

CEEMAN *news*

20
years



Issue 69
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Leaders Should Create Conditions for Welfare of All
An interview with Danica Purg

Faculty Development for the Future We Want – IMTA 2014

Increasing Customer Satisfaction Through Improving Program Management – PMS 2014

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A Word from President of CEEMAN



Dear Friends and Colleagues,

The 69th issue of CEEMAN News comes in time for the central annual event of our association, the 21st CEEMAN Annual Conference, which is held in conjunction with the 2013 PRME Summit-5th PRME Annual Assembly. The context looks even more pregnant in the light of the fact that at the occasion we also celebrate the 20th anniversary of our association and its remarkable achievements.

The general theme of the conference symbolically reflects what CEEMAN has been doing ever since it was established. "Business Schools as Responsible Change Agents: From Transition to Transformation" has indeed been the focus of our work, which has been carried out in three mutually overlapping stages in the last 20 years: learning from the world's best practices, learning from each other, and showing our unique experiences.

Building on the management education for the future we want, which was discussed at 3rd PRME Global Forum in Rio, the 2013 PRME Summit is focusing on new ways of developing leaders for the future we want. The "4 I-s" concept of the event - Inspiration, Innovation, Implementation and Impact - is not only an excellent frame for the discussion and exchange of ideas on how to create and manage change, but also a call for continuous and persistent search for the better. Symbolically, it is also a frame for what CEEMAN has been doing ever since it was established in 1993.

Being aware that creating a new generation of business and other leaders requires also a new generation of management educators, with a holistic approach to business, society and business education and leadership development, faculty development remains as one of the top priorities and also a precondition for the overall quality of management education. CEEMAN's International Management Teachers Academy, IMTA, established in 2000 has institutionalized these efforts, while introducing in 2013 also a new disciplinary track on Business in Society. Continuously supporting the faculty development of its members, IMTA is willing and ready to widely open its doors also to the PRME community as well.

The overall quality of management education is supported by CEEMAN accreditation, which was reinvigorated in 2007 to place much more emphasis on the evaluation of CEEMAN's core values in terms of the extent to which a school's mission is relevant to its specific context and environment, how a school celebrates diversity, fosters ethical values, respects culture, and assumes its duty to develop responsible leadership in society at large. It is not surprising that CEEMAN was the first of the major international accreditation bodies to include PRME in its accreditation criteria and system.

Global challenges require global collaboration. As a global association, CEEMAN offers a platform for mutual learning and collaboration among schools from dynamic societies. Each of them has another feature, another profile that responds to the specific needs of the environment where the school operates. The same applies to corporate members and other partners. This diversity offers a tremendous potential for innovation and true partnership. That makes CEEMAN a real contributor to the world treasury of management education.

Along the same lines, CEEMAN sees the need for a much closer collaboration among and with other management development associations at the national, regional and international level.

We do believe that the 2013 PRME Summit and 21st CEEMAN Annual Conference will each alone, and both together, contribute to this. We are sure that the two events will further strengthen and expose the special drive for quality and spirit of friendship and mutual understanding and support that are the key characteristics of our association.

Yours,

A handwritten signature in black ink that reads "Danica Purg". The signature is written in a cursive, flowing style.

Danica Purg

Leaders Should Create Conditions for Welfare of All



Danica Purg

Introduction:

Danica Purg, President of the IEDC-Bled School of Management is the founding president of CEEMAN, the international association for leadership development in dynamic societies. In 2013 she is chairing the PRME Steering Committee.

The IEDC-Bled School of Management has been one of the first business schools established in Central and Eastern Europe back in 1986 and an internationally recognized innovator in leadership development. For her contribution to management development in the country and beyond, Danica Purg has received numerous awards, including the 2001 decoration from the President of Slovenia and the 2010 International Educator of the Year award by the International Academy of Business.

Under her leadership, CEEMAN (originally Central and Eastern European Management Development Association), has grown into a global association with more than 210 members from 52 countries, which has gradually shifted its focus from the transition-specific issues into those related to the change phenomena in general. CEEMAN member schools were among the first to massively join the PRME initiative when it was launched in July 2007. This was a natural consequence of the fact that the principles for responsible management education resonated highly with the specific value platform of CEEMAN and the fact that many CEEMAN members were true agents of change in the huge economic restructuring and social transformation, which took place in the transition processes.

As a co-chair of the 2013 PRME Summit and the host of the 21st CEEMAN Annual Conference, the two events that are held in conjunction with each other at the moment when CEEMAN is also celebrating its 20th anniversary in Bled, Slovenia, Danica Purg seems to be the right person to talk with on the issues related to the topics of these two events and their broader implications.

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

On the other hand, we also wanted to benefit from her thoughts on the role of business schools as responsible change agents in dynamic societies on the move from transition to transformation.

Since these challenges have become increasingly global and relevant for both emerging and established environments, we also wanted to benefit from Danica Purg's thoughts and ideas related to the opportunities for sharing and learning from each other, among and between management development associations at the national, regional and international levels.

We hope our readers will enjoy reading and reflecting upon the inspirational thoughts and views expressed in this interview.

Milenko Gudić: While building on previous PRME annual assemblies, including the 3rd PRME Global Forum in Rio, where the PRME community discussed management education for the future we want, the topic of the 2013 PRME Summit is “New Ways of Developing Leaders for the Future We Want”. Why do you believe we need new ways of developing leaders?

Danica Purg: The PRME community discussed “management education for the future”, sup-

posing the traditional education is not good enough in developing leaders for the future. The legitimate question that came up is: What kind of leaders do we in fact need for the future? It is not unusual that such basic questions come up after discovering shortcomings in the existing practice. And yes, we need better leaders, but particularly different ones from those we have today.

We would not make a positive impact if we developed leaders with an unchanged mind-

set, without an integrated vision on sustainable development. Leaders have to be global citizens with high ethical standards, helping to create conditions for the welfare of all. This obliges management schools to revamp their programs, so that they respond on the needs of leaders and society in the future.

We need better leaders, but particularly different ones from those we have today.

MG: The four I-s concept of the Summit that connects inspiration, innovation, implementation and impact correspond with a multi-stage process and a chain through which creativity envisages the future and turns it into reality. What do you think is the weakest point in the chain and what could business schools do to shorten the time between the inspiration and impact related to developing leaders for the future we want?

DP: The weakest point is certainly "inspiration". The majority of management schools act routinely, being caught up in the problems of today, struggling to survive. They lack a mindset for creativity and innovation. It is the mission of associations like CEEMAN to assist schools through IMTA and IQA in promoting innovative programs and developing faculty capable of educating leaders for the future we want. This is the right policy and strategy to shorten the time between inspiration and implementation-impact.

MG: The 2013 PRME Summit has introduced several innovations. What was behind them and how do you think they will contribute to the discussions and outcomes of the event?

DP: These innovations will contribute to our understanding the context of our activities (side events), stimulate an active participation of schools and faculty (calls for contributions), extend the possibility for participation (video contributions), stimulate the most important feature of faculty and leaders (keynote listeners) and contribute to what we talked before - the most wanted concept - inspiration (art as an inspiration).

MG: One of the main outcomes of the 2013 PRME Summit will be its Declaration. What do you expect from this document and how could it contribute to further increase the momentum of the PRME movement and its impact?

DP: The reach of PRME is tremendous. The same is therefore true for the declaration of the 2013

PRME Summit. However, a declaration is only a poor result if there is no plan of action connected with it.

MG: The 3rd PRME Global Forum held last year in Rio witnessed a great passion for PRME among the Forum participants, while one of the business leaders expressed his concern that business schools, while recommending actions to be taken by businesses, seem to be afraid of action. In this respect, there are two inter-related questions. What could business schools do to institutionalize the individual passion and commitment of their faculty and how can one turn this passion into action?

I propose that we ask all member schools for a concrete follow-up on how they plan to implement the elements of the 2013 PRME Summit Declaration.

DP: As I said before: we need a plan of action. Therefore I propose that we ask all member schools for a concrete follow-up on how they plan to implement the elements of the 2013 PRME Summit Declaration. They should also communicate it to other members.

MG: The 21st CEEMAN Annual conference will enable further discussion on this, with a focus on the role of business schools as responsible change agents: from transition to transformation. What are the key lessons that one could draw from CEEMAN member schools among whom many acted as real change agents in

Danica Purg



the period of transition? How important are they for the transformation-related challenges that are ahead for business schools worldwide? How relevant are they for responsible management education?

DP: Most of the societies and countries where CEEMAN members are active are already in a promising stage of transformation. I believe that their experiences are of high importance for countries in transition, for example in Latin America, Asia and Africa. One would hope that the lessons learned in CEE could help others to shorten the period of chaos and lawlessness. Here IMTA could play an important role in developing faculty that could perform as change agents who feel responsible to assist in building a civil society and in developing responsible leaders.

MG: In the past 20 years, CEEMAN has proven itself as a transformational agent. What do you think are the key factors of CEEMAN's success story? What should CEEMAN do to further build on them? On the other hand, what do you see as the main emerging challenges for the associations and what could CEEMAN do to turn them again into new opportunities?

IMTA could play an important role in developing faculty that could perform as change agents.

DP: Two key elements of the CEEMAN success story are: understanding and promoting the local and regional impact of management schools and an atmosphere of international cooperation on the basis of respect for different histories and cultures. With the same vision and mindset, CEEMAN can have (together with other associations) a global impact, particularly in the emerging world, in so-called dynamic societies. The biggest challenges for the associations as I explained before are: to assist in the development of civil societies, sustainable economy and responsible leaders – leaders, that are creating welfare for everybody, acting from the highest standards of business ethics. We need to develop leaders that are motivated and capable of this “mission impossible”.

MG: As the world changes and becomes increasingly more inter-dependent and inter-connected, the need for closer collaboration

among management development networks is also increasing. The PRME initiative is a good example of this, but there are more. How do you see the future needs and prospects for a more intensive collaboration among national, regional and international associations of business school? How open and willing is CEEMAN to participate in this and how can it best contribute?

The biggest challenges for the associations are: to assist in the development of civil societies, sustainable economy and responsible leaders.

DP: CEEMAN has already opened a dialogue on further cooperation with other associations, particularly in emerging and dynamic regions, also on a non-institutional base. We can learn so much from each other! By pooling the best that we have we will create opportunities for accelerating the development of schools and management education in general.

Faculty Development for the Future We Want

IMTA 2014 – International Management Teachers Academy Welcomes Applications

The 15th edition of the CEEMAN International Management Teachers Academy (IMTA) will take place in Bled, Slovenia, on 8-20 June 2014.

In the past 14 editions, IMTA's faculty development program, aimed at the development of a new generation of management educators for the new generation of business and other leaders, has helped 473 management faculty from 142 business schools, universities, and other management development institutions from 38 countries from around the globe to improve their educational methods, teaching philosophy, strategy, educational tools, and learning materials related to both general and discipline-specific aspects of management education.

Structured around the multiple roles that management professors play, IMTA also enables faculty to enhance their research methodologies and skills, integrate their research efforts into the development of their educational activities, including case writing, course design, and curricula development.

They also learn how to integrate consultancy and administration and institution-building activities into their overall work portfolio.

Integrated into the program are also issues related to social responsibility of the management education profession. Following its com-

mitment to the principles of responsible management education (PRME), IMTA has been continuously enhancing this aspect, while in 2013 a new disciplinary track on Business in Society was run for the first time.

IMTA 2014 Program

IMTA 2014 is a two-week program. The first week encompasses common issues and interests related to general aspects of management education while the second is structured into disciplinary tracks run by prominent international faculty including:

- Finance, Prof. Jim Ellert, emeritus professor and former dean of faculty, IMD, Switzerland, visiting professor, IEDC-Bled School of Management, Slovenia, IMTA Academic Director and IQA Director
- Leadership and Change Management, Prof. JB Kassarijan - emeritus professor, IMD, Switzerland, and Professor of Management, Babson College, US
- Marketing, Prof. Joe Pons – Axioma Marketing Consultants, Spain, Babson College, US, previously marketing professor at IESE, Barcelona, Spain
- Strategic Management, Prof. Krzysztof Obloj – professor of Strategic Management at the School of Management, Warsaw University and Kozminski University, Poland
- Accounting, Prof. Randy Kudar, emeritus professor, Richard Ivey Business School, Canada
- Business in Society, Prof. Anthony F. Buono, professor of Management and Sociology and Executive Director, Bentley Alliance for Ethics and Social Responsibility, Bentley University, USA

Prof. Arshad Ahmad, Associate Vice President at McMaster University and Associate Professor & 3M National Teaching Fellow Concordia University, Canada, is also involved in Week 1 of the program on the issues related to teaching philosophy, strategy, and methods.

IMTA faculty play a special role in facilitating the exchange of ideas and experiences among participants, which has proven to be a valuable source of learning and establishing personal friendships, and professional contacts and networks.

The final list of disciplinary tracks will be decided upon completion of the application and admission process. The same applies to the final content of the program that is always designed to best respond to the expectations and needs expressed by IMTA applicants, while also taking into account feedback from IMTA alumni after accomplishing their IMTA studies or later in their professional career development.

*Milenko Gudić, Prof. Anthony F. Buono,
Prof. JB Kassarijan, Prof. Danica Purg,
Prof. Jim Ellert, Prof. Joe Pons and Prof. Arshad Ahmad*



IMTA alumni continue and further strengthen their professional and institutional contacts and collaboration also through the IMTA Alumni Association. This global network organizes its annual conferences in different parts of the world, while IMTA uses this platform to provide continuous post-program support to its alumni.

When and How to Apply

Candidates are invited to submit their applications by 15 February 2014 in accordance with the information and instructions available at www.ceeman.org/imta.

Contact:

Milenko Gudić, IMTA Managing Director, milenko.gudic@ceeman.org

Increasing Customer Satisfaction Through Improving Program Management Function

CEEMAN Program Management Seminar, 23-25 April 2014

The 10th Program Management Seminar will be held on 23-25 April 2014, in Bled, Slovenia at the premises of the IEDC-Bled School of Management.

This world-class and unique program has already helped more than 250 participants from close to 100 business schools in around 40 countries of Europe, Asia and Africa to improve their program management competences and skills.

The program is targeted at managers of educational programs, who are facing increasingly great challenges in meeting the needs of their increasingly sophisticated students and other stakeholders. The typical participant profiles in the last nine edition of the program included:

- Program managers, coordinators, and directors in charge of the overall program management and/or its individual segments: program design, marketing and promotion, planning, organizing and delivery of the degree, open enrolment, and/or in-company programs in their institutions

The seminar equips the participants with cutting edge tools, acquainting them with best practices in managing educational programs through initiating, developing, organizing, coordinating, and streamlining program management processes and methodologies, and achieving operational excellence in business education and management development.

The 2014 Program Management seminar will include the following topics:

- The complex role of the Program Manager in program delivery
- Building a positive learning environment
- Understanding target markets
- Delivering high-level customer satisfaction
- How to decide on marketing investments to increase enrolments
- Admission systems
- Post-program activities

- Managing alumni relations
- Managing the performance of program staff
- Hiring and motivating program management staff
- Dealing with difficult participants
- Working with faculty and gaining the cooperation of institutional leaders
- Handling ethical dilemmas in the program manager role
- Time management and handling the pressure of the job

Program faculty includes a high-profile team of internationally renowned professors and institutional leaders from prominent business schools around the world. These experienced practitioners of business education bring into the program and share their personal and institutional experience and lessons learned.

- Prof. Mike Page, Provosts and Vice President for Academic Affairs, Bentley University, US
- Prof. Dianne Bevelander, Associate Dean of MBA Programs, Rotterdam School of Management, Erasmus University, the Netherlands
- Prof. Danica Purg, CEEMAN President, President of the IEDC-Bled School of Management, Slovenia
- Dr. Nadya Zhexembayeva, Head of the Coca Cola Chair for Sustainable Development, IEDC-Bled School of Management, Slovenia
- Dr. Nenad Filipović, Academic Director, IEDC-Bled School of Management, Slovenia
- Carolina Meucci, Head of Marketing and Communications Office at MIB School of Management, Italy
- Milenko Gudić, Director of the Program Management Seminar, IMTA Managing Director, CEEMAN, Slovenia

The program faculty also facilitates group work and mutual exchange of individual and institutional experiences related to challenges, opportunities, and solutions in achieving operational

excellence through the program management function.

The program is subsidized by CEEMAN and is offered at most preferential fees to CEEMAN member institutions and the individual members of the association. There are a limited number of additional scholarships for participants from Africa and Latin America. For more information, see: <http://www.ceeman.org/programs-events/program-management-seminar>

The deadline for applications is 1 February 2014.

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Group work at Program Managers Seminar



Book on Hidden Champions in CEE and Turkey To Be Published by Springer

CEEMAN and IEDC-Bled School of Management embraced Hermann Simon's research on hidden champions (HCs) in the CEE region and Turkey in the hope of discovering an engine of economic growth to spur the region onwards as the global economy stuttered. The main goals of the journey were to: uncover examples of HCs, compare and contrast any examples with those of Simon's work and identify what support these HCs might need to maintain and increase their success and contributions to the local, national and regional economies in which they are situated. The journey was undertaken by 32 researchers and covered 18 countries from Russia to Albania, covering many contexts, political systems, cultures, and infrastructures; 15 of these countries are included in this book.

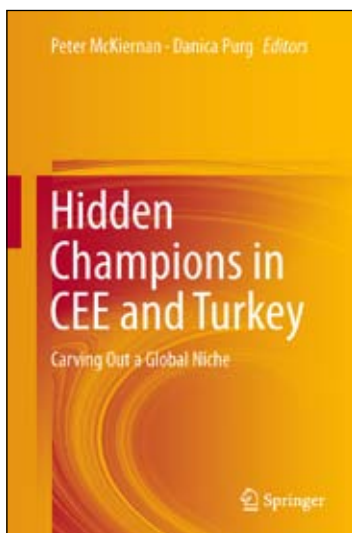
Hidden Champions in CEE and Turkey includes an introduction to the concept of HCs and those HCs involved in this project. This is followed by an explanation of the methodology used before presenting interdisciplinary, cross-study chapters based on the whole study. These chapters include: "Leadership of Hidden Champions: From Vision to Communityship"; "Three Bivalent Performance Factors of Hidden

Champions: Ownership, Organization, Culture and Organizational Governance"; "Innovation Behaviour of Hidden Champions"; "In Search of Sustainable Business in Central and Eastern Europe"; "Financial Aspects of Hidden Champions' Business Models". These meta level chapters are followed by 15 country chapters which provide an overview of each country's history, economic indicators and vignettes of the HC cases involved in this study.

The book will be published by Springer at the end of 2013.

To read more about the book and its editors please visit:

www.springer.com/business+%26+management/technology+management/book/978-3-642-40503-7?detailsPage=authorsAndEditors



Excellent and Highly Relevant Educational Materials from Six Continents

19th CEEMAN Case Writing Competition in Cooperation with Emerald

The 19th CEEMAN Case Writing Competition attracted again an impressive number of submissions from all over the world. A total number of 54 cases, written by 113 authors and co-authors from 65 institutions in 25 countries (Australia, Azerbaijan, Brazil, Chile, Canada, Colombia, Costa Rica, Croatia, Denmark, India, Indonesia, Ireland, Jamaica, Lithuania, Malaysia, Pakistan, Singapore, Spain, Saudi Arabia, Serbia, Slovenia, South Africa, United Arab Emirates, United Kingdom, and USA) were submitted for the competition that is organized for the seventh consecutive year in cooperation with Emerald Group Publishing. Among the authors were also management faculties from four CEEMAN member institutions, including IMTA alumni.

Based on the competition criteria, 10 cases from 12 institutions and 7 countries (Australia, India, Indonesia, Lithuania, Pakistan, South Africa, and USA) were shortlisted for evaluation by the jury, consisting of Vladimir Nanut, MIB School of Management, Italy; Al Rosenbloom, Dominican University, USA; and Leif Sjoblom, IMD, Switzerland. Four cases resulted from individual work, while six cases were written by teams of two to four co-authors.

The shortlisted cases are:

- Customer Retention at Hyundai Motor India Ltd: Mr. Rik Paul, Doctoral Research Scholar and Mr. Debapratim Purkayastha, Assistant Professor at IBS Hyderabad, IFHE University, India
- Infosys Limited: Is It Still the Indian IT Bellwether: Dr. Meenakshi Nagarajan, Associate Professor at NIILM CMS, India;
- Tara Trade: A Marketing Challenge in Lebanon, Dr. Nisreen Bahnan, Associate Professor and Dr. Gina Vega, Director of the Center for Entrepreneurial Activity, Salem State University USA,
- Transcribe and Tally: Jugaad in Action, Dr. Ashid Malik, Lecturer at University of Newcastle, Australia

- Easy Paisa: Seizing the White Space and Business Model Innovation, Dr. Nasir Afghani, Director MBA Program at Institute of Business Administration, Pakistan
- Raizcorp: Planting the Seeds for Entrepreneurial Growth and Prosperity, Ms. Alison Geylard, Case Writer/Research Associate and Prof. Boris Urban, Professor and Chair in Entrepreneurship at Wits Business School, South Africa
- 100% Great Songs, Reverse Positioning of Delta FM Radio, Mr. Lexi Zulkarnaen Hikmah, Researcher at ETNOMARK Consulting, Mr. Pandu Jati Kuncoro, Researcher at ETNOMARK Consulting and Dr. Amalia E. Maulana; Professor of Advanced Research Methodology and Dissertation Writing at Binus University, Indonesia
- Transforming a Vocational Centre to a Management Institute: A Case Study on Carreograph, Mr. Chatterjee Tamal, Managing Director at Carreograph Institute of Management Studies and Mr. Shamindra Nath Sanyal, Assistant Professor Marketing at College of Management Institute of Engineering and Management, India
- "Taman Impian Jaya Ancol (TIJA): Becoming the First Integrated Recreation Property in South East Asia, Prof. Setiadi Djohar, Professor of management, Ms. Driprasetya Easti Hera, Project Officer, Ms. Kurnia Pepey, Head of RC-CCH, Mr. Aries Heru Prasetyo, Head of Bachelor Program and Mr. Martinus Sulistio Rusli, Marketing Manager at PPM Manajemen, Indonesia
- Laura at Panevezys Juozas Balckonis Gymnasium, Dr. Raimonda Alonderienė, Associate Professor and Ms. Margarita Pilkiene, Head of HRM and AOP Programmes at Executive school, Consultant Expert, at ISM University of Management and Economics, Lithuania

The total prize money was €4,000, with prizes to be awarded to the overall winner (€2,500) and the first and second runners-up (€1,000 and €500 respectively). The winners will also receive scholarships for attending one of CEEMAN's faculty development programs, while the author of the best case will be invited as a guest to the 21st CEEMAN Annual Conference in Bled, Slovenia, on 26-27 September 2013, to receive the award at the conference gala dinner on 27 September. The top-10 case authors will also receive a 12-month free subscription to an Emerald subject collection.

In addition, all case submissions will be considered for publication in the Emerald Emerging Markets Case Studies collection, which will further increase the international reputation and visibility, not only of the case writers, but also of their institutions.

Member Institutions Nominate 2013 CEEMAN Champions

The fourth call for nominations for the CEEMAN Champion Awards was once again an invitation for CEEMAN members to promote and reward outstanding individual achievements in advancing the quality of business education and management development among CEEMAN members in areas that are considered critical for success in management education: research, teaching, institutional management, and responsible management education.

Responding to the call, four institutions from the same number of countries sent their nominations for the teaching, research and institutional management categories, while for the category of responsible management education no nominations were received for the CEEMAN Champion Award 2013.

The nominations were reviewed against the well-established CEEMAN Champion Award criteria, which particularly favor achievements that bring in diversity, creativity, and innovation, while contributing to business practice and knowledge in the local environment, as well as to the institution's vision and strategy. Potential transferability to other CEEMAN institutions and management development in general is seen as an additional strength.

Prof. Jim Ellert, CEEMAN IQA Director, Dr. Jean Cristophe Carteron, CEEMAN Champion 2012, Prof. Danica Purg, CEEMAN President



Additional, category-specific criteria that were announced in the call for nominations particularly emphasized:

- In the area of teaching - any of, or a combination of, the following: teaching excellence, outstanding course design, and/or innovative teaching process and methodology
- In the area of research - any of, or a combination of, the following: a high-quality published research paper, article or book and/or an outstanding completed research proposal, a finished and published research paper, article, or book, a portfolio of published research focused on a specific theme or issue
- In the area of institutional management - any of, or a combination of, the following: building a particular resource or a specific institutional competence, a program portfolio or research portfolio for the institution as a whole (focusing on structure, internal processes or culture), corporate and business relationships, an innovative approach to managing a specific staff function (for example, finance, marketing, operations, student relations, alumni activities)
- In the area of responsible management education - any of, or a combination of, the following: contribution to institutional progress in implementing principles of responsible management education by: (a) instilling the purpose and values of global social responsibility, adapting curricula, teaching methodologies and processes, conducting conceptual and empirical research, and developing educational materials, concepts and frameworks to embed corporate responsibility and sustainability into the mainstream of the institution's business-related education, and (b) facilitating and supporting a dialogue among management educators, businesses, government, consumers, media, civic society organizations, and other learning partners on critical issues related to global social responsibility and sustainability, and building partnerships and alliances aimed at more effectively responding to the related challenges.

The nominations were reviewed by the CEEMAN 2013 Champion Awards Jury composed of Prof. Jim Ellert, CEEMAN Board Member, IMTA Academic Director and IQA Director; Prof. Arshad Ahmad, Associate Vice President at McMaster University and Associate Professor & 3M National Teaching Fellow Concordia University, Canada, and Milenko Gudić, IMTA Managing Director.

The winners of the CEEMAN 2013 Champion Awards will be announced and will receive their awards at a special ceremony during the gala dinner of the 21st CEEMAN Annual Conference in Bled, Slovenia, on 27 September.

Create Future with Creating Jobs



Youth working together at C:F event in Turkey

With over 3,000 young people (18-30 years old) engaged and more than 25,000 volunteering hours invested up to date, CEEMAN has been fighting youth unemployment in India, Uganda, Rwanda, Nigeria, Romania, Turkey, Slovenia, Latvia, and Singapore through its youth initiative Challenge:Future together with 8 other partners.

Supported by the Youth in Action Program, the project "Create Future with Creating Jobs" has in the past 10 months hosted eight local events, and four online competitions. It has also supported 88 local projects, empowering young people with skills, competencies, and knowledge while creating and offering new opportunities for growth. *"This is one of those rare impact-oriented projects that deals with real problems of youth in Uganda. The cooperation with CEEMAN and Challenge:Future enabled all youth groups, projects and businesses from the Kabale region in Uganda to receive new knowledge, work on new skills (especially related to the Internet) and gain international exposure and feedback. We have never before shared our realities and cases with global youth,"* Simon Byamukama, president of Let Us Save Uganda says. Damla Aktan from Turkey, Challenge:Future speaker at the events in India, highlighted the project's achievements: *"It was amazing to see more than 600 young people from India, gathered at three mega events organized in the Gujarat Region. The events represented innovation and creativity at its best! SP Education Trust together with CEEMAN*

developed a program full of eye-opening discussions and workshops, enabling all participants to reflect upon their career development and tips on how to move to the next level." The events in Singapore and Turkey offered valuable career awards for the participants: in Izmir, eight paid internships were awarded to the best team, while in Singapore the best idea, pitched in front of an international jury, received a start-up grant. A participant at the event in Romania shared his impressions: *"I liked Ms. Stanciulescu's session. Above all, she captured our attention and made us ask ourselves what we would do to change something after we attend such an event. This is what most events lack."* With almost 150 new ideas generated through these eight events, youth proved to be one of the main actors and initiators for positive change!

On 20-27 September 2013, the main event of the "Create Future with Creating Jobs" will take place in the cities in Slovenia, gathering and engaging the best global youth talents in a highly dynamic program. Starting in Maribor, 80 representatives from 30 different countries will work on their professional and personal growth, at the same time investing their creativity, skills, and knowledge into solving real local cases coming from public institutions, businesses, social businesses and NGOs. After three intense days in Maribor, the change-makers will visit Ljubljana and meet the business community of Europe, during the CF Business Forum. The event will host Prime Minister Alenka Bratušek and other prominent political and business leaders as key listeners, while youth will have the prime role in creating and sharing BIG Ideas for boosting growth and creating jobs. Finally, the last two days of the event will enable young people to meet academic and educational leaders at the UN PRME Summit and the CEEMAN Annual Conference in Bled, developing leaders for a future we want and discussing how education can help the fight against youth unemployment.

For more program details, please do check: www.challengefuture.org

Participants at C:F Exite event



Academy of National Economy under the President of the Russian Federation

The Academy of National Economy (ANE) under the President of the Russian Federation was established in 1977. It has since become a leading educational and research center in Russia in the area of public policy. It delivers educational programs in business for civil servants, entrepreneurs, managers, financiers, and lawyers. ANE's teaching excellence has been proven through the successes of its over 100,000 graduates. Among the Academy's graduates are presidents of the Newly Independent States in the post-Soviet area, prime ministers and ministers, as well as famous financiers and leaders of the Russian industrial sector.

The home of future leaders in the public and business sectors in Russia and abroad, today the Academy constitutes a multi-tier research and educational complex implementing a continuous education model whose framework incorporates higher education and postgraduate training, as well as customized professional training.

The Academy's structure has evolved over time to incorporate 15 departments, three research institutes, regional branches, as well as multiple research and training centers. ANE's faculty consists of prominent Russian academics with diverse research interests, using the most advanced tuition methods. ANE is a member of several international business education associations, including IAU, AACSB, AMBA, and CEEMAN among others.

Russia's considerable lack of professionals in the sphere of real estate led to the establishment of

the School of Real Estate Management in 2003. It has become the first and only provider of MBA programs in this field.

Since its establishment, more than 700 MBAs have graduated from the School of Real Estate Management. The number of graduate and undergraduate students has rose from 70 in 2003 to more than 900 in 2012. The School of Real Estate Management keeps abreast with the times and constantly evolves, creating new programs, such as our MA in Real Estate Management (2006), the MA in Marketing Management (2009), and the MA in Advertising and Media-Business Management.

The School of Real Estate Management employs 12 professors, 25 associate professors, 12 tutors and 20 administration staff members.

To conduct basic and applied research, develop and deliver expert advice, and organize and implement specialized training programs, the School of Real Estate Management created the following centers:

- Expert Center
- International School of Management "Intensive"
- Research and Education Center in public-private partnership
- Scientific Innovation Center
- Center of Energy-Saving and Efficiency, Environmental and Energy Audit

The School's main objectives are:

- Training, retraining, and refresher training of managers and professionals in the field of marketing, and the economic and legal issues of property management
- Organization and conducting of research and applied work on marketing, real estate development, and formation and practical application of land and property laws
- Organization of purposeful and specialized programs of professional development for experts
- Consulting assistance to organizations on current issues in the field of commercial property
- Development of expert advice on all matters of land use for the arbitration courts of the Russian Federation
- Coordination of the legislative and executive authorities in the design and implementation of legislative and regulatory documents defining the procedures for land and property reform
- Practical involvement in the development of laws affecting land and property relations in Russia

For more information:
www.frem.ane.ru, info@frem.ru



RANEPA
THE RUSSIAN PRESIDENTIAL ACADEMY
OF NATIONAL ECONOMY
AND PUBLIC ADMINISTRATION

The Kühne Logistics University

The Kühne Logistics University (KLU) – Wissenschaftliche Hochschule für Logistik und Unternehmensführung - is a private, state-recognized university in Hamburg, Germany, dedicated to teaching and research of logistics and management as a core element of globally-organized management. Our students and professors do not see logistics in the literal sense of the word, but rather as a leadership function in all sectors of the international economy. We believe that no other area of expertise prepares future management leaders for tomorrow's global challenges better than a broad understanding of logistics.

The KLU is unique for its international faculty and research expertise in logistics and related aspects of business. It ranks among the top universities in the 2012 Handelsblatt research ranking of business administration faculties in Germany, Austria, and Switzerland.

The KLU is interdisciplinary and international in its teaching and research, driven by the vision of its founder, Professor Klaus-Michael Kühne, who is also the main shareholder of the worldwide known logistics service provider Kühne + Nagel. The choice of the Hafencity docklands district for its campus is a further expression of the confidence of the university and the Kühne Foundation in the prosperous future development of the City of Hamburg. This August, the KLU moved into one of the most prominent buildings - the previous SAP quarters. Offering over 7,000 square meters of space for teaching, research

and further education in the areas of logistics and management, the KLU will be well equipped for its international students while remaining at the heart of Hamburg's docklands where real logistics takes place. Currently the KLU has over 100 enrolled students. This number is expected to reach 400 in the next years. The faculty consists of 15 professors in the area of supply chain management, logistics, and management.

Our Programs

The KLU offers a broad spectrum of programs and research in logistics, supply chain, and business management. Our BSc, MSc, and PhD programs are characterized by an international student body, an outstanding faculty, an intimate learning environment and extensive corporate ties. This September, our three-year Bachelor's program in Management was launched to supplement our current M.Sc. in Management, M.Sc. in Global Logistics and EMBA in Leadership & Logistics programs. The program will offer a logistics pathway for students that are planning to combine general management with logistics. All KLU students will benefit from a company internship and a period spent abroad in one of our partner universities.

Development of the KLU in the Years Ahead

The set-up of the KLU, its faculty, and its portfolio of programs and executive education are constantly developing. The KLU covers the full range of university teaching, from a Bachelor's degree to Master's degrees and a structured PhD program. It also has executive education offerings that range from one-day forums to an 18-month Executive MBA program. The university's more than 25 designated professorships will ensure that all key research areas in the fields of logistics, transport, and management are represented, and will offer an unrivaled concentration of teaching and research expertise in logistics and management.

KLU at a Glance

Our study programs:

- Bachelor in Management (three years)
- Master of Science in Management (two years)
- Master of Science in Global Logistics (two years)
- Executive MBA in Leadership and Global Logistics (18 months)
- PhD Program
- Seminars, summer and autumn schools

Learn more at:
www.the-klu.org

The Kühne Logistic University premises



PwC Academies in Latvia and Lithuania Become ACCA Approved Learning Partners

PwC Academies in Latvia and Lithuania have recently gained the Association of Chartered Certified Accountants' (ACCA) prestigious Gold level as an Approved Learning Partner.

Approval is given to tuition providers who demonstrate that they meet the challenging performance targets set by ACCA. There are two levels - Gold and Platinum - which are granted only to high-quality tuition providers that ACCA is confident to recommend to students.

Gold approval is the first level of the program and requires tuition providers to meet a range of challenging performance targets covering the institution's overall management and more specifically its ACCA course management and delivery.

Gold approval is given to tuition providers who are teaching any ACCA qualification - ACCA, FIA and DipIFR - either through face-to-face tuition or by distance learning.

Nataliya Vovchuk, Head of ACCA Ukraine, Baltic and Caucasus States, said: *"In an increasingly global financial environment, ACCA ensures its standards are rigorously maintained by a formal monitoring process. PwC Academy met our strict criteria for this Gold training status"*.

Ilandra Lejina, PwC Latvia partner, said: *"As an organization that aims to deliver quality learning and training, we are proud to meet ACCA's highest standards. High-calibre learning delivery is part of our offering and we work with ACCA to train and develop the complete finance professional that is needed by business and the public sector"*.

ACCA Sees Record Number of Students Complete Final Exams

Global exam results for ACCA reveal that a record number of students around the world successfully completed their final exams in June, 2013.

Over 195,000 candidates took almost 358,000 papers around the world, with an additional 55,000 students sitting computer-based exams.

More than 7,700 students have completed all the exams needed for that aspect of their profes-

sional qualification. This is a further increase on the previous record numbers in December 2012, enabling these students to take the next step to ACCA membership on completion of their practical experience and ethics requirements.

Additionally, a record number of almost 5,400 students transferred from the Foundations in Accountancy register to ACCA on completion of their Diploma in Accounting and Business exams or their Foundation Specialist exams.

Alan Hatfield, ACCA Director of learning, said about the results: *"These are exacting and demanding exams that prove competency, knowledge and skills that are much in demand by employers. So we congratulate all those who have passed this last session's exams - they deserve a great deal of credit, particularly the 7,700 who have completed their final exams"*.

Alan Hatfield concluded: *"Previous ACCA research shows that employers want to recruit finance professionals with a complete skills set - people with a breadth and depth of knowledge, who possess a full understanding of the finance chain. This is what the ACCA qualification provides - complete finance professionals. It's also pleasing to see that many students who have passed their final papers have also completed their practical experience requirements whilst studying for the exams. Practical experience is an important requirement of becoming an ACCA member, and we look forward to welcoming our new members soon"*.

June 2013 Session ACCA Qualification Pass Rates:

- Paper F1, Accountant in Business: 72%
- Paper F2, Management Accounting: 64%
- Paper F3, Financial Accounting: 54%
- Paper F4, Corporate and Business Law: 37%
- Paper F5, Performance Management: 44%
- Paper F6, Taxation: 52%
- Paper F7, Financial Reporting: 45%
- Paper F8, Audit and Assurance: 40%

Guna Kalnakarkle - ACCA coordinator at PwC Latvia, Ilandra Lejina - Partner, PwC Latvia, and Linda Vanaga - ACCA Manager, PwC Latvia



- Paper F9, Financial Management: 45%
- Paper P1, Governance, Risk and Ethics: 49%
- Paper P2, Corporate Reporting: 49%
- Paper P3, Business Analysis: 51%
- Paper P4, Advanced Financial Management: 34%
- Paper P5, Advanced Performance Management: 31%
- Paper P6, Advanced Taxation: 45%
- Paper P7, Advanced Audit and Assurance: 31%

Successful Completion of the European Business Plan Competition 2013 Hosted by ALBA

ALBA Graduate Business School at The American College of Greece has the pleasure to announce that WHU Otto Beisheim School of Management was the winner of the 2013 European Business Plan of the Year Competition for its business plan "Evopark – Evolution in Parking".

The European Business Plan of the Year Competition is Europe's longest running MBA business plan competition. It was hosted this year by ALBA Graduate Business School at the American College of Greece in Athens, on 31 May and 1 June.

ALBA has set a record to the competition since our students have won the highest number of awards competing against leading European business schools. More specifically, ALBA won the first prize in 2003, 2005, and 2010. It was the first runner-up in 2006 and 2007 and placed third in 2008.

The annual competition, designed to encourage entrepreneurship and the creation of new ventures, attracted 11 entries from Europe's leading business schools. The most commercially-promising and innovative business ideas or ventures were selected from those entries.

All teams took part in three-minute elevator pitches in front of all the judges and participants before taking part in a 20-minute presentation in front of an esteemed panel of judges. On the second day, the remaining six finalist teams presented again for 15 minutes in front of the whole

Winners of 2013 European Business Plan of the Year Competition



judging panel who selected an overall winner and two runners-up. The elevator pitch award was given on the basis of a popularity vote involving all participants, guests, and judges.

Participating schools for the 21st edition were (in alphabetical order): ALBA Graduate Business School at the American College of Greece, Cranfield School of Management, EM Lyon Business School, IESE Business School, London Business School, Manchester Business School, Mannheim Business School, Rotterdam School of Management at Erasmus University, University of St. Gallen, Vlerick Leuven Gent Management School, and WHU Otto Beisheim School of Management.

For the selection of the winning team, ALBA had enlisted a group of eminent personalities from the entrepreneurial and business communities.

The competition had a great atmosphere from the moment the first competitors arrived and the anticipation for the finals grew as their day neared. The finalists were: Cranfield School of Management, EM Lyon Business School, London Business School, Mannheim Business School, University of St. Gallen and WHU Otto Beisheim School of Management. All finalists were of very high caliber, and a diverse range of business ideas were showcased.

After the judges deliberated for a long time, the following winners were announced:

- First prize – winning 3,000 Euros - “Evopark – Evolution in Parking”, WHU Otto Beisheim School of Management
- Second prize – winning 1,500 Euros - “Corrado’s”, London Business School
- Third prize – winning 500 Euros - “5DIAD Technologies”, EM Lyon Business School
- The Elevator Pitch Prize – winning 500 Euros - was given to “GearMe”, Vlerick Leuven Gent Management School

Team members, coaches, and professors left Greece with an unforgettable experience and great memories to accompany them.

Caucasus University Designated One of the Most Effective Universities Worldwide

As a result of a recent education market survey conducted worldwide, Europe Business Assembly – an independent corporation for development and management of economic, social and humanitarian collaboration - ranked Caucasus University (CU) among the successful universities in its sample. The main aim of the research was to showcase progressive developing companies of the world in the field of management and integration into the international economic system. CU is one of the effective universities in that category.

The best-university rankings, (“Best Universities, Achievements - 2013”), were officially announced on 11 April at a forum of the Institute of Directors, within the framework of the Leadership London Business Summit.

Guests representing 30 countries, including diplomats and businessmen, rectors of highly-rated universities and other higher education officials were invited to the event. The presentation was hosted by Prof. Goodheer, President of the Club of Rectors of Europe, and Director of the Oxford Business School.

CU had an opportunity to take part in the Socrates Awarding Ceremony. The main prize – “Best Universities” – was awarded during what proved to be one of the most prestigious ceremonies of the event.

The CU video presentation was part of the program dealing with the best internationally recognized universities.



EBS Universität: New Cooperations and Alliances

Students at EBS Universität für Wirtschaft und Recht will in future be able to consider spending a semester abroad at the internationally renowned Cornell University, located in the US state of New York. The private university with its main campus in Ithaca is a member of the "Ivy League" – a group of eight of the most prestigious universities in the USA. Under the cooperation agreement signed between EBS Business School and the Samuel Curtis Johnson Graduate School of Management at Cornell University, in addition to a number of joint activities there will be a regular exchange of students. *"The partnership with a university steeped in tradition and one of the best in the USA is an impressive example of the broad international presence of EBS Universität für Wirtschaft und Recht",* commented Prof. Richard Raatzsch, Dean of EBS Business School. *"We have partnership agreements with top-class universities in Asia, Africa, and South America and have just very recently co-founded a strategic alliance between European and Chinese business schools. At the same time, we are by no means neglecting our traditional partners in Europe and the UK."*

As the first German university, EBS Business School has established a dual-degree program with the Indian Institute of Management Ahmedabad (IIMA). Thereby, students of EBS Business School have the opportunity to enhance their Master with an additional degree at one of the top international universities. After completing three trimesters at IIMA in India, EBS students can earn a degree from the renowned Post-Graduate Program in Management (PGP). This is a flagship program at IIMA and is equivalent to an MBA. At the same time, Indian IIMA students have the opportunity to earn a Master of Science (MSc) or Master of Business Administration (MBA) degree at EBS Business School, in addition to their IIMA degree. The dual-degree program of IIMA and EBS reflects the dynamically developing business relations between India and Germany. Within the

scope of their studies, graduates earn a profound understanding of the political and economic systems of both countries.

EBS Business School is the only German founding member of the new Alliance of Chinese and European Business Schools (ACE) which is under the patronage of the European Foundation of Management Development (EFMD). Twenty universities and business schools from China and Europe belong to the international alliance that was inaugurated on 31 May, 2013. The ACE aims to focus on academic excellence and exploiting the synergies in research and education between its participating members. Activities planned also include the establishment of a joint program for exchange and dual-degree students and increased exchange between faculty members (visiting professors) and students. Further plans extend to developing a joint skills module in International Business, specifically from the Chinese and European perspectives, and joint research projects and conferences.

The European College of Economics and Management Launches "The QMS of the European College – High Quality and Responsibility"

The European College of Economics and Management in Plovdiv, Bulgaria, recently launched an EU-funded research and development project entitled "The QMS of the European College – High Quality and Responsibility". The project has been designed in the general framework of the Bulgarian government's operational program "Human Resources Development", co-funded by the European Social Fund and the European Regional Development Fund.

The project brought together a dozen leading experts from several Bulgarian universities and institutes of the Bulgarian Academy of Sciences. Their main objective is to update and enhance the ISO 9001:2008-certified QMS of the European College - in line with best practices in Bulgaria and abroad. The two specific objectives are connected with the design and implementation of new complex criteria for the evaluation and assessment of tutorial and research performance of the faculty staff of the College, as well as the adoption of effective new mechanisms providing constant and substantial feedback from the stakeholders on the Bulgarian labor market.

The European College of Economics and Management is one of the new Bulgarian higher schools, founded only 12 years ago. Nevertheless, the College is already well known in Plovdiv, Bulgaria, and abroad for its high academic standards and distinguished alumni. Many of them are successfully seeking their Master's degrees in almost all EU-member states and even more are being promoted to increasingly high positions in business management and public administration or run flourishing private businesses of their own. The College Career Center is renowned for its high level of effectiveness and close links with nearly all major employers in the Plovdiv region.

Despite the existence of numerous reliable indicators of sustainable high-education quality and well-operating partnerships with worthy would-be

employers of the College alumni, the general opinion of the College faculty is that much more could be done. Customers should have more say when academic programs and courses, and especially – internships, are being designed. The regular student polls should be taken into consideration more seriously, especially when tutors' tenures are being discussed. A best-in-class-benchmarking should be the leading approach to academic assessment at higher schools of economics and management.

These were the priority issues dominating the project's initiation phase last spring. Due to time-consuming funding formalities, the actual start of the project was postponed until the beginning of March this year. The project activities are due to continue well into the late fall of 2014. Until then, new complex criteria, complete with sets of indicators, sources of verification, and specific polling procedures, are going to be designed and implemented in the College. There will be three criteria for the assessment of the quality of education in the College and another two for the appraisal of the research and development performance of the faculty. These new criteria are meant to become the cornerstones of a radically modernized process of continuous evaluation and self-evaluation at the College. They will serve as a beachhead for the planned international institutional accreditation of the College as well. ECEM students and faculty are proud to declare their aspiration to find solid EU proofs of the College's invariably high grades in every major national accreditation or rating of Bulgarian higher schools in the last decade.

By next fall, two effective new mechanisms providing constant and substantial feedback from the stakeholders on the Bulgarian labor market are going to be widely discussed, negotiated with the College's main corporate and institutional partners, and implemented by the College Career Center. The short-term objective of these innovative tools is to provide even stronger guarantees of the future career success of the College alumni. But the vision of college professors, high school teachers, business executives, HR managers, and trade unionist deliberating together on the next-generation curricula is not beyond the horizon. Constant feedback from all important stakeholders on the labor markets is the key to such a future.

The new criteria and mechanisms are project outputs that could not possibly be delivered by the experts on the project team alone. Workshops this fall and next spring with the College's main corporate and institutional partners, as well as a fully-fledged scientific conference on the basic

project topics, are going to be organized. Every tutor, student and administrator in the College is going to be thoroughly apprised of the new developments, their value-added characteristics and their potential contribution to personal careers.

It is the project team's ambition to incorporate every deliverable project into the next version of ISO 9001:2008-certified QMS of the European College and to digitalize the whole newly-enhanced system so that it can be used for networking online.

At present, the project team is finalizing and summarizing the research on best practices in the general application areas of the project, conducted in the last five months at 10 Bulgarian and 10 foreign higher schools. CEEMAN members have made some valuable contributions to the team's research and CEEMAN has been very helpful in the process. The College would be glad to share the result of the project - "The QMS of the European College - High Quality and Responsibility" - with fellow CEEMAN-member higher schools and to provide assistance in their future activities in similar fields.

Conference Announcement: The First Conference On China – Central and Eastern Europe (CEE) Cross-Cultural Dialogue, Education and Business

Ljubljana, Slovenia, October 4 – 6, 2013

We are proud to announce the first conference on China-CEE relations which will be organized by the Faculty of Economics in Ljubljana, Slovenia, its Confucius Institute (CI), Shanghai Institute of Foreign Trade in China, and Beijing Foreign Studies University in China. The conference will take place under the honorary patronage of the President of the Republic of Slovenia, Mr. Borut Pahor.

Conference Aim

The aim of the conference is to promote a new kind of cross-disciplinary scholarly, educational and professional dialogue and learning, by making a cross-disciplinary approach its core value. This idea is very much in the spirit of the Chinese word for crisis (weiji), which denotes not only danger, but also opportunity. Let us take our current global and economic wake-up call and turn the current economic crisis into a learning and educational opportunity.

Conference Tracks and Suggested Topics

- Addressing language and cross-cultural barriers between China and CEE countries through the network of CIs
- Historical connections between China and CEE
- Socioeconomic development and welfare in and between China and CEE
- Banking and finance: beyond the crisis
- Entrepreneurship, management and corporate governance
- Public and business administration issues
- Marketing and tourism
- International economics and business
- Energy, environment and sustainable development

We are also proud to announce a special session on "work, organization and management" in the context of China-CEE relations.

Conference Specials

- Address by the President of the Republic of Slovenia, Mr. Borut Pahor
- Hanban panel lecture on the role of the Confucius institutes' network in China-CEE relations
- Key note speech by Kerry Brown (University of Sydney and head of the Europe-China research and advice network (ECRAN) funded by the European Union)
- A special CEE ambassadors' round table organized on the future development of China-CEE relations
- Special best paper award for a jointly authored paper by Chinese and CEE authors
- Special "speed networking" tea/coffee break for conference participants

Conference Fee

No conference fee will be charged for accepted papers, representatives of participating Confucius institutes, and students from top Confucius institutes! Participants without a paper, as well as accompanying persons, have to pay a conference fee of 120 EUR.

Publication Opportunities

Pending review and appropriate scope, top papers from the conference will have a chance to be published in a special issue of the Journal for East European Management Studies with guest editors. The issue is planned to appear in late 2014 or early 2015.

Additional Information

- Official conference web site:
www.ef.uni-lj.si/ChinaCEEconference2013
- Official conference e-mail:
conference.ciljubljana@ef.uni-lj.si
- Academic coordinator: Matevž Raškovič, PhD,
matevz.raskovic@ef.uni-lj.si
- CI Ljubljana Director: Danijela Voljč, MA,
danijela.voljc@ef.uni-lj.si

Prevention of Unemployment and Creating New Opportunities for Personal Development as the Mission of the Eurasian Open Institute

At the end of the 20th century, Russia entered a demographic crisis. In 1995 the country's population was 148.3 million. According to the Federal State Statistics Service on 1 January 2010, it had fallen to 142.9 million.

According to the same source, at the beginning of 2013, more than 4 million people in Russia were classified as unemployed, and the unemployment rate was 5.7%.

These demographic changes led to negative consequences in the social sphere, such as job cuts and the termination of the many educational institutions in the Russian Federation.

To prevent the growth of unemployment, Prime Minister Dmitry Medvedev, initiated measures in 2012 to stimulate the labor market. These included job creation, public works, training of citizens, etc.

Because of the high number of disabled children in the Russian Federation, national project "Education" includes an event called "Development of Distance Education for Children with Disabilities", initiated in 2009, and in 2011 the state implemented the program "Accessible Environment".

Accessibility of the education is the most important area of public policy for persons with disabilities. The federal target program for the development of education in 2011-2015 (FTPED) provides a measure for "spreading throughout the Russian Federation contemporary models of successful socialization of children".

In 2012, the Eurasian Open Institute (EOI) trained 334 teachers of the Moscow region, working with children with disabilities. The training programs lasted 144 hours.

During the organization of the course, EOI deployed a distance learning system based on the LMS MOODLE, which continues to work after the workshop. EOI uses modern e-learning technologies in the training of school teachers, includ-

ing video conferencing for individual counseling, subject forums, and chats. Also, were developed a special electronic interactive training course "Master in E-Learning Environment."

Profile training and professional development of teaching staff, , have helped limit the growth of unemployment in the social sector while developing the personality of the teachers who work with disabled children.

Thus, the mission of the EOI is feasible.

Written by - Isayev S.N., Rector of the Eurasian Open Institute and Dean of the Faculty of Management in the Social Sphere - Butrina V.I.

Reutlingen Business School: Preparing for Asia's Next Generation

Despite their high growth rates, the countries of Southeast Asia have up to now received less attention from the German education market than for example China or India. Therefore, in July 2013, Reutlingen University invited representatives of education, politics and industry to provide opportunities for networking with the so-called "Tiger Cub" countries - Malaysia, Indonesia, and Vietnam - that are predicted to become the new Asian "tiger economies".

One important aim of this event was to strengthen the new university cooperation in Business Engineering. Here International Operations Management students from Reutlingen (from ESB Business School and the School of Engineering), together with Karlsruhe University of Applied Sciences, will have the chance to study in a double-degree program with University Malaysia Pahang (UMP) from 2014. Furthermore, there are plans to establish a double-degree program with the International University in Ho Chi Minh City (Vietnam) and a practice-oriented exchange program with the Institut Teknologi in Bandung (Indonesia), which will involve both German and Indonesian students spending a study semester and an internship in the host country.

The German Ambassador to Malaysia, Dr. Günter Gruber, gave an overview of the historical and economic development of the region since the

Participants of the networking event between Germany and »Tiger Club« countries



1970s, pointing out that there are economies in it with growth rates of 5-6 %. He talked about bilateral trade agreements and highlighted the importance of the huge trading area of the ASEAN zone - a gigantic market that Europe can hardly afford not to be part of.

Next, he highlighted the role of education, where he envisioned a great demand in the Southeast Asian region, and pointed out that the German education system, with its focus on state-financed programs, has great chances here because an education in Germany is both affordable and of high quality.

Prof. Daing, Vice Chancellor of Universiti Malaysia Pahang (UMP), presented the Malaysian "Vision 2020", a group of programs that the Malaysian government has started to stimulate the country's development by the year 2020. Education will be of great importance here; therefore Prof. Daing also presented a number of best-practice examples from his university: successful co-operation with German companies and universities, including a double-degree program with Reutlingen University that will soon be on offer.

The planned double-degree programs with Southeast Asian partners comprise eight semesters, of which four will be spent in Germany and four in the partner country: Malaysia or Vietnam. Work experience semesters in both the home and host countries are an integral part of the program, as is intensive language preparation for the stay in the partner country.

In the final Q&A session at the networking meeting, all panel members were of the opinion that universities of applied sciences, with their practical orientation, are ideal partners for co-operation with Southeast Asian universities. Therefore, the partners hope that their new study programs will show a similarly positive development as the Southeast Asian economies.

European School of Management and Technology: Don't Take My Word for it; Judge for Yourself!

A new approach to marketing could begin to emerge soon as increasing numbers of advertisers invite consumers to judge products for themselves. If this new approach catches on, then taglines such as "This car is really great, but don't let my opinion influence you" or "Don't take our word for it, discover it for yourself" will start to become more commonplace, whether it be in television advertisements or in the pitch of a marketing agent at the other end of the phone.

This potential new direction follows some interesting, soon-to-be-published findings from Francine Espinoza Petersen on the effect of judgment correction on consumer confidence. The research paper, entitled "Confidence via Correction: The Effect of Judgment Correction on Consumer Confidence" is by Francine Espinoza Petersen, associate professor of marketing at ESMT European School of Management and Technology in Berlin and Rebecca W. Hamilton of the University of Maryland. They found that advertisements could be more effective if they warned consumers of their possible influence and encouraged consumers to form their own opinions free of any bias.

The resulting effect, known as the "confidence via correction" effect, is that consumers become more confident in their judgment when they are motivated to form their own opinion. According to Francine Espinoza Petersen, these correction prompts have a strong influence on the purchasing intentions of consumers, *"when consumers have positive attitudes towards a product, increasing their confidence in this position makes them more willing to buy it"*.

This is the first study to explicitly examine the effect of correcting for the recommender's influence on consumer confidence. Until now, research in this area has been unclear as to whether consumers hold higher or lower levels of confidence in their judgments after they have been motivated to reduce the influence of a product recommendation.

These findings have significant implications, not just for advertisers and marketers, but also for the likes of consumer protection agencies, helping them to better understand how consumers react to persuasive marketing messages. This is because the direction of the effect on confidence depends on the credibility of the source of the message. For example, it was found that when a recommendation comes from a highly credible source, such as a consumer protection agency, the correction effect can actually decrease consumer confidence. On the other hand, consumer confidence tends to increase when a recommendation comes from a low-credibility source such as a manufacturer or marketing agent.

Espinoza Petersen's research, involved five different studies with almost 600 American university students and more than 600 consumers across the USA. The studies highlighted the differences in consumer reactions to high and low-credibility sources. In this study, participants first read an article describing the benefits and recommending a brand of orange juice. Then, they either learned that this information came from Consumer Reports, a magazine responsible for investigating consumer products, or from the manufacturer of the orange juice. Following that, half of the participants read a short article prompting them to "judge products on their merits and do not let any biasing factors affect their judgments". Those participants who saw the manufacturer recommendation and were prompted to avoid biases were more confident and more willing to buy the recommended product than those who were not prompted to avoid biases. On the other side, those who saw the Consumer Reports recommendation and were prompted to avoid biases were less confident and less willing to buy the recommended product than those who were not prompted to avoid biases.

Judging from these results, it appears that marketing agents, who have typically been viewed as having low credibility, could in the future increase consumer confidence simply by encouraging consumers to judge for themselves. Consumer protection agencies and organizations, which until now have issued warnings to consumers against certain products, may need to reflect on their current approach and examine whether an entirely new direction is needed.

This research paper is due to appear in the January 2014 issue of the Journal of Consumer Psychology.

European University Levels the Playing Field

In a world where many arenas of the business world are male-dominated, educating women is of utmost importance. According to the latest research conducted by Catalyst.org, women represent just four percent of CEOs in the USA, and 56% of female MBA graduates cite lack of female role models in their programs.

Therefore, it is vital that schools, colleges and other higher-education institutions focus on closing the gap between men and women and ensuring equality in education that can trickle down to the business arena.

European University (EU) places great importance on gender equality. The university proudly practices both gender and cultural blindness in all its activities. As a result, it enjoys a balanced male-to-female student ratio and a high proportion of female faculty and staff members.

EU Women on Top MBA

European University was number eight in the list of Women at Global 200 Business Schools compiled by QS Top MBA 2013. The list brings together the top international schools with the highest proportion of women among their MBA students. This year, EU has a 54% female to 46% male ratio among MBA students across all campuses. In three of the four campuses, there are more female students than male.



EU = Equality

The EU's dedication to practicing equality is evident in all aspects of the university. The mixed faculty challenges the norm, with a human resources department comprised of mostly male employees and a finance department dominated by females.

Women are well-represented among the university's staff; there are several inspiring female role models in high positions. The Dean of the Barcelona campus, Christine Clarke, is a very strong female, whose experience as both an entrepreneur and a business owner combines with a dedication for teaching and a passion to inspire. The university's Head of Accounting, Head of Marketing, Director of Communications and Career & Business Development Manager are all women; as are the majority of EU's marketing and academic staff.

The cultural and gender blindness policy adopted by the university extends beyond students, faculty and staff. The brand image portrayed reflects EU's dedication to equality; the images that feature in publications are chosen to give an accurate reflection of the multicultural, diverse student population. Guest speakers regularly visit the university's four campuses to share their experiences and business knowledge with students. EU invites businesspeople who have also practiced both cultural and gender blindness in their careers, such as our recent guest, Jean-Claude Biver, former CEO and current chairman of Hublot Watches.

The second issue of EU's brand-new university publication, ON (One Network magazine) will focus on women in business and will highlight alumnae, representatives, companies and issues related to the topic.

Inspiring Ideas and Talent: A New Joint Program in Big Data Management

Grenoble Ecole de Management (GEM) and Grenoble INP join forces to offer a new joint program in Big Data Management. The program will be available from September 2014 on.

Gartner, an American information technology research and advisory firm, estimates that we will need 4.4 million people worldwide by 2015 to do big data work; however only 40% of the need is expected to be fulfilled. Within this context, the new program aims at responding to the expected future shortage of big data analysts, thanks to the collaboration of one of the schools of Grenoble INP, Ensimag, and the EMSI, specialized in Information Systems Management at GEM.

The program consists of five months of classes followed by 10 months of internships. It will include modules on distributed cloud architecture, large scale data management, big data and semantic web, multidimensional statistical analysis, computer security and privacy, management fundamentals, resource management, ethics.

"Training will give graduates a better understanding of the realities of big data through double competency in technical and business fields, including a managerial and strategic dimension", explains Renaud Cornu-Emieux, Director of the EMSI at Grenoble Ecole de Management.

Future graduates are expected to work as chief data officers, big data managers, data analysts,

Grenoble Ecole de Management in the spring



IT consultants in big data and business analysts. They will manage the following opportunities linked to big data:

- Mindset: data culture and strategy
- Skillset: managing value creation; the capacity to identify opportunities, and manage teams and projects
- Dataset: knowledge of data sources
- Toolset: managing technological means

Loïck Roche, Dean and Director of GEM, explains: *"Today, business schools have the duty to integrate big data at the heart of their training. It is not a choice but a responsibility. Big data have imposed themselves as a new essential tool for the manager. Theory, serious games, case studies, and experience in business will allow for the best intelligent appropriation: the capacity of future managers to understand the information, analyze it, perform data modeling, and thus acquire the skills to take the best decisions possible".*

The training has received the support of several companies including Antidot, AXA, Euro Disney, Cegid, CIGREF, Data Publica, HP, IBM, Inria, Itris Automation Square / Minalogic PME, Laser-Cofinoga, Michelin, Oracle, La Poste, and SAS.

About Ensimag

The École nationale supérieure d'informatique et mathématiques appliquées, or Grenoble INP - Ensimag, is a prestigious French Grande École located in Grenoble, France. Ensimag is part of the Institut polytechnique de Grenoble (Grenoble INP). The school is one of the top French educational institutions, specializing in computer science, applied mathematics and telecommunications.

Glasgow School for Business and Society (GSBS) joins EU Civil Society Platform against trafficking in human beings

An important strand of PRME-related research in the Glasgow School for Business and Society is in the relatively neglected field of human rights, one of four core values of the United Nations Global Compact. GSBS academic Dr Kiril Sharapov, currently based at the Central European University (Budapest), where he is undertaking an FP7 funded research project on human trafficking, was amongst the European civil society organisations which joined forces in the new EU Civil Society Platform against trafficking in human beings held in Brussels on 31st May 2013.

Background

Working towards the elimination of trafficking in human beings cannot be achieved without a strong cooperation across the EU and beyond. At EU level, the EU Anti-Trafficking directive focuses on preventing the crime, protecting the victims, prosecuting the traffickers. It covers actions in areas such as criminal law provisions, prosecution of offenders, victims' support, victims' rights in criminal proceedings, prevention and monitoring of the implementation and establishing partnerships in particular with civil society. The EU Directive takes a human rights based approach that is gender-specific and centres on the victims and the best interests of the child. To date, only 9 countries have fully transposed the directive (Czech Republic, Sweden, Estonia, Latvia, Lithuania, Hungary, Poland, Romania and Finland) and 4 countries have partially transposed (Belgium, Bulgaria, Slovenia and UK). At a time when growing numbers of victims are being identified in the EU (and MEMO/13/331), the 2012 EU Strategy sets out 40 concrete initiatives, including strengthening the role of civil society. The establishment of an EU Platform of civil society organisations in Member States is one of these concrete actions.

EU Civil Society Platform against trafficking in human beings

The Europe-wide Platform, set up by the European Commission, will serve as a forum for civil society organisations working at European, national and local levels in the field of human rights, children's rights, women's rights and gender equality, migrants' rights and shelters. Participants exchanged experiences and concrete ideas on how to best assist victims, expand their networks and prevent others from falling victims to this crime.

"The role of civil society is key in preventing trafficking in human beings and protecting its victims. Professionals and volunteers working on anti-trafficking issues, and directly with victims, can learn a lot from each other and can help us define concrete policies to fight this hideous crime. The Platform will ensure that they receive the necessary support, from the EU and from each other, and that their knowledge is spread across Europe. We also hope to benefit from their knowledge in developing further EU policies", said EU Commissioner for Home Affairs, Cecilia Malmström.

Commissioner Malmström opened the launching event of the Platform, which was chaired by EU Anti-Trafficking Coordinator Myria Vassiliadou and included a panel of speakers from several EU Institutions and Agencies. During this first meeting, participants reflected on the policy priorities and future activities of the Platform, including possible awareness-raising activities, and ways to involve organisations based in countries outside the EU. They will also share and discuss good practices in tackling the recruitment of victims of trafficking and addressing demand on line.

Broadening the business and management curriculum

GSBS research in the field of human rights exemplifies Glasgow Caledonian University's commitment to PRME and the 50+20 agenda. The research underpins

the United Kingdom's first work-based Masters Programme in Citizenship and Human Rights, on which students deepen their understanding of how globalisation has altered the labour market and better understand valuable leadership and social responsibility practice.

For more information:
Dr. Sharapov, kiril.sharapov@gcu.ac.uk

On Course for Growth: Interim Result of Innovate125 HHL Future Concept

Handelshochschule Leipzig (HHL) strives to reach two goals by 2023 when it will celebrate its 125th anniversary. It is working hard to enter the league of the top-10 graduate schools in Europe with its full and part-time M.Sc. and MBA programs, as well as its executive and doctoral programs. HHL also wants to position itself among the top-10 business schools worldwide with its M.Sc. program, which is already listed in the top 10 in Europe.

To reach these strategic goals, HHL has been following a quality concept for growth with its innovate125 Future Concept since 2011. The focus of the concept is to achieve a number of outcomes: a larger and more international school, excellent research, additional programs, more students, development of a strong global network and a wider financial basis. HHL Dean Prof. Andreas Pinkwart is upbeat about the soaring growth in student numbers (50%), endowment chairs (150%) and contractually secured income (132%). In addition, the research infrastructure has developed, with the creation of the Center for Advanced Studies in Management (CASIM) and the percentage of international professorships has increased: every third professor who was appointed in the last two years was an interna-

Prof. Stephan Stubner





Summer Course

tional candidate.

More information at:

www.hhl.de/futureconcept-innovate125

Porsche Supports Chair of Strategic Management and Family Business at HHL

Sports car manufacturer Porsche is supporting the establishment of a Chair of Strategic Management and Family Business at HHL Leipzig Graduate School of Management. The chair aims to develop research in the key areas of the professorship with practical relevance. Pursuing an approach with a focus on top management, the chair will offer scientifically-founded solutions to the issues faced by entrepreneurs. The chair will therefore complement HHL's profile as an innovation-oriented entrepreneurial business school and contribute significantly to the implementation of the innovate125 HHL Future Concept.

The Porsche AG Chair of Strategic Management and Family Business will be held by Prof. Stephan Stubner (See photo). Following his doctoral degree from the Friedrich-Alexander-Universität in Erlangen-Nürnberg and several years of professional experience in strategic consulting, Prof. Stubner has served as the academic director of HHL's Program for International Entrepreneurship since 2007. After his post-doctoral degree, which focused on the fields of family business, strategy, and governance, HHL recruited him to assume the leadership of the new chair.

HHL Dean Prof. Andreas Pinkwart says: *"The chair will play a crucial role within the Strategic and International Management academic group at HHL. In collaboration with the corporate governance research and teaching department, the new professorship will confirm our capability in a field that will play a strategic role nationally and internationally in the future".*

More information at:

www.hhl.de/strategy

HHL Summer Program on EU Enlargement

The Summer Program at HHL has taken place every year since 1997, imparting practice-oriented knowledge and relevant skills to enable students to build up business relations in the

enlarged European Union, especially in Central and Eastern Europe. The participants learn about cultural differences across the EU member states, and study topics related to economics and business administration.

The course is taught in English. This year it took place at HHL and Prague University of Economics on 1-13 July and proved to be very popular with students from Australia, North America, and Singapore. The studies included visits to Porsche in Leipzig and a comparison with Škoda at Mladá Boleslav, as well as lectures on the effects of the financial crisis on the European Union, including a visit to the Czech National Bank.

More information at:

www.hhl.de/summer

Lithuania is a Country of Young Entrepreneurs

The conclusion in the title of this article is based on the results of the Global Entrepreneurship Monitor (GEM) study in 2012. GEM is globally recognized as one of the most objective, accurate, and reliable methods for entrepreneurship research. In Lithuania the monitoring is carried out by Vilnius University International Business School. It is the only institution authorized by GEM to monitor entrepreneurship on its behalf.

Lithuania has been involved in global entrepreneurship since 2011. This year Lithuania has been included and ranked for the first time by the Global Entrepreneurship and Development Index (GEDI). This index compares countries, highlighting their weaknesses and potential areas of improvement. It also identifies opportunities and explains how the results can be taken into account in the formation of national and internal policies and programs.

In the GEM Report 2011 presentation in San Francisco, Lithuania was mentioned as a country of young entrepreneurs, standing out in the 18-24 age group. In 2012 Lithuania's indicators were excellent: almost 25% of young people set up their own business (which is similar to the 2011 results) whereas 21% of 18-24 year-olds set up a business for others (17% in 2011). Besides, another 3% of young people in this age group were going to set up a business in the next three years. *"In the age group of 25-34, the entrepreneurial trend makes an even better impression: the number of entrepreneurs is significantly increasing in all positions. The fact that Lithuania is a country of young entrepreneurs is a great example of its accession to the group of innovation-based economies",* said Dr. Mindaugas Laužikas, Head of VU IBS team of researchers.

Dr. Mindaugas Laužikas



Slovene Prime Minister Mrs. Alenka Bratušek at IEDC-Bled School of Management

From January to July: 1,999 participants from 42 countries

In the period from January to July, 2013, longer study programs, seminars, and other special events organized by IEDC – Bled School of Management, totaling 326 seminar days, were attended by 1,999 participants from 42 countries. The total number of participants since the establishment of IEDC (or its predecessor, the Brdo Center) now stands at 66,795.

Contact IEDC to get a full report on activities or upload the summary from our webpage!

An Honorable Visit by Slovene Prime Minister Mrs. Alenka Bratušek

Upon the invitation of the President of IEDC, Prof. Danica Purg and the Mayor of Bled, Mr. Janez Fajfar, Slovene Prime Minister Mrs. Alenka Bratušek visited Bled in August. Accompanied by State Secretary Mr. Jernej Pavlič, she also visited the IEDC, as one of the most important institutions in Bled that contributes to its recognition in the world and its tourism. IEDC President Prof. Danica Purg and Academic Director Dr. Nenad Filipović guided Mrs. Bratušek through the premises of IEDC and acquainted her with its art collection and philosophy as well as its short- and long-term plans and challenges.

International Summer Schools

The IEDC international summer schools are designed for young participants, who want to broaden their knowledge on management issues and internationalize their network. IEDC organizes two summer schools: a Young Managers Program (YMP) and a Discover Management Program (DMP). In July 2013, the IEDC summer schools of management were attended by a total of 78 participants from 21 countries. Summer schools also got their epilogue with a great reportage, published in daily news on Slovenian public TV.



Slovene Prime Minister Mrs. Alenka Bratušek visiting IEDC-Bled School of Management

IEDC Publishes a New Book

The first publication about art works at IEDC was published in September 2000. Now, after 13 years, many new examples of modern and contemporary art works have been added to IEDC's collection. Even more important, IEDC's innovative approach of integrating art in leadership development in the curriculum has gained visibility. The recent award (October, 2012) by the British AMBA (Association of MBAs) for the innovativeness of our MBA studies recognized our achievements in this respect. The new publication, titled IEDC - A Creative Environment for Creative Leadership is an in-depth look at IEDC's art collection through well-researched essays and a rich photo selection of art works. In this book, IEDC President Prof. Danica Purg and faculty members Dr. Ian Sutherland and Prof. Arnold Walravens contribute a discussion on the connections between art and leadership practice based on the experience of our school. Lilijana Stepančič, an art historian and IEDC alumna, describes the art collection that we have presented in this book. Finally, architect and artist Matej Mijač writes about the architecture of our school and its famous architect, Prof. Vojteh Ravnikar. The book is printed in 2,000 copies and is already available to our readers.

Save the Date: 15 November 2013

Prof. Pankaj Ghemawat, the youngest "guru" included in 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 President's Forum of IEDC (15 November 2013). The title of Prof. Ghemawat lecture will be "How Global Are We?" Register now!

IPM Business School Organized Adventure Race for Executive MBA Students

IPM Business School organized an adventurous strategic game: Multi-race for Executive MBA Students. This game uses original methods for developing leadership qualities. IPM Business School actively resorts to such methods during its programs, as they allow the students to overcome their fears and act on their personal ambitions, as well as to prove themselves in new areas.

Multi-race is organized annually and is an optional part of the Executive MBA program. The cross-country race helps the participants to demonstrate their ability to make unusual decisions in extreme situations and work in a team.

Multi-race participants competed for time on a challenging race track. They did individual and group tasks at checkpoints that involved crossing a river by a rope bridge, climbing a 12-meter cliff, and archery with crossbows. The most challenging task was to build a raft out of four car tires, planks and tape. "These materials should be used to make a steady raft. The assessment of this exercise took into account the time spent on its execution, the steadiness of the raft and its maneuverability", commented Kristina Kovaleva, IPM Business School manager and race participant.

IPM Business School considers the race an important part of leadership training. "To do the exercise, participants had to step out of their comfort zone. They needed to concentrate on the assigned task. In such conditions people get completely distracted from their routine. Then,

Multi-race for Executive MBA Students





Winners of Multi-race for Executive MBA Students

they return to their everyday activities with new ideas”, says Natalya Makaeva, Director of the Executive MBA program.

IPM Business School uses new methods of leadership development in other projects as well. This July, the Executive MBA alumni of IPM Business School climbed the two highest peaks of the Carpathians - those of Hoverla and Petras. This activity was organized within the framework of a joint project between IPM Business School and Kyiv Mohyla Business School.

The same effect can be achieved without extreme situations – during classroom activities aimed at the development of creative thinking. IPM Business School will soon launch a new project: EMBA students will have a chance to show their talent as directors, script-writers, actors, and singers in creativity competitions.

IPM Business School instructors consider these new methods of immense importance nowadays. More and more often, knowledge is transferred using distance technologies. It is quite hard to develop leadership qualities through this type of education; therefore alternative methods of team work become even more popular and relevant today.

Written by Olga Tomashevskaya

Google Research Scientist Attends Meeting of Economists at ISM

On 25 June 2013, ISM University of Management and Economics hosted a meeting of economics researchers, organized jointly with the Bank of Lithuania. The meeting gathered Lithuanian economists working and studying at various universities around the world. The annual event, organized for the second time, was attended by David Reiley, a Google research scientist who shared his experience in conducting economic experiments.

“It is extremely important for Lithuanian scientists of economics to take part in global economic discussions. I am convinced that it is very useful to provide opportunities for our scientists to share their ideas with colleagues from foreign universities”, Modestas Gelbūda, research Director at ISM University of Management and Economics, said.

Numbers of Entrepreneurial Graduates Increasing: Every Fourth Alumnus Has a Business

According to career research done by the ISM University of Management and Economics, every fourth student (24%) having a Bachelor’s degree or an international Master’s degree has a business. More than half (55%) found a job in their field of specialization while studying, and as many as 94% were employed within less than half a year after graduation.

“Entrepreneurship is among the highest values of ISM University. We want our students to acquire

Confrence at ISM



as many practical skills as possible and to get to know the Lithuanian and foreign economic environments. The research revealed that 24% of students don't wait for employers to offer them jobs. Instead, they create jobs themselves. Fifteen per cent of graduates of bachelor's degree programs are working as mid-level managers, and some are working as top-level managers", Dr. Nerijus Pačėsa, President of ISM University of Management and Economics, said.

According to the career research data, in 2012 almost half (44%) of ISM graduates worked as managers, project managers, and specialists. A quarter of graduates (23%) occupied positions in middle or top-level management.

ISM to Train Innovation Management Professionals at an International Level

According to the GMAC 2013 Corporate Recruiters' Survey, business managers across the world are more likely to employ graduates from a technological and managerial area of study rather than those of a specific technical area of study. As a result, in response to the situation in the global labor market, ISM University of Management and Economics has expanded its study programs. Starting from this fall, the first Innovation Management and Technology Transfer Master's degree program will be offered in Lithuania based on an internationally recognized model. Future plans are to provide two technology-based management programs.

Graduation Ceremony at Kyiv-Mohyla Business School

On 28 June 2013, Kyiv-Mohyla Business School (KMBS) held a traditional graduation ceremony at which 69 graduates of MBA programs received their degrees. This year's number of graduates became a record over the 14 years of the school's existence.

The graduation day started with an open intellectual event - "Classical Music and Jazz: in Search of the Truth" - organized by Lyubomyra Burlachuk, author of the "Music as Metaphor of Life" program and associate dean for international affairs at kmbs. It was arranged in partnership with the famous Lviv jazz band "ShockolaD" and the quintet of the national chamber ensemble "Kyiv Soloists".

MBA graduates reflected on two different musical worlds, drawing an analogy between two different business models – corporate governance and entrepreneurship. Listening to music by Bach, Handel, and Mozart, as well as jazz compositions of various styles, they compared the aesthetic values of classical music and jazz, and the ethical and cognitive functions of music. The graduates also discussed the function of music as a universal language that unites people.

The best graduates were awarded the special dean's award "Breakthrough 2013" – sculptures depicting a human creator that symbolizes the process of life time learning.

KMBS graduation 2013 – An open intellectual event





Graduates of "The Energy of Knowledge" corporate MBA program at DTEK

Kmbs Continues Teaching the Future Leaders of DTEK

Kmbs continues its successful cooperation with Ukraine's DTEK, a private vertically integrated power company, member of System Capital Management, the largest business group in Ukraine.

DTEK Academy is a corporate university aiming to breed leadership potential in the company. DTEK Academy has two principal intellectual providers – kmbs and INSEAD Business School.

"The Energy of Knowledge" is a corporate MBA program developed by kmbs especially for DTEK. The program faculty consists of kmbs professors, DTEK directors, and international visiting professors. As of today, 300 people have graduated from DTEK Academy's and kmbs's joint program. In June 2013, another 200 managers signed up for it.

Cooperation between PRME and Kmbs

Since 2012, Kyiv-Mohyla Business School (kmbs) has participated in the activities of the PRME Working Group on Anti-Corruption, helping to develop and test a unique approach to teach MBA-level students about anti-corruption. The group developed an innovative Anti-Corruption Toolkit that provides flexible guidelines and contains resources for application in the curriculum of business schools.

Kmbs was among 12 pilot schools from all over the world that tested in its programs the insights and new methodologies contained in the Toolkit. The recent workshop meeting of the PRME Working Group on Anti-Corruption, held in Berlin on 1-3 July 2013, became a venue for finalizing the feedback from the pilot business schools and outlining the next steps for the development of world-class methodologies for fostering responsible business practices.

Lviv Business School

The Lviv Business School of the Ukrainian Catholic University (UCU) is a unique educational institution. For five years the school has successfully combined practical business education, social responsibility of businesses, the latest educational innovations, and the personal leadership development of our participants. An exceptional addition to our executive educational programs is Reflexio. This program was created at the intersection of business, philosophy, and the humanities.

Today we witness moral decline and lack of faith in both business and non-business environments. Because of the frantic pace of life, leaders must quickly respond to daily challenges. In such circumstances, it is not uncommon for a manager to feel the need to stop and think: "Where am I right now; where do I want to be? What do I value in my life and what do I have?" We offer this program for participants to learn how to reflect on important things and grow. Communicating with moral leaders, participants were able to understand the true priorities of effective leadership. Our aim is not to teach but to help the participants learn and realize their roles as leaders – not only within their businesses, but also in the global context.

For five days, every participant reflected on relevant issues of leadership, ethics, values,

Participants of Reflexio program





Art workshop as part of Reflexio program

responsibility, and trust in the picturesque Carpathian landscape, in the tranquil Hoshiv Monastery. Reflexio provided new speakers and opportunities every day. The participants were immersed in a unique practice of silence and retreat with Bishop Borys Gudziak, Rector of the Ukrainian Catholic University, and Father Vasyl Zakharus. They painted pictures together with one of the most famous contemporary artists in Ukraine, Mykhaylo Demtsiu. They studied Eastern religions and the logic of writing hanzi with the Director of RR Commodities (Shanghai), Sergiy Lesnyak. The participants also studied philosophical texts and symbols with the Vice-Rector of UCU, Volodymyr Turchynovskyy. Human rights defender Myroslav Marynovych shared his experience and lessons from his life.

At the end of the program, our participants shared their thoughts. Oleh Nykulyshyn said: *"Usually we don't have time for such things, but we need to stop and reflect"*. Olena Leksikova summed up the event: *"This was a pause to change for the better"*.

We are very glad that the program was successful and helped our participants grow as both business leaders and strong individuals. LvBS is looking forward to holding this program again next summer. Reflexio is the only such program in Ukraine and it was an unprecedented experience, that made the Lviv Business School even more diverse.

The Lviv Business School works at the intersection of Christian ethics and business pragmatism, which helps to make it a unique business school, on a global scale.

MIB School of Management Develops the First Executive MBA Program in Biomedical, Innovation and Technology Management in Italy

In June 2013, MIB School of Management - Trieste started the first Executive MBA in Italy specialized in the driving sectors of the future: Biomedical, ICT, High Technology, and Innovation.

The Executive MBA in Innovation and Technology-Based Business is a unique managerial training path, a turning point in the organizational development of companies and research centers. It is managed in partnership with TBS Group, INSIEL, Sincrotrone Trieste, and ICGEB, and with the patronage of Area Science Park.

Some science-based corporations and organizations have decided to invest in strengthening the managerial skills of their staff so as to be ready to face global challenges at the organizational level.

The first inspiration that led to this program came from TBS Group, a leading company in clinical engineering, e-health, and e-government services, with more than 2,300 employees and subsidiaries in 17 countries in Europe, Asia, and the Americas.

"Supporting the first Executive MBA in Management of Technology and Innovation has been an obvious decision: we firmly believe that nowadays the only way to reach innovation is through a balanced educational mixture of scientific-technologic expertise and managerial

MIB School of Management





MIB School of Management

knowledge”, says Diego Bravar, president and CEO of TBS Group.

The Master starts from the consideration that those who work in the field of advanced technologies are often specialized in technical features but they lack managerial skills needed to develop and empower the company or the research center that they operate in.

To improve those skills, MIB School of Management decided to develop an Executive MBA.

The participants are going to acquire the competences that they need to contribute directly to the strategic decision-making process and support the industrial implementation of all technological innovations, taking into account financial sustainability, investments, logistics, marketing, distribution, the supply chain, and patent sustainability. Technology and innovation topics will be analyzed in depth, both in the initial part of the MBA, focused on the most important managerial themes, and in specific activities and specialized field projects.

The program lasts 30 months over three years. It is held in English and alternates classroom lectures with e-learning activities.

The selected participants have an average age of 40. Most of them have studied engineering. All have important technical responsibilities at their companies.

Contact:

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More information:

www.mib.edu/embainnovation

Plekhanov University International Summer Schools

International Summer programs offered during the summer break tend to become increasingly popular as they provide the opportunity to dwell on specific issues within a short term in a truly international environment.

This year Plekhanov University held two international summer schools for its partners as a new form of international cooperation, involving both students and faculty members. The schools were organized away from Moscow so that the participants could not only study the particular topic but also get acquainted with the regions of Russia and their peculiarities. The topics for the two programs – international business and firm regulation – were selected as some of the most complicated ones for newcomers in a foreign market.

The International Summer School was devoted to theoretical and practical aspects of international business. It was held on 14 - 20 July at a summer camp in the town of Anapa, on the Black Sea coast.

The program attracted students and professors from partner universities of the Czech Republic, Finland, the Netherlands, Latvia, Slovakia, and Ukraine. During the school, international teams of students had the opportunity to attend lectures and workshops of leading professors of

International summer school 2013



Plekhanov University (Russia), Laurea University of Applied Sciences (Finland), and Riga Technical University (Latvia), as well as participate in business games and work on joint projects.

A similar program was offered to those who participated in the International Summer School in the town of Saratov on the bank of the Volga river. It was held from 28 July to 3 August. The school was organized as a joint project of Plekhanov University, Saratov Social and Economic Institute (Russia) and University of Konstanz (Germany). The event was attended by students from those universities, as well as the University of Economics in Bratislava (Slovakia), the Institute of Technology and Business in Ceske Budejovice (Czech Republic), the University of Rotterdam (Holland), and the Zagreb School of Economics and Management (Croatia).

The school focused on the legal and economic regulation of firms. As an outcome of the theoretical part of the course, the students presented their business projects on green economy, the economic and legal aspects of setting up one's own business, state regulation of banking, and more.

Both schools enabled the students not only to gain useful knowledge and international experience but also to learn more about Russia.

International summer programs on topical issues are intended to become an annual event for Plekhanov University and its partners.

Companies Benefit from RSM Job Board

Organisations can now publish vacancies to attract students and alumni from Rotterdam School of Management, Erasmus University (RSM). Those who are seeking a job are able to browse and search for these vacancies and apply directly.

RSM Career Services launched the online RSM Career Services Job Board in June. RSM aims to match students and alumni with some of the top jobs in the market, providing companies with the opportunity to profit from access to high-calibre business minds.

Company recruiters have their own portal to publish and manage their vacancies in the Company Job Board. In addition to vacancies, companies are also encouraged to submit internships, requests for student assistants or PhD positions that might be interesting for RSM students or alumni.

RSM Career Services also offers several workshops and career recruitment events. Together with the RSM study association STAR and the MBA Career Development Centre, an International Career Event (ICE) will be organised during the STAR Management Week in October / November. This event is set up to support job-seeking students, and to give companies the opportunity to recruit the best people for their business.

RSM Career Service advertisement



RSM Connects with Asia from Brand-New Office in Taipei

Rotterdam School of Management, Erasmus University (RSM) opened a new office in Taipei, Taiwan on 1 July 2013. RSM's existing networks and potential relations in Asian regions can now benefit from a range of local services.

To provide world-class education, RSM has a strong global network. With the RSM Asia office, the school offers a huge potential to corporates partners, prospective students, and alumni, who are based in this dynamic region.

"RSM has a wealth of international relationships with a wide range of individuals and organisations, including alumni, companies, partner universities, and embassies all over Asia," said Dual Wu, Director of the RSM Asia office. "This network offers many opportunities and needs to be maintained, managed and further enhanced."

"It is very important for RSM to reach out and connect to our stakeholders in Asia", said Van de Velde. "The proximity of this new office will allow all of them to benefit from all the services we offer them."

Mutual Benefits' for RSM Alumni Mentors and Student Mentees

A new mentoring programme is underway at Rotterdam School of Management, Erasmus University (RSM), following the continuing success of a pilot scheme which has enabled 43 bachelor and master students to benefit from guidance and coaching. Their volunteer mentors are members of the school's alumni network.

The RSM-MentorMe programme is now hoping to recruit more mentors from among its 28,000 strong alumni network so they can guide current students. The mentoring period is for five months from October 2013 to February 2014, requiring at least two hours of time per month.

The pilot scheme involves matching bachelor and master students to RSM alumni who graduated from RSM master and bachelor programmes in the past. Mentors included those who studied international management, entrepreneurship, finance and investment, global business, innovation, marketing management, strategic management, supply chain management and business administration.

Summer Ball of USIB Graduates, MBA on Country Campus and Corporate Training

The traditional summer ball of Ural-Siberian Institute of Business (USIB) took place in the middle of July. It gathered about 200 graduates, business students, partners and friends of USIB who came for the MBA graduation ceremony, and a lively dance, and got immersed in a colorful celebration attended by people from different continents.

The USIB summer ball was held at the Niotan campus, located 50 km from Yekaterinburg in the Bazhovskiy Place reserve, which is one of the most beautiful places in the Urals. From the beginning of new academic year (September, 2013) all USIB MBA groups will be trained in Niotan. The campus offers everything that business students need: modern classrooms, hotels and a restaurant. Most important, they have an opportunity to combine their studies with pleasurable outdoor activities in beautiful nature.

In the last half a year, USIB carried out some large corporate projects for banks and metallurgy and construction companies. This reveals an important trend in Russian business education today. Large companies no longer consider their personnel an expensive burden. They realize that their staff is an asset and that corporate training is the best investment in business development.

Companies that realize the importance of creating competencies and enhancing existing ones

MBA Graduation ceremony





USIB Summer ball

are interested today in educational and consulting projects by means of which leading USIB teachers and experts share their knowledge with company employees.

This type of training is characterized by an individual approach – programs are developed taking into account specific client needs. As the business environment changes rapidly, people need to be able to adapt to the changes if they are to execute their functions successfully and reach the company's goals.

Priority projects like these, along with our main educational product (the MBA program) guarantee USIB's leading position in the Ural-Siberian region of Russia.

Baltic Management Development Association – BMDA

BMDA Starts New Academic Year with Three Great Events!

Combining experience of more than 10 years in the management field with current topics in the academic society in the Baltic region, the BMDA network identified topics for further development such as publishing research papers, preparing case studies, and improving the management of business schools. To develop these topics, the BMDA network is organizing three highly fulfilling events this autumn.

One of the main issues for the academic community in the Baltic Region is the lack of knowledge on how to write a good international article. To fill in this gap, BMDA undertook to organize a competence development seminar "How to Get a Research Paper Published", on 26-27 September, 2013, in Kaunas, Lithuania. This seminar will be conducted in partnership with ISM University of Management and Economics.

The highly interactive competence development workshop is targeted at an academic audience, shaping research paper writing skills in the management field (social sciences, management, HRM). The workshop will combine lectures, discussions, exercises, and group work.

The workshop will be led by Prof. Christopher John Brewster, visiting professor of International Human Resource Management at Henley Business School, UK; Nijmegen University, the Netherlands; and the University of Vaasa, Finland. Prof. Brewster has published almost 200 academic journal articles, 25 five books and over 100 chapters in edited books.

For more information please contact:

Ms. Rima Mockeviciute, BMDA Project Manager at projects@bmda.net.

The second challenge that the academic community is facing nowadays is developing high-quality case studies. BMDA is addressing this need by organizing a competence development seminar "The Case Study Method" on 24-25 October in



Dr. Ichak Adizes

Riga, Latvia, conducted in partnership with Riga Technical University and Emerald Group Publishing.

This competence development seminar is for academic who wish to improve their case writing skills. The event will cover a case study overview, structuring a paper, writing tips, publication ethics, the publishing process, useful resources, and more. The participants will be invited to bring examples of their own teaching cases for further discussion and guidance.

The seminar will be led by Dr. Arthur Lindemanis, regional editor for Emerald's Emerging Markets Case Studies collection, who brings 20 years of international business experience as a corporate executive, entrepreneur, consultant, and investor to his current academic career as the Chair of the Entrepreneurship Department at RISEBA in Riga, Latvia.

For more information please contact:

Ms. Rima Mockeviciute, BMDA Project Manager at projects@bmda.net.

The third topic is developing management, especially of business schools. CEEMAN, in cooperation with BMDA and RABE, is announcing a unique opportunity launched by Adizes Graduate School (USA) – to learn one of the most successful change management and organizational transformation theories and practices directly from its creator - Dr. Ichak Adizes.

The three days interactive training "Adizes Theory and Practice for the Best Business Schools" will take place on November 7-9 in Istanbul, Turkey, and is hosted by Sabanci University. During these three days, professors and lecturers from various business schools will learn how to teach their students using the Adizes methodology, enabling them to work in a team and be much more effective and efficient within their own organizations.

This interactive training presents the cornerstones of the Adizes methodology, such as PAEI (Organizational Roles and Managerial Styles),

the Organizational Life-Cycle Concept, CAPI (Coalesced Authority, Power and Influence) and the Power of Mutual Trust and Respect. These key knowledge points enable organizations to perform at the highest level in the marketplace.

The Adizes Methodology is a proprietary, structured system for accelerating organizational change that was developed by Dr. Ichak Adizes and has been applied by the licensees of the Adizes Institute since 1975. The methodology's fundamental principle is that every organization - like any living organism - has a natural lifecycle which demonstrates predictable and repetitive patterns of behavior as it grows and ages. At each new stage of its development, an organization is presented with a distinct set of challenges. How well or poorly these issues are addressed and changes made determine the ultimate success or failure.

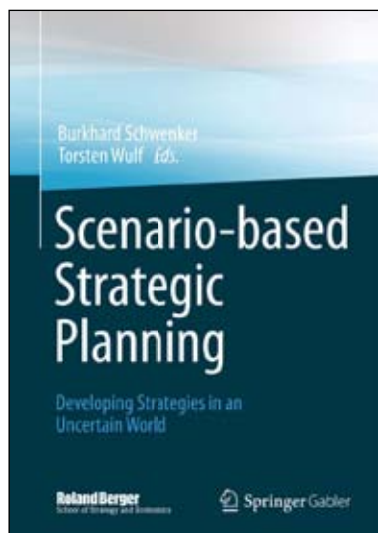
For more information please contact:

Ms. Goda Nevidauskiene, Project Manager of Adizes Institute for Western Europe and Baltics at goda@adizes.com.

New Publication: ***Scenario-Based Strategic Planning***

Scenario-Based Strategic Planning – Developing Strategies in an Uncertain World is the title of the latest book edited by Prof. Burkhard Schwenker, CEO of Roland Berger Strategy Consultants and Prof. Torsten Wulf, Academic Director of the HHL Center for Strategy and Scenario Planning, published by Springer Gabler. The book introduces “scenario-based strategic planning” as a framework for strategic management in an ever-changing world. Through a series of descriptions of tools and hands-on cases, managers obtain insights as to how strategy processes can be made more flexible in a world increasingly characterized by volatility and complexity.

More information at:
www.scenarioplanning.eu/publications



FORTHCOMING CEEMAN EVENTS

■ Program Management Seminar

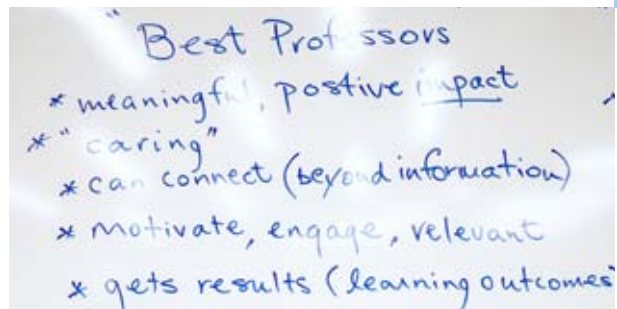
23-25 April 2014
Bled, Slovenia

■ IMTA - International Management Teachers Academy

2-20 June 2014
Bled, Slovenia



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