rights, gender equality issues, poverty, anti-corruption, social entrepreneurship, managing across sector boundaries, shared values, clean technologies, systems thinking, critical thinking, growth, development and sustainability, mindfulness and leadership, service learning, transformatioal leadership development, dialogue with business school stakeholders (companies, boards, faculty, students), from the "A-journal mania" toward a more relevant, broader and future-oriented research and publishing agenda, faculty development, external incentives to foster innovation and impact, and others.

Important resource materials for the discussion will be 62 inspirational stories on the Four Is, provided by business schools from 28 countries from six continents. In addition, some participants will bring video presentations/statements on their personal and institutional efforts related to the inspiration, innovation, implementation and impact of PRME. Among the inputs will also be the Post-2015 agenda documents, as well as deliverables produced by some PRME working groups.

The 2013 PRME Summit will produce the following outcomes:

- The 2013 PRME Summit Declaration
- Proceedings - electronically published written and video contributions
- Proceedings of the event
- Second edition of the Inspirational Guide (based on selected inspirational cases)

In advance of the 2013 PRME Summit, PRME Champions, PRME Chapters, PRME Working Groups, and other PRME groupings will have their own workshops, conferences and meetings on 24 and/or 25 September.

Celebrating the Past and Looking Ahead

21st CEEMAN Annual Conference and 20 Years of CEEMAN

The 21st CEEMAN Annual Conference will be held on 26-27 September in Bled, Slovenia, in conjunction with the 2013 PRME Summit – 5th Annual Assembly, scheduled for 25-26 September. The host of the events will be Prof. Danica Purg, President of CEEMAN and President of IEDC-Bled School of Management.

The general theme of the event is: "Business Schools as Responsible Change Agents: From Transition to Transformation". The conference will be chaired by CEEMAN Board Member Derek Abell, founding president of the ESMT School of Technology and Management, Berlin, Germany, professor emeritus of IMD-Lausanne.

In the opening part of the event, Slovene President Borut Pahor will provide a country perspective with his introductory speech "My Country in the New World: The Case of Slovenia", while keynote speaker James Quincy, president of the Europe Group of the Coca Cola Company, will share a business view. European Commissioner for environment Janez Potočnik will share his view on Green Economy and Society: Competitiveness and Social Cohesion.

This part of the event will bridge the 2013 PRME Summit and the 21st CEEMAN Annual Conference. It will also include a ceremony at which the winners of the Challenge:Future Competition 2013 will be announced. Awards will be given to the winners of the following challenges and competitions: Make.

Exchanging views at CEEMAN Annual Conference





20th CEEMAN Annual Conference in South Africa

It.Work. How Can Youth Fight Youth Unemployment (CEEMAN and PRME); Future of Work – Competitiveness of Eastern Europe (AT Kearney); My Dream Job (Raz:UM, Out of Box/Maribor); The Most Innovative School Award (CEEMAN).

The main conference day will start with a business panel on "Company Priorities in Dynamic Societies: Where We Stand and Future Actions", followed by the deans' panel on "Responsible Leadership Education in Dynamic Societies and its Impact on Management Practices". Both panels will provide inspirational inputs from prominent representatives of international businesses and the management education community.

A special session on "Leadership Lessons from the Arts, Science, Sports, etc.", where the IEDC-Bled School of Management will share its experiences, will be held before the parallel streams that will focus on what we do as educators, and what, why, and how we need to change to provide benefits to our customers, our societies, and our profession.

The parallel sessions will provide opportunities for detailed discussions of issues related to educational programs and their contents, processes and methodologies; research and publications; institutional management practices; and partnership arrangements. The feedback from these deliberations will be presented and discussed in a subsequent plenary session.

The concluding sessions of the event will explore how the major international associations of business schools in the dynamic societies of Central and Eastern Europe, Russia, Africa, Asia, and Latin America, including CEEMAN, RABE, CLADEA, MENA, AABS, and others, can work together to build the future that we all want.

The 21st CEEMAN Annual Conference will also include:

- The CEEMAN Annual Meeting
- The CEEMAN 2013 Champion Awards, CEEMAN IQA and the 19th CEEMAN Case Writing Competition Awards
- CEEMAN's 20th Anniversary Celebration and CEEMAN Gala Dinner and Awards ceremony
- A Perpetuum Jazzile concert

Faculty Development for a Better World

The 14th edition of IMTA Introduces Business in Society Track

The 14th edition of CEEMAN's International Management Teachers Academy - a major European faculty development program aimed at developing a new generation of management educators for the new generation of business leaders - started on 2 June in Bled, Slovenia.

IMTA 2013 gathered an excellent group of management educators from 17 countries: Austria, Belarus, Czech Republic, Egypt, Finland, Latvia, Lithuania, Pakistan, Poland, Russia, Serbia, Spain (for the first time), Singapore, Sweden, Switzerland, United Kingdom, and Ukraine. Among them are also participants from six institutions (Hanken School of Economics, Helsinki, Finland; Instituto Internacional San Telmo Malaga-Seville, Spain; Business School Lausanne, Switzerland; Glasgow Caledonian University, Scotland, Kiev School of Economics, and Corporate University from Kiev, Ukraine) that are sending their faculty to IMTA for the first time.

The group also includes three IMTA alumni from previous editions of the program who came again to attend other disciplinary tracks in the second week of the event. Among the tracks that brought IMTA alumni back to Bled is also the newly introduced one on Business in Society.

Ever since the start of the IMTA program in 2000, the issue of social responsibility of management educators has been an integral part of the program. It is structured around the multiple roles

IMTA Faculty members





Class of IMTA 2013

of faculty as teachers, researchers, consultants, administrators, and institution builders. To further foster the idea of a broader responsibility of business schools for a better world, IMTA launched a special disciplinary track that will focus on how to teach issues related to the new role of business in society, sustainable development, and responsible leadership. The need for this has also been confirmed through CEEEMAN's involvement in PRME, a global movement of nearly 500 schools from 80 countries that are devoted to the idea of responsible management education for a better world. The Business in Society track is run by one of the leading experts in PRME, Prof. Tony Buono of Bentley University, USA.

The other disciplinary tracks in IMTA 2013 include:

- Leadership and Change Management, run by Prof. J. B. Kassarian, Babson College, USA
- Strategic Management, run by Prof. Krzysztof Obloj, Kozminski University, Poland
- Marketing, run by Prof. Joe Pons, Axioma Marketing, Spain
- Finance/Accounting (a merged track of two streams), run by Prof. Jim Ellert, IMTA academic director, IMD-Lausanne, Switzerland

In addition, Prof. Arshad Ahmad of Concordia University, Canada, is lecturing on teaching philosophy and strategy.

After its 14th edition, IMTA has educated 473 management educators from 141 institutions in 38 countries from all over the world. They are all members of the IMTA Alumni Association, through which IMTA provides continuous support to their professional and institutional development and collaboration.

Leading Change in Business Schools

8th IMTA Alumni Conference

The 8th IMTA Alumni Conference on "Leading Change in Business Schools: The Role of International Accreditation and Faculty Development" was held on 24-25 May at the Russian Academy of National Economy under the President of Russia (RANEPA). The event gathered around 20 IMTA alumni from several generations, IMTA faculty, and other participants from Belarus, Latvia, Romania, Russia, Serbia and USA. It was organized and hosted by the Change Management master's program and its head Timur Atnahev, IMTA 2008 and 2012 alumnus from the IBS-Moscow at RANEPA, with the support of Alexander Abashkin, head of the International Cooperation Department at RANEPA.

One of the main challenges that business schools worldwide are facing is how to lead change that would enable their institutions to simultaneously respond to the changing educational needs of their stakeholders and achieve and sustain their own competitive advantage in the globalizing business education industry.

In addressing these issues, the 8th IMTA Alumni Conference focused on the role of accreditation and faculty development as important change management tools.

The keynote speaker of the event was IMTA faculty member Prof. J. B. Kassarian, professor of Leadership at Babson College, USA, and

Class of IMTA 2013



professor emeritus of IMD-Lausanne, Switzerland, who provided a case-based master class on "Leading Change in Management Schools: The Transformation of BSL (Lausanne) and Its Lessons". This session provided a general frame for further discussion, while J. B. Kassarijan's passion for, and devotion to, participants' learning introduced the characteristic IMTA spirit that all IMTA-related events radiate with.

Natalia Makaeva, Executive MBA Director at IPM – Minsk (IMTA 2012 alumna) compared the experience that her institution gained through the AMBA program accreditation and the CEEMAN IQA institutional accreditation. Teimuraz Vashakhmadze (IMTA alumnus from IBS-Moscow) shared his institution's experience with EPAS, while providing an update on the current status and future plans of the forthcoming Russian national accreditation. Both presentations emphasized two main benefits from the accreditation processes: continuous self-improvement and better marketing positioning.

IMTA Managing Director Milenko Gudić talked about faculty development as another powerful instrument for institutional development. In this respect, he particularly emphasized the IMTA program, which is structured around the multiple roles of faculty, and - in addition to teaching, research, and consultancy - includes an institution-building component.

The conference also included a vivid exchange of views and ideas related to the challenging perspectives on the future of business education. The inputs were provided by Milenko Gudić, who shared his views on the business of business education and the role of faculty development. Marat Atnashev, vice president for major projects, and head of the Iron Ore Division of EVRAZ Holding, presented a business perspective that focused on the question of whether business trainings will teach integrity as business schools used to do. Important inputs were provided by Ekaterina Karmak, co-organizer of the RABE and IBS joint initiative "Foresight on Business Education 2012". She presented the results of the research project "RABE's Foresight on Business Education: Top five Trends That We Can See Better Now", whereas Elisaveta Kashirina of Stanford, founder of Techclouds.net, talked about the impact of technology on management education and its digital future: Stanford's experience for a Russian start-up. This was followed by a final brainstorming session on the near future of business education in which participants of the IBS-Moscow postgraduate programs took an active part.

An integral part of the event was a session on 23 September, in which Silviu Ursu, IMTA 2009 alumnus from the A.I. Cuza University of Iasi, Romania,

gave a lecture on finance for the postgraduate students of the IBS-Moscow and IMTA peers.

The social program included a fantastic gala dinner at the famous restaurant Taras Bulba, and a guided sightseeing tour of the top-five places in Moscow on 26 September. This enhanced the outstandingly warm hospitality provided by the hosts of the event.

The report on the event, published on RANEPА's web page, quotes Milenko Gudić as saying that the experience of IBS-Moscow, where a lot of development and change efforts have been made by IMTA alumni, is an excellent illustration of the impact that faculty development has on overall institutional development, as well as on the mutual learning taking place throughout the Russian Chapter of IMTA alumni.

Nominations for CEEMAN 2013 Champions – deadline 15 July 2013

CEEMAN welcomes nominations for CEEMAN Champion Awards, which will be given to individual faculty and administrators, associated with CEEMAN, for their outstanding achievements in areas that are considered critical for success in business education and leadership development: teaching, research, institutional management, and responsible management education.

Nominations for the teaching award should be supported by the candidate's video of a class, or a course outline, or a description of an original innovative teaching process, or methodology that has already been used.

For the research award, nominations should be supported by a presentation of a finished and published research paper, article, or book, or a portfolio of published research focused on a specific theme.

Nominations for the institutional management award should provide evidence of building a particular resource, such as faculty, staff or a specific institutional competence; a program or research portfolio for an institution; management of an organization as a whole, with a focus on structure, internal processes, and culture; corporate and business relationships; or an innovative approach to managing a specific staff function

(e.g. finance, marketing, operations, student relations, alumni activities).

The responsible management education award will be given for any, or a combination of, the following: contribution to institutional progress in implementing the Principles for Responsible Management Education (PRME), facilitation of, and support for, a dialogue and partnerships among management educators, businesses, government, consumers, media, civic society organizations, and other learning partners on critical issues related to global social responsibility and sustainability.

Submissions for the CEEMAN Champion Awards should consist of a maximum of five pages of text, excluding appendices and video material. They should be accompanied by a nomination/recommendation letter by the dean of the authors' institution or an equivalent official. The submission deadline is 15 July, 2013. The judges will reach their decision by the end of August 2013.

The judges will start their evaluation from criteria that include content quality, quality of the presentation/submission, breadth of thinking behind the submitted work, relevance to practice and contact with practice during the production of the work, and international relevance. In addition, the judges will consider how the submitted work is likely to contribute to business practice and knowledge in the local environment as well as to the vision and strategy of the authors' institution.

Award winners will be granted free attendance at the 21st CEEMAN Annual Conference in Bled, Slovenia in September 2013, which will be held in conjunction with the 2013 PRME Summit-5th PRME Annual Assembly. Hotel and travel expenses will be covered up to €1,000 for each award. Winners will officially receive the Award Cup (created by Gigodesign, Slovenia) at the conference gala dinner on 27 September, 2013. If a submission involves multiple authors or a team, a team leader/representative should be selected to receive the award.

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CEEMAN Champion Awards



Anti-Poverty Working Group Keeps Momentum High

New Events and Projects

By now, the PRME Anti-Poverty Working Group has gathered 100 members from 39 countries from all continents. While actively working on the book on Socially Responsive Organizations and the Challenge of Poverty - the first in a series of two books on WHY and HOW to fight poverty through management education, to be published in collaboration with PRME, CEEMAN, and Greenleaf publishing - the Working Group is also busy with several new initiatives.

PRME Working Group Workshops in Advance of the PRME Summit

On 24-25 September, a series of four workshops will be held in the context of the 2013 PRME Summit – 5th Annual Assembly (25-27 September, Bled, Slovenia). They will focus on:

- "Multi-Dimensional Perspectives on Poverty", based on book chapters in the process of development
- "Teaching About Poverty: New Ideas, New Perspectives", based on the Collection of Best Practices and Inspirational Solutions
- "Challenge:Future", where Working Group members will be on the judge panel that will determine the winning teams of the C:F competition on fighting poverty through fighting youth unemployment
- "Working Group Planning Session", where new initiatives will be presented, including those related to an experiential learning workshop in Nicaragua and a conference to be held at Bocconi in Milan, Italy

The workshops are intended for, and welcome participation, from:

- Working Group members
- Contributors to the Working Group's Collection of Best Practices and Inspirational Solutions

- Chapter authors from the forthcoming book Socially Responsive Organizations and the Challenge of Poverty
- All those who are interested in contributing ideas and talents to the issue of poverty as a challenge to management education
- New Edition of the Collection of Best Practices and Inspirational Solutions

A call for contributions for the second edition of the Collection of Best Practices and Inspirational Solutions for Fighting Poverty through Management Education was launched in May with the objective of having the new edition published in early September as a Working Group's deliverable and resource material for the 2013 PRME Summit. The first edition of the Collection was presented at the third PRME Global Forum held in June 2012 in Rio de Janeiro and published online on PRME's and CEEMAN's websites.

Hanga Murimo – Create Future with Creating Jobs in Africa

May was a month of trips and youth events.

On 10 May 2013, Challenge:Future Nigeria, together with CEEMAN and AIESEC Nigeria, hosted one of the most successful national youth events - Innovation Jam - under the title "Create Future with Creating Opportunities".

The Innovation Jam kicked off at 10:00 AM at the CITS (Center for Information Technology System) at the University of Lagos, Nigeria.

The guest speaker, Mr Ubong King, is the Chief Executive Officer of Protection Plus Services Limited – PPL, which provides services to companies with unique and specialized needs anywhere in West Africa. He spoke on "Innovation in Business", giving insights on how innovation in business creates success because it yields both bottom and top-line returns, encouraging Nigerian youths to venture into business with passion for solving a need and making profit, as well as change the way we think about products and services, technologies, processes, and business models.

The event was so inspiring that instead of ending by 1:00 PM, it ended by 3:00 PM. The participants exchanged ideas, shared experiences and jammed on the topic of creating jobs. Challenge:Future and AIESEC were happy to inspire the participants but also lead them to the future steps of support and make their ideas

reality. The real outcome of this Innovation Jam is not simply the created ideas, but the change in the lives of all participants and organizations that took part in it.

In the Sub-Saharan region of Africa, CEEMAN, Challenge:Future Rwanda, Challenge:Future Uganda, Let us Save Uganda, and BCIT Rwanda have organized other series of events, too. By hosting several visits and youth empowerment events in Kigali, Musanze, Kabale and Kampala, the team of Challenge:Future managed to meet and work with more than 250 young entrepreneurs and business management students, helping them increase their business skills, improve their knowledge of Internet and online research, as well as discuss local success stories that may easily turn into global projects thanks to our C:F Chapter Network. According to the National Youth Policy of Rwanda, 67% of the country's population is under the age of 25 years. Unfortunately, the youth in Rwanda face many challenges that prevent them from benefiting from their country's developing economy.

As part of the program, the C:F team also visited the biggest Catholic secondary boarding school in the region and had long discussions with the Academia Director, father Pascal Tuyisenge, on the academic challenges that formal education encounters these days. The discussion continued at the Orphanage in Ruhengeri, where more than 800 abandoned and parentless children have found shelter. The age groups vary and although the youngest ones do not speak English or French, they did speak with their eyes and smiles.

Generating 30 business ideas for youth businesses per day, visiting 15 different youth centers, and discussing with more than 800 young people who require empowerment, motivation, and computer skills in Kigali, Musanze, Kabale and Kampala, was an amazing experience.

In case you did not know, plastic bags are not allowed in Rwanda, due to recycling problems.

And the passion the youth here is big enough to solve the problems of the whole world.

Together, there is more of us!

Challenge:Future events in Africa



The SMK University of Applied Social Sciences

The SMK University of Applied Social Sciences (SMK) is a private higher school established in 1994. Today it is one of the leaders in the Lithuanian system of higher education, providing high-quality studies in the Lithuanian and English languages. The SMK has deep traditions in international education and was one of the first in the Baltic States to offer joint-degree programs with partners in Europe. The SMK aims at being a leader in innovation, influencing the development of the Lithuanian and European systems of higher education. Therefore the SMK constantly implements various projects for improving the quality of education and developing a knowledge economy.

The SMK's mission is to provide a high-level learning experience, developing creativity, helping to reveal the students' individual potential, and enabling them to have an overall influence. Formal education at the SMK is integrated with personal development, individual involvement, and development of community responsibility.

The SMK is an exceptional community, which:

- Respects everyone's individuality and attitude
- Cherishes common values
- Forms a democratic and creative work culture

Study Programs Taught in the English Language:

- Tourism and Hotels

- Advertising Design
- Applied Programming and Multimedia
- Public Relations
- International Business

Joint-Degree Study Programs

Joint-degree programs are study programs implemented together with foreign partners in full agreement about study content and implementation conditions. Students who have completed the studies successfully and spent the expected part of their studies at partner institutions, receive a joint diploma from both educational institutions.

We offer the following joint-degree study programs:

- International Business (together with the Braganca Polytechnic Institute, Portugal)
- Technology and Innovation Management (together with Rezekne Augstskola, Latvia)
- International Marketing and Branding (together with the Braganca Polytechnic Institute, Portugal)

All international study programs last three years and total 180 (ects) credits. Graduates from these programs receive a Professional Bachelor's Degree.

Here, at the SMK, we promise you an "Incredible 3E Package":

- Engaging Community
- Empowering Learning
- Exciting Experience

SMK - FUTURE-FOCUSED EDUCATION FOR A GLOBAL SOCIETY!

SMK – future focused education



ACCA Unveils a New Competency Framework for Complete Finance Professionals

ACCA Identifies Ten Key Competencies for Complete Finance Professionals in New Competency Framework

ACCA (the Association of Chartered Certified Accountants) has introduced an interactive checklist of competencies that business leaders require from aspiring finance professionals.

For the first time, the global body for professional accountants has published an on-line competency framework, highlighting the 10 key competencies that finance professionals must have if they are to succeed in business and their careers. The ACCA Qualification comprehensively covers these abilities and behaviours through its exams, practical experience requirement, and the ethics module.

ACCA has identified the following 10 key competencies for complete finance professionals in its new Competency Framework:

- professionalism and ethics
- governance, risk and control
- stakeholder relationship management
- strategy and innovation
- leadership and management
- corporate reporting
- sustainable management accounting
- financial management
- audit and assurance
- taxation

The Competency Framework will enable employers, learning providers, and current and potential students to see the key competencies that are learned through the ACCA Qualification and how they relate to the requirements of different jobs.

Helen Brand, chief executive of ACCA, says: "A competency is defined as a fundamental knowledge, ability or expertise in a specific subject area or a specific behaviour. The ACCA Qualification addresses all the key competencies

required by finance professionals, from performance and financial management and taxation, to Islamic Finance and the principles of Integrated Reporting. We have developed this Competency Framework to ensure that aspiring finance professionals, employers and tuition providers are clear about the key skills demanded in an increasingly globalised and rapidly changing business environment".

A survey of more than 500 chief financial officers for ACCA's report, The Complete Finance Professional 2013: Why Breadth and Depth of Finance Matter in Today's Finance Function identified the key financial areas that CFOs said they need in the finance function.

Apart from the need for accounting professionals to behave and act ethically and professionally, financial management and financial analysis were seen as particularly high-impact areas, followed closely by governance risk and control, strategic management accounting and corporate reporting. Internal audit, tax advice and planning were also widely considered to have considerable impact.

The new Competency Framework is available following this link:

<http://competencyframework.accaglobal.com>

Integrated Reporting: The Voice of Ukraine

On 23 April 2013, ACCA (The Association of Chartered Certified Accountants) and IIRC (The International Integrated Reporting Council) organized the shareholder consultation event "Integrated Reporting: the Voice of Ukraine" in Kyiv, Ukraine.

The key speakers were:

- Roger Acton, regional director – Europe, ACCA
- Nataliya Vovchuk, head of ACCA Ukraine, Baltic and Caucasus states
- Henning Drager, IIRC relationship director for Russia, Ukraine, Baltic states, Belarus, the Caucasus area and Scandinavia
- Todd Esposito, CFO of Platinum Bank





Nataliya Vovchuk, Roger Acton, Todd Esposito and Henning Drager

This was the first event of such kind in the world following the publication of the IR Framework Draft. It gathered stakeholders from the Ukrainian business community, regulators, investors, professional accountants and NGO members. The feedback from the Ukrainian experts will be included in the full framework version to be released in December 2013 with the aim to get approval for the next stage of global standardization from the G20 Finance Ministers in 2014.

The current global corporate reporting framework is broken and needs a significant overhaul to reflect the wide range of factors that affect corporate performance including social, cultural and environmental impacts. The current focus on an organization's financial statements is insufficient to assess an organisation's value. Financial reporting covers both financial performance and risk. It is, however, insufficient by itself to provide all the information that users now need for rational and high-quality decision making.

IR aims to transcend the current divide between IFRS-based financial reporting and the plethora of mainly voluntary sustainability standards to create a new reporting platform embraced by the companies, interested stakeholders and, importantly, the market.

ACCA has joined the IIRC coalition to once again demonstrate thought leadership in the development of corporate reporting and upskilling finance professionals.

Nataliya Vovchuk, head of ACCA Ukraine, Baltic and Caucasus states, says: *"At ACCA, we believe that input from professional accountants is crucial in helping achieve the rebalancing of current corporate reporting that provides accountability, transparency and comparability. With a long experience in financial reporting, accountants are in the perfect position to knit together the different forms of reporting. Input from accountants is vital for effective sustainability reporting in any case. Without the effective measurement and accounting of resources there's no effective way of shepherding the Earth's resources in an efficient or meaningful way".*

ALBA Hosts The European Business Plan of the Year Competition in Athens

ALBA Graduate Business School at The American College of Greece is delighted to host the 21st edition of the European Business Plan of the Year Competition (EBPYC), on Friday 31 May and Saturday, 1 June, 2013 at ALBA's campus in Athens, Greece.

EBPYC has become Europe's longest-running business plan competition. It is designed to encourage entrepreneurship and new business creation among MBA students and help develop and apply venturing, commercial, and business skills that are so vital in today's business world. In this year's competition, the participating business schools are (in alphabetical order): ALBA Graduate Business School, Cranfield School of Management, EM Lyon Business School, IESE Business School, London Business School, Manchester Business School, Mannheim Business School, Rotterdam School of Management, Erasmus University, University of St. Gallen, Vlerick Leuven Gent Management School and WHU Otto Beisheim School of Management.

ALBA has participated in the competition for the last decade and is the only Greek institution to have been invited. ALBA students have set a record by winning the most awards competing against top European business schools. More specifically, ALBA won the first prize in 2003, 2005, and 2010, and was also named first runner-up in 2006, 2007 and 2008.

ALBA Launches Three New Graduate Programs

In its continuous effort to educate visionary leaders of tomorrow, ALBA Graduate Business School at the American College of Greece launched the following programs:

- The MSc in Risk Management: A program designed to develop professionals equipped with the knowledge and analytical skills that will enable them to identify, measure and manage the financial and operational risks latent in every investment, business decision or transaction.
- The MSc in Shipping Management: A program designed to develop professionals equipped

with the skills, knowledge and expertise required for a successful career in the demanding and highly competitive world of shipping. The program provides students with a holistic and in-depth knowledge of the most important issues in modern commercial shipping.

- **The Double Masters for Lawyers:** A unique double postgraduate program that seeks to address the needs of the modern law practitioner who wants to bridge the specialized legal knowledge with business practice and corporate applications.

The ALBA Graduate Business School at the American College of Greece has partnered with the University of Reading, School of Law to enable students to complete two graduate degree programs in 16 months.

New Social Responsibility Center

ALBA initially formalized its social responsibility activities through the formation of a Social Responsibility Committee in 2009. Given the ALBA social responsibility scope, activities and plans since then, we decided in 2013 to establish the ALBA Center for Business Ethics, Social Responsibility and Sustainability (C.E.R.E.S).

ALBA Hub for Enterprise and Development - Leading Ladies Event

This year's first Leading Ladies event was dedicated to the hardships that women face as entrepreneurs. Four guest speakers focused on how they tackled issues like pregnancy, single motherhood, sickness and unemployment. The event was co-organized with "Women on Top", a peer to peer mentoring platform. The event entitled "Life Cycles: Entrepreneurship in the Life of Women" took place on 22 May.

Estonian Business School and Nottingham Trent University Open Joint-Degree Master's Program

Estonian Business School (EBS) Rector Prof. Arno Almann signed a contract according to which EBS will open a joint-degree Master's program with Nottingham Trent University (NTU) Business School in the fall of 2013. The program is called "European Business and Finance".

EBS's Master students applying for the 2013 fall semester will be able to study for a joint degree from EBS and Nottingham Business School (Trent University) in the UK when the new English Master's program Joint Master of Science (MSc) European Business and Finance will open.

EBS Rector Prof. Arno Almann says that this is another step toward internationalization and offering EBS students education that makes them more competitive in the international labor market. *"As far as we know, none of the other Estonian universities have a joint program with foreign universities. The EBS and NTU joint program meets the quality requirements of Estonian and British higher education. Students can study in Tallinn and Nottingham and obtain a joint degree signed by both universities"*, Prof. Almann said.

According to Prof. Katri Kerem, manager of the new program, the aim of the joint MSc degree in European Business and Finance is to develop managers capable of working in a pan-European cross-cultural business environment. *"The main focus of this program is on courses that cover different business-related subjects taking into consideration examples from Europe and the world. It is essential that the students see the bigger picture and are able to use the knowledge gained in classes in an international context"*, Prof. Kerem says.

Students who are accepted into the new program in 2013 will spend their first year at EBS, and the first half of the second year at Nottingham. Then, they will return to Estonia for the last semester to write their master's thesis. When graduating, the students receive a joint diploma signed by both universities. *"The program is adjusted and confirmed by both universities. The faculty has gone through training sessions so that the teaching process satisfies both Estonian and British requirements"*, Prof. Kerem explained.



Estonian Business School

In addition to the new Master's joint program, EBS has a double-degree program at the Bachelor's level. It is intended for Bachelor's students of International Business Administration who have the opportunity to study two years at EBS followed by two years in Lancaster University Management School in England. After successfully completing their studies, they receive degrees from both universities.

NTU is a part of Nottingham Trent University located in the UK. There are over 24,000 students at NTU including over 2,000 international students from 90 different countries. According to a survey from 2009, 94% of NTU's graduates from full-time undergraduate courses are employed or engaged in further study within six months after graduation, which makes NTU one of the top universities in England and Wales in terms of its graduate employment rate.

Estonian Business School is a private business school of university standing, offering Bachelor's, Master's and Doctoral programs in the field of international business administration and management. EBS was founded in 1988 and is celebrating its 25th anniversary in 2013.

Eurasian Open Institute: On the Front Line in the Field of Innovation to Improve Human Capital in Russia

By Mikhail Korolev, prorector for Scientific Work and International Development, professor at the Management Department

The Russian Federation is adopting new benchmarks for the design of educational programs that are in demand on the education market. What I have in mind is a new generation of professional standards. Since 2012, the governing body and employees of the Eurasian Open Institute (EOI) have actively participated in the project of the Russian Agency for Strategic Initiatives (ASI) "Creation of the National System of Competencies and Qualifications" (CNSCQ). The first phase, within the crowdsourcing project (implemented on an ASI platform called Witology), was devoted to a task set by the President in 2018: the selection of 25 million highly skilled professionals for jobs created in high-tech industries. The problems of training, standardization, evaluation and certification of employees, and their potential solutions, were examined by more than 3,000 participants in the project. The working groups helped ASI prepare a road map of the CNSCQ and have it accepted by most business executives. To ensure the implementation of this road map, the project participants prepared amendments to the Labor Code, related to the concepts of "professional standard" and "qualification", rules of development, adoption and application of professional standards, levels of qualifications, and other documents and instructional and teaching materials necessary for the preparation of professional standards. More than 800 professional standards will be outlined in the next two years.

The governing body of the EOI (Rector S. Isaev, First Prorector V. Bochkov, and Prorector M. Korolev) as well as representatives of leading departments and scientific and educational centers (R. Morgunov, E. Hazanovich, N. Tokmakova, S. Khlebnikova, and others), took part in the preparation of a series of courses of professional development of standards. This will lead to a round table with the participation of the Education Committee of the Moscow Chamber of Commerce, which will be attended by representatives of the Ministry of Labor, ASI, guilds and

associations of employers, as well as senior representatives of colleges and universities in Moscow and other regions of the country.

I would like to use this opportunity to invite the CEEMAN community to cooperate with us in the field of research and practical development of professional standards for the establishment of joint or mutually recognized voluntary certification of qualifications, as well as skills to effectively control and continuously improve the human capital of our countries.

A New Global Media Campaign

Grenoble Ecole de Management is looking to continuously stand out from the crowd – the highly competitive and international sphere of business schools – by launching a new global media campaign reflecting its distinctive nature.

Colorful and Sophisticated With a Twist

The campaign aims to confirm the School's rank in the top European Business Schools while displaying its difference in terms of its expertise in management of technology and innovation.

The concept, designed by the agency Kaelia, is based on the recycling of famous sayings, with a tinge of innovation: "All you need is innovation", "Keep calm and innovate", "To innovate or not to innovate, that is not the question"...



From a graphic point of view, the agency focused on a minimal but striking and colorful design with one sentence per rectangular sheet, so as to focus the public's attention on one clear message. *"We wanted to innovate by communicating with words as opposed to images, in a more classical but nonetheless creative fashion. Indeed, it was essential that we retained what makes our difference with a campaign concept far from the norm"*, explains Annelaure Oudinot, communication and marketing director at GEM.

A New Baseline: "Inspiring Ideas and Talent"

GEM also embraced a new baseline in accordance with its mission of "generating knowledge and new skills for businesses": "Inspiring ideas and talent". "Ideas" and "talent" are two words with a heightened sense of humanity and creativity attached to them, coherent with the School's ambition.

Media Outlets to Feature New Campaign

The new campaign will feature on all of the School's communication outlets: website, social media, press advertisements, and brochures.

Glasgow School for Business and Society Partners with Business in the Community (BITC)

Glasgow School for Business and Society Partners with Business in the Community (BITC) – the UK's Largest Business-Led Charity Promoting Responsible Management.

Glasgow School for Business and Society (GSBS) recently joined Business in the Community (BITC), a Prince of Wales charity in the United Kingdom that promotes responsible business. BITC is a unique business movement, the largest business-led charity of its kind, committed to building resilient communities, diverse workplaces and a more sustainable future. GSBS's membership of BITC is one of several initiatives that reinforce the University's mission to work "for the Common Weal" and the School's commitment to the Principles for Responsible Management Education (PRME).

While many business schools focus on promoting responsible management to managers and students, less attention seems to be paid to developing demonstrable ways of "walking the talk" of responsible management and corporate responsibility (CR). For this reason, members of the GSBS Senior Management Group have initiated a series of workshops that are intended to provide the School's management with ideas of how they might critically assess GSBS's CR credentials, and take steps towards integrating responsible business practice throughout the School (as a business), while fulfilling our commitment to practice the six principles of responsible management. While a long-term goal is to develop the capacity to participate in the BITC corporate social responsibility index (the UK's leading voluntary benchmark of corporate responsibility), our shorter-term objective is to develop a more structured and strategic approach to corporate responsibility in the areas of workplace, marketplace, environment and community engagement. An example of our corporate approach to community engagement is the School's recent participation in BITC's Give and Gain Day – the UK's largest day of employee volunteering.

What is Give and Gain Day?

Give and Gain Day connects skilled professionals with community organizations on volunteering projects in a national day of giving something to the community in which an organization works. Volunteers from BITC organizations help with everything from school sports days to employability workshops for the long-term unemployed. Give and Gain Day participants in the UK are part of a global movement of thousands of volunteers across 25 countries, as diverse as Spain, Iran, Nigeria and Guatemala. On 17 May 2013, Give and Gain Day involved over 12,000 business volunteers, from 300 companies, giving over 96,000 hours of volunteering, worth over £1.5 million, helping hundreds of thousands of people across UK communities. All this was done in one day! The Day is part of Business in the Community's year-round campaign to make volunteering fun, accessible and inspirational and encourage all member organizations to give their staff the opportunity to volunteer in work time.

What did GSBS staff and students do on Give and Gain Day 2013?

GSBS volunteers organized two projects this year. The first one involved bringing more than 175 first and second-year pupils from four high schools in the Glasgow area to the University campus to take part in a project centered on the unique and varied history of the Cowcaddens area. The children learned about GCU's activities and facilities and developments planned as part of the University's £30 million Campus Futures project, of which building an environmentally-friendly campus is a main part. An employability session, pitched at the pupil's age and stage of school, completed the session.

The second volunteer project was organized by staff and students from the Fashion Marketing degree. They organized a charity event that show-cased the innovative work of the students on our BA (Hons) Fashion Business program with the backdrop of our spectacular Saltire Center. On the catwalk were an original and exciting selection of designs, including children's coats for the pioneering brand Bluebells of Scotland and third-year collections featuring creative textiles. Final-year students displayed a range of bridal toiles designed for the leading bridal boutique retailer in Scotland, Eleganza Sposa. In the true spirit of giving, all proceeds from the event were donated to the charity Chest, Heart & Stroke Scotland.

For more information contact Dr. Alec Wersun at a.wersun@gcu.ac.uk

115th Anniversary of HHL

HHL Leipzig Graduate School of Management, the first business school established in Germany, celebrates its 115th anniversary this year. The institution was founded in the Auditorium Maximum of Leipzig University on 25 April 1898, to train young merchants seeking to lead large companies in an appropriate manner. After World War II, it was absorbed into Leipzig University: in 1969, the German Democratic Republic opened a business school with a focus on domestic trade. In 1992, today's HHL was re-established as a private university by the Leipzig Chamber of Industry and Commerce and the Association of Friends of HHL.

Teaching all its programs in English, HHL has been one of the trail-blazers in Germany since the mid-1990s. Long before the financial crisis, HHL was one of the first business schools to focus on the conditions for responsible and sustainable leadership.

HHL now responds to the new challenges of leadership in the 21st century through its innovative 125 Future Concept, keeping in tune with a holistic approach and expanding the dimensions of effectiveness and responsibility, aided by the perspective of innovation.

On the occasion of the 115th anniversary of HHL Leipzig Graduate School of Management, the school publishes the "11+5 HHL faces" series introducing personalities connected with HHL.

www.hhl.de/115years

New Junior Professorship in International Management at HHL

On 1 April 2013, Dr. Tobias Dauth was appointed Alfried Krupp von Bohlen und Halbach Junior Professor of International Management at HHL Leipzig Graduate School of Management.

Dr. Dauth, studied Business Administration at Pforzheim University, the Kelley School of Business in Indiana, USA, and ESCP Europe Business School in Berlin. In Berlin, he received his doctorate in August 2012, graduating summa cum laude, following his dissertation on the internationality of top managers. At HHL, he will focus his research and teaching activities on maintaining

and expanding German-Polish scientific relations. Thanks to his work, he will strengthen HHL's position as an important gateway to Central and Eastern Europe.

HHL Dean Prof. Andreas Pinkwart says: *"Due to its location at the heart of Europe, HHL would like to sharpen its internationalization profile by cooperating with outstanding economists and young academics in this field from neighboring Central and Eastern European States. This applies in particular to the Republic of Poland. Thanks to the support of the Alfred Krupp von Bohlen und Halbach Foundation, HHL would like to intensify its existing cooperation with the best faculties of economics in Poland through mutual teaching activities, inviting Polish guest scientists to HHL, as well as exchanges between students and doctoral candidates using scholarship programs to secure quality. Additionally, the latest management techniques are to be taught to managers who are trained in executive education programs by HHL and its Polish partner universities on a regular basis"*.

Part-Time Program and a Term Abroad in Addition to That? Options at HHL

They have become vital to present-day managers: international competencies - at best obtained directly abroad. It is no longer just the full-time students but, more and more, part-time students wishing to leave Germany for a while to study abroad. Therefore, HHL now offers the "Study Abroad - Advanced Management" elective as part of its part-time Master in Management program (M.Sc.). Fully integrated into the program structure, the new option opens up a large number of opportunities to gain international experience during the studies, which otherwise take place in Leipzig. HHL's part-time students may study at one of over 110 partner universities of the Leipzig Business School. They will receive credits for the classes taken abroad, which will be fully incorporated into the final grade at HHL.

www.hhl.de/part-time-msc



HHL Students

SAVE THE DATE

20-21 November, 2013

2013 HHL Forum: Rethinking Leadership – The Role of Communication

Following the 2012 HHL Forum entitled "Rethinking Management – Dynamic Competition and Sustainability", we would like to consider the role of communication in 2013. Managers hide behind phrases, citizens behind prejudice. Our business and market economy, however, cannot afford for its two most important pillars not to understand each other. Dr. Heinrich Weiss (former president of the Federation of German Industries (BDI) as well as CEO of SMS Siemag AG) will be one of the speakers.

www.hhl.de/hhl-forum



News from IEDC-Bled School of Management



Prof. Pankaj Ghemawat

The Coca-Cola Chair of Sustainable Development at IEDC

The renewal and extension of the Coca-Cola Company and IEDC cooperation through the Coca-Cola Chair of Sustainable Development was approved for another five years (until 2017). *"Our contribution and partnership with IEDC will encourage students to consider social responsibility and community development activities as strategic imperatives"*, says Muhtar Kent, chairman and chief executive officer of the Coca-Cola Company. The Coca-Cola Company's investment of 1 million dollars will support applied research, development of unique teaching materials, and creation of breakthrough global projects aimed at developing management professionals ready to address complex social and environmental pressures facing the world today. Dr. Nadya Zhexembayeva, IEDC faculty member, was re-appointed as the holder of the Coca-Cola Chair. IEDC is striving to establish a number of new initiatives within the existing efforts of the Coca-Cola Chair of Sustainable Development. The next big step is the strengthening of global transformation efforts in the domain of the United Nations Principles of Responsible Management Education (PRME), with a special contribution by the Coca-Cola Chair to the 2013 UN PRME World Summit, which is taking place in September, in conjunction with the 21st CEEMAN Annual Conference.



Save the Date: 15 November 2013

Prof. Pankaj Ghemawat, the youngest "guru" included on The Economist's list of the greatest management thinkers of all times, whose book *World 3.0* won the Thinkers50 award for the best business book published in 2010-2011, is the distinguished speaker at the Annual Presidents' Forum of IEDC (15 November, 2013). The title of Prof. Ghemawat lecture will be "Globalization Inside (People) as the Binding Constraint on Globalization Outside". Register now!

On-Going Promotion of Business Education through Case Study Competitions

Case Study Competitions are the contests organized by IEDC Alumni clubs. This year the competitions are organized in six countries: Croatia, the country in which the whole idea originated six years ago, Slovenia, Serbia, Moldova, Macedonia and Romania. In April, a case study competition took place in Croatia. The seven great finalists were Cemex, Franck, Hrvatska Pošta, Hrvatski Telekom, MOL Group, Podravka, and TDR. The jury awarded the IEDC Case Study Competition prize to the team from TDR, a leading national and regional cigarette manufacturer and exporter. This team will test its strength against the winners from other countries in September. The international winner will be awarded a two-day customized program.

New IEDC Website

In May, IEDC turned a new chapter in web promotion. The three main advantages of IEDC's new webpage are: responsive design (different content presentation is served to different Internet enabled devices, such as notebooks, iPads, iPhones, and other tablet and smart phone devices), goal-oriented content flow (all content is now presented in a visitors-friendly way, and information is found quickly and easily), and video supporting text (movies allow visitors to watch and experience our programs in a livelier manner). Visit: www.iedc.si

IPM Business School Opens the Coaching Direction on the Belarusian Market of Business Education



Participants of the workshop on coaching

IPM Business School has added a new service to its offer – business coaching. It is also a new service on the Belarusian market where coaching has not been provided in a complex form so far.

The International Conference “Business Coaching: A Catalyst for Development and Growth” was the first large event related to this development. The conference was held in the last days of March 2013. The number of participants, most of whom were top managers and HR specialists, exceeded 70. The conference presented business success methods that are new in Belarus. These include an analysis of the goals and values of both managers and employees. These methods make business coaching a comfortable way to achieve success.

The mechanics of business coaching were presented by the famous British coach and NLP specialist, co-founder of the International Coaching Community (ICC) Joseph O'Connor, as well as Belgian coaches Isabelle Sol-Dourdin and Jean Keup, professor at Kozminski University and coach in the Executive MBA program at IPM Business School Katarzyna Ramirez-Cyzio. Lectures and master classes were also delivered by leading Russian specialists, such as Natalia Dolina, president of the Russian branch of the International Coaching Federation and the director and co-founder of the Institute of Coaching, Alexander Savkin.

The International Conference “Business Coaching: A Catalyst for Development and Growth” was in fact an introductory event: many areas of business coaching discussed during the conference will be presented to students of the IPM Business School in a broad form. And the first steps have already been taken.

The coaching course is included as an optional course within the Executive MBA program. At the end of April, Katarzyna Ramirez-Cyzio held a two-day workshop “Coaching for Heads of Sales”. She said that the successful use of coaching methods depends on the responsibility of each employee for the results of his work. This approach will require some psychological changes of mind, in both managers and employees. However, the

result is worth it: the performance indicators of the team and the psychological climate in the company will improve.

The topic of another workshop by IPM Business School is “Coaching as a Tool to Develop Emotional Intelligence”. It was held at the end of May by the president of Russia's branch of the International Coaching Federation, Natalia Dolina. The point is that an ability to understand one's own feelings and those of other people may be critical in the work of business owners, managers and specialists. The workshop included recommendations on the control of emotions.

IPM Business School plans to develop business coaching further and present the view of business as a system of relationships between individuals where everyone is talented in his own way.

ISM Ranks First Among the Lithuanian Private Higher Education Institutions

The Lithuanian weekly magazine Veidas has published a rating of higher education institutions. The rating is based on nine criteria: scientific and artistic activities of universities; the highest achievements of academic staff, students and alumni; academic staff qualifications; the variety of fields of study; international relations; conditions for studies; student opinion; opinion of the labor market; and the structure of financing. ISM collected 46.56 points out of 100, which is the highest score among private universities in 2013.

Inauguration of Members of the New ISM Senate

Members of the new ISM senate were inaugurated in April. The new ISM Senate members are professors and researchers from ISM University of Management and Economics (Lithuania), Copenhagen Business School (Denmark), BI Norwegian Business School (Norway), Warsaw School of Economics (Poland), University of Edinburgh (UK), ESADE Business School (Spain), Koç University (Turkey) and ESB Business School (Germany). A number of students are also delegated to the Senate by the students' representative body.

The role of the senate is to advise the president on shaping the university's strategy for studies and research.

ISM Executive School Master of Management Programme – the best in Eastern Europe

The Master of Management program of ISM Executive School is recognized the best in the Eastern European region. In Eduniversal's world-wide business school and university ranking, it received top scores in the group of management programs. It is the only higher education program in Lithuania to obtain such recognition.

"The recognition of ISM's International Master's program is a case in point that our university not only can compete but is also a leader in the community of international universities by offering high-quality study program to students and company executives. In Eduniversal's ranking, our MA programs were recognized as the best in two categories, whereas the university was ranked high among 200 business schools worldwide. So, Lithuanian students can study at an establishment that competes on quality with Western European and US universities. We hope that this will encourage our students to study in Lithuania", Dr. Nerijus Pačesa, president of ISM School of Management and Economics, said.



KMBS Uncovers the Potential of Live Case Technology

After several years of persistent trials, KMBS definitely can say that the live-case technology is one of the differentiation points of its MBA programs portfolio.

When conducting a live case (one that incorporates friendly consulting), MBA participants and top managers of specific companies search for the most effective solutions to problems, and find opportunities that will ensure the successful future development of these companies. Live business cases allow the participants to take part in real decision-making and let them impact the development of a real company. This process gives them a great opportunity for researching business management and for education. *"We believe that such cases are useful to our participants - leaders and managers - not only from a learning point of view, but also from a practical side"*, said Eduard Maltsev, KMBS MBA program director.

KMBS' experience proves that this process is value-added both for the company and for MBA participants. Discussions generate great synergy between thoughts and actions.

For now, the Executive MBA program offers three intense field modules around Ukraine, giving participants a practical opportunity to immerse themselves in the business and social and

cultural contexts of different regions, as well as to try the role of business coach for local companies. The rationale behind this is to highlight cultural differences in business in other parts of Ukraine. Here, the purpose of using a live case is to combine the experience of case actors, the knowledge of company personnel about their business, and the theoretical knowledge of participants. Live cases take up about 50% of the study time of a field module. They also require a significant amount of time for preparation – usually from one to two months.

The most impressive KMBS experiment with the use of live cases took part in Lviv in April 2013, when 50 participants of three MBA groups worked on four different business cases. It was very important for field modules to have clear learning goals so as to choose the appropriate live cases. For instance, the key idea in the Lviv field module for Executive MBA was "Managing a Company as a Whole". The participants were able to practice connecting a business context with a strategic idea, strategy, and the business model of the specific company chosen for the live case. As a result, they delivered presentations on strategic development scenarios to these companies' top management.

In 2012, KMBS MBA participants from internationally-based companies helped conduct a truly international live case at Iskratel (a telecom company in Slovenia), which was enhanced by courses at IEDC-Bled School of Management.

In addition, MBA program participants benefit from live cases by expanding and strengthening KMBS's network as they communicate with relevant top managers - case study heroes who quite often happen to be KMBS alumni.

KMBS core faculty develop three to five live business cases annually and plan to create a library of these cases to share with other business schools.

KMBS live case on "iFest" Holding of Emotions strategy ends with the master-class: chocolate hand-making.



Lviv Business School of Ukrainian Catholic University Launches Innovative Educational Program

Lviv Business School of the Ukrainian Catholic University (LvBS) specializes in programs at the intersection of business, philosophical and humanitarian dimensions. Based on the unique symbiosis of the business-school and the Catholic University (one for the entire post-Soviet space), we conduct training programs in business in the context of values and actively cooperate with organizations that appreciate quality and innovation, and aim for market success.

Where Did the Innovative Idea of the Program Come From?

Research has shown that the information technologies (IT) sphere in Ukraine has been growing by 20-30% annually and has a shortage of approximately 3,000 specialists.

IT companies offer different solutions to the preparation of future middle and senior managers. Some prefer to train employees inside the company. Others use the external MBA programs of different business schools. But managers of technical companies should have expertise in modern approaches and topics that MBA programs cannot cover. A new approach to IT education is crucially needed.

Hence, the Master of Information Technology has been created for IT professionals seeking to extend and update their knowledge in advanced computing subjects and develop people management and soft skills.

What Does this Master's Course Aim at?

The goal of this degree program is to provide highly qualified IT professionals with deep knowledge of the current and future technological progress in the changing global environment with the capability to design, plan, and apply complex IT solutions for business needs with high moral standards, a strategic view on business, and leadership and management skills.

The Curriculum

The course combines technology and business education, and has been created in a convenient modular format for working professionals interested in learning how to manage information technology and use technology to deliver business value.

The curriculum is based on three vital pillars: technology, business and management, and soft skills. The program will include courses such as: IT Concepts and Strategies, Evaluation and Application of Perspective Technologies, Management Methods and Leadership, Organizational Behavior and Design, Negotiation Skills, Business Communication, Crucial Conversations with a Team or a Customer, and more.

For further information, please visit our website at lvbs.com.ua/en/ or contact:

Dzvinka Pavlusiv, MS in Technology Management, Program coordinator, at itmater@lvbs.com.ua

New program Master of Information Technology at LvBS



MIM-Kyiv Hosts ExEd Forum

On 18-19 April 2013, MIM-Kyiv hosted 60 participants from 15 countries for the CEEMAN ExEd Forum "Managing Innovations". Within the fruitful discussion representatives of corporate and business school leaders exchanged their experiences and views on the promotion of innovation processes and the role of executive education.

CEEMAN President Prof. Danica Purg welcomed the forum participants. She said: *"I am sure that this forum will prepare us for leadership positions and we will be able to face challenges and create conditions for our organizations and people in order to make them successful. Innovation has always been an important phenomenon and it is specific to our time. Innovation is a renewable information resource and influence on creativity"*.

She also expressed her personal thanks to Prof. Iryna Tykhomyrova. She said: *"MIM-Kyiv is one of the first educational institutions that supported CEEMAN in 1997 by joining the organization. It was the first school in the former USSR to implement up-to-date management concepts and launch an MBA degree"*.

Prof. Iryna Tykhomyrova, president of MIM-Kyiv, also welcomed the participants: *"This is the first time that we have hosted such an event, welcoming participants at a unique forum that will contribute to the shaping of the future of management development and managerial practices. It is a unique chance to discuss the latest trends in management development and business education. It is a unique opportunity for us to speak*

about innovation. Earlier on, innovations were crucial for success. Now, only innovations ensure survival."

Following the welcome words of the co-organizers, Liliya Hrynevych, chairperson of the Committee on Science and Education of the Parliament (Verkhovna Rada) of Ukraine, gave a keynote address on "Innovation to Support Company and Country Competitiveness".

The morning of the main conference day included keynote presentations on "Open Innovation", "Cross-border Strategy", and "Large and Small Company Innovation Interaction". Chris Hare, founder and chief executive officer of the nTeTe Group, USA, stressed: *"Future leadership needs to draw not only from many disciplines, but also from many industries and cultures"*.

His lecture was followed by an international CEO panel on "Breaking the Frameworks in Innovation Management", and the "Learning Cycle of Innovation", headed by Hein Schreuder, former executive vice president for corporate strategy and acquisitions at Royal DSM N.V., the Netherlands and faculty member at Vlerick Business School, Belgium. Hein Schreuder lectured about the contrasting principles of open and closed innovation, pointing out that *"the open innovation motto is 'The world is our lab!'"*

The afternoon sessions included two panels. The first was on "Value Innovation: Concept and Instruments". It included representatives of the Ukrainian businesses. The second panel was on "Implications for Executive Education: Creating Synergy Among Business Schools, Businesses, and the State in Managing Innovation". It included stakeholders from Ukraine and the international community. The event was chaired by Prof. Peter McKiernan, dean of the School of Management and Governance at Murdoch University, Australia, who provided an inspirational summary of the forum discussions and a list of do-s and don't-s.

Within the forum, MIM-Kyiv hosted a special gala dinner at the House of Metropolitan and organized a sightseeing tour.

Prof. Iryna Tykhomyrova, President of MIM-Kyiv



RISEBA Creative Business Incubator

The RISEBA Creative Business Incubator has already gained recognition by the Latvian Ministry of Economics for boosting creative industries, social entrepreneurship and Innovation.

The RISEBA Creative Business Incubator's vision is to provide a sustainable environment in which new and emerging companies can develop and grow. The RISEBA Creative Business Incubator is promoting an idea to provide entrepreneurs with flexible and affordable space in Riga (Latvia).



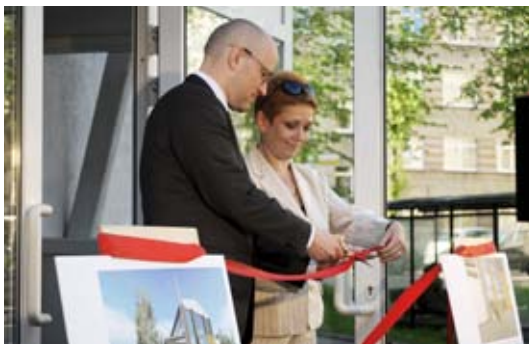
On 16 May, 2013, RISEBA (Riga International School of Economics and Business Administration) launched a new and ambitious project, whose main goal is to provide start-up advice and support to students and alumni – the RISEBA Creative Business Incubator.

RISEBA has excellent coaches with extensive business experience in business, media, and IT who are required to guide students through the journey of successful business development. Thus, young entrepreneurs will have an opportunity to get support in their individual endeavors: feasibility studies, business plan development or new marketing strategy implementation.

The RISEBA Creative Business Incubator strives to grow in two directions:

- Pre-incubation: where RISEBA students and graduates will attend workshops and seminars on idea generation, business plan development, and marketing and sales, to encourage creation of new ideas.
- Incubation: authors of the best ideas will be guided through the process of setting up an enterprise, while existing businesses will be offered customized coaching and mentoring to ensure business success and future growth.

Opening of RISEBA Creative Business Incubator



150th Anniversary of Riga Technical University



RTU collectors' coin

Last year, Riga Technical University celebrated its 150th anniversary. Various scientific and cultural events, involving university students, employees and academic staff as well as the general public, were organized throughout the year to celebrate the anniversary of the oldest university in Latvia and the whole Latvian higher education.

Some of the major events during the celebration year were the Riga City Festival, the annual RTU Scientific Conference and the World Congress of Engineers and Alumni of Riga Polytechnic Institute/Riga Technical University (RPI/RTU). The Grand Gala Concert was the culmination of RTU's 150th anniversary celebrations. Other events included the creation of RTU's very own collectors' coin by the Bank of Latvia and a collector's stamp named "RTU 150".

On 17-19 August, the Riga City Festival took place, including a special event for the celebration of RTU's 150th anniversary together with residents and guests of Riga. Over the years, Riga has become one of the most developed and beautiful cities in Europe, owing its development largely to RTU, which has provided architects, engineers, chemists, electricians, mechanics, and other

experts that have helped shape the face of Riga – both figuratively and literally.

The annual RTU International Scientific Conference 2012 was dedicated to the 150th anniversary of RTU. It was held on 11-12 October. The conference informed local and foreign scientists, entrepreneurs, and the general public recent scientific achievements in Latvia and abroad. It also provided an opportunity for scientists and doctoral students in particular, to publish their research.

For the first time in history, the World Congress of Engineers and Alumni of RPI/RTU took place along with the scientific conference. It brought together engineers, inventors, scientists, and entrepreneurs, providing them with an opportunity to share experience and knowledge as well as to present entrepreneurship success stories and the latest engineering and technological solutions.

More than 6,000 participants attended the Grand Gala Concert on 14 October. RTU faculty, employees, students and alumni were greeted by Andris Berzins, President of the Republic of Latvia, alumnus of RTU. The development and achievements of the oldest technical university in the Baltic States throughout their difficult history was reflected in the musical performance and the artistic video projection created by Robert Rubins at the grand concert "Keep Creating!". Guests were pampered by the performances of the Latvian National Symphony Orchestra directed by Alexander Vilumanis, RTU choirs Gaudeamus and Delta, RTU's brass band SPO, folk dance groups Vektors and Dancis, as well as world-famous music stars of Latvian descent, such as violinist Baiba Skride, pianist Vestards Simkus, opera singer Inga Kalna and musician Ksenija Sidorova.

The celebrations and evaluation of achievements of the past 150 years inspires Riga Technical University to go forward in science, teaching and innovating for the next 150 years.

Collector's stamp named "RTU 150"



USIB Meets the Expert of European Management



Prof. Nenad Filipović from IEDC-Bled School of Management giving lecture at USIB

For the first time in Russia, the Ural-Siberian Institute of Business (USIB) hosted the academic director of IEDC-Bled School of Management, the international business consultant, Prof. Nenad Filipović. He gave a talk entitled "Profit Strategy: From Idea to Result".

USIB has been a CEEMAN, member for more than 10 years. It cooperates with IMTA and IEDC, the best small European business school according to the newspaper The Independent. They have organized some joint activities, including training and professional development of USIB teachers.

Larisa Guseva, chairman of the board of directors of USIB, said: *"CEEMAN is one of the leading associations of management development in Europe. It is engaged in networking between business schools, training teachers, and developing new areas of business education. It takes on the mission of cooperation between business and politics and has a major influence on the business elite of Eastern Europe. CEEMAN and IEDC-Bled School of Management are spiritually very close to USIB. The seminar of Prof. Filipović was a continuation of our organizations' long-term cooperation"*.

Prof. Filipović raised a relevant question for Russian top-managers - why each company has a strategy but only a few implement it successfully. He focused on the foundations of strategy development, and explained how a strategy could be implemented smoothly. He also gave

examples of how employees could be effectively motivated to follow a company's new strategy.

The participants - heads and owners of businesses in the Ural-Siberian region - actively asked questions and shared their own experiences. This triggered an interesting discussion. According to many, the event prompted them to think of the need to consider important aspects of management, such as strategy, regular correction of business indicators and control of execution.

Yuri Matveyev, founder of the publishing house Banzai, said: *"Such events make you think about strategy rather than get lost in routine tasks, It is much more interesting to do something here and now. I will surely start dealing with strategy issues first thing tonight"*.

Prof. Filipović's visit was marked by another important event for European business education. USIB and IEDC-Bled School of Management agreed to organize a joint conference in September, 2013. It will bring together the best minds of management and business education: leading teachers and business representatives of Russia and Europe.

Larisa Guseva, chairman of the board of director USIB



ASFOR Accreditation Process for Master Programs in Management

By Prof. Manuela Brusoni, chair of the ASFOR Accreditation Committee

ASFOR – the Italian Association for Management Development - has been developing its Master Accreditation Process since 1989. In 2013 it has released a new version of its Accreditation System, following a thorough revision of standards, process and scope, aimed at making it more effective by reflecting the changes in the social, economic, and education environment and helping its accredited members embark on a journey toward improvement.

ASFOR has always had strong commonalities with all the prestigious international accreditation systems, such as AMBA and EPAS for individual programs, and EQUIS and AACSB for institutions, as well as the ENQA quality standards (ESG) for higher education. Using its methodological basis and consolidated know-how, developed during its 23 years of activity, ASFOR reviewed conceptual schemes and quality requirements and adapted them to the actual management education scenario.

In a period when the labor market is becoming tougher and more demanding, international mobility of personnel is becoming a widespread reality. A global outlook is imperative and time and resources dedicated to management education are in the limelight. It is therefore important to make the quality of the ASFOR accredited programs internationally visible and, through the scheme developed by ASFOR, make them recognizable to students and participants, families and the corporate world and institutions.

The key areas of innovation of the ASFOR accreditation system are:

- a new eligibility phase, with the opportunity for the school/institution to better take stock of its strengths and weaknesses with regard to the accreditation requirements
- a stronger focus on performances rather than adherence to formal requirements, thus allowing the reviewers to analyze, and discuss more openly with the school/institution, its achievements and its areas for improvement

- an evaluation of sustainability of the Master's program within the overall institution's economic self-sufficiency, not from a formal point of view but from a substantial perspective
- a more detailed scheme for measurable elements within each accreditation standard that can help widen the conversation between the school/institution and the reviewers, and be more conducive to developmental reporting for the ASFOR Accreditation and Awarding Committees.

The revision builds on continuous monitoring of the international trends in management education and the Italian scenario, as well as the challenges that Italian management education is facing. Therefore, by updating its Master accreditation system, ASFOR is accomplishing its mission *"...to promote the development and diffusion of a managerial and business culture in public and private firms and to foster personal growth by means of training"*.

For further information: www.asfor.it

Success of the 11th BMDA Annual Conference

From 8-10 May 2013 the participants of the 11th BMDA Annual Conference "The Role of Management Empowering Innovations and Creativity" enjoyed various pre-conference and conference activities.

The 11th Annual BMDA Conference took place on 9-10 May in Kaunas and was hosted by Kaunas University of Technology. It was attended by 123 participants from 16 countries! The international academic and business community gathered in Kaunas to explore management's role for sustainable innovation and creative solutions.

The conference started with some pre-conference activities on 8 May. The first of these was a researchers' "Meeting of International Research Ideas". During the meeting, publishers and chief editors of five prestigious journals, as well as representatives of Euromonitor International, gave their insights and ideas on how to prepare a high-quality research paper. After the presentations, the participants joined roundtable discussions with the speakers.

Another pre-conference event was a meeting of two management development associations – BMDA and the Russian Association for Business Education (RABE). They came together for their first joint conference "From Cooperation to Partnership". The Conference was hosted by ISM University of Management and Economics in Vilnius.

Irina Sennikova, Dean of RISEBA at BMDA Annual Conference



During this conference, members of both associations, represented by rectors, deans and directors of various business schools from Russia, Lithuania, Latvia, Estonia, Kazakhstan and Ukraine, shared their insights on how to find mutually beneficial conditions for long-term sustainable partnerships between various business schools in the region and beyond.

During the last session of the conference, which was moderated by BMDA President Dr. Virginijus Kundrotas and RABE President Prof. Sergey Miasojedov, a number of joint activities (summer schools, joint projects, joint virtual portal, and more) were discussed and an agreement was reached to go ahead with their implementation.

The main part of the conference started on the morning of 9 May when 27 research papers were presented by their authors.

The whole conference was chaired by Prof. Rolf D. Cremer, former dean of CEIBS, China and former president of EBS University for Business and Law, Germany. During the first day of the event, presentations were delivered by outstanding keynote speakers, such as Prof. Soumodip Sarkar (Dean of the Institute for Advanced Studies and Research, Evora University, Portugal), Mr. Lauri Koponen (Sales Director at JSC ACME Europe, Finland) and Prof. Peter Lorange (President/CEO of Lorange Institute of Business, Zurich, Switzerland). At the end of the first day, the conference participants shared their ideas and insights, and discussed the role of leadership at a round table.

The second day of the conference started with visits to successful companies: ACME Europe, Volfas Engelman, Aconitum, and KTU StartupSpace. The companies shared their experiences with innovation. Later, the conference participants took part in the CEO panel discussion and actively debated what business and academia could do together to succeed by creating and sustaining an innovative approach.

Further, BMDA President Dr. Virginijus Kundrotas presented BMDA's activities for 2013. The last event of the conference was an inspiring speech by Prof. David K. Hurst about "The New Ecology of Leadership" that encouraged the conference participants to think "out of the box". The conference was closed with nice evening activities: dances and networking during a gala dinner.

All in all, this conference was a magnificent place for debate and dialogue, a platform for exchanging experiences, a meeting place for all parties involved in innovation and strategic development, and a joyful experiences for all!

FORTHCOMING CEEMAN EVENTS

- **2013 PRME Summit**
25-26 September 2013
Bled, Slovenia
- **21st CEEMAN Annual Conference**
26-27 September 2013
Bled, Slovenia



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