

CEEMAN *news*

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**Cases Offer New Insights Into Emerging Managerial,
Leadership and Entrepreneurship Issues in Dynamic Societies
An interview with Vladimir Nanut**

**Setting and Promoting International Standards for Management Development Programs
and Institutions – CEEMAN International Quality Accreditation (IQA)**

**CEEMAN Champion Awards 2014 Submissions and
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A Word from President of CEEMAN



Dear Friends and Colleagues,

This autumn issue of CEEMAN News comes out at a time when CEEMAN is accomplishing the first academic season of the third decade of its existence and successful development. Being an international association, it has always been focused on the emerging global issues, challenges and opportunities, while at the same time paying special attention to the specific context of dynamically changing societies.

This dual perspective has enabled our association to attract attention of all those who are concerned and/or deal with the phenomena of change in general. A continually accelerating technological advancement, also in the areas that have started significantly affecting the business education and leadership development industry, is one of such phenomena.

It is not surprising therefore that the general theme of the 22nd CEEMAN Annual Conference taking place on 25-27 September in Budapest, Hungary, hosted by ESSCA School of Management, is *When, Why and How is Technology Reshaping Management Education*. Closely related is the topic of the Deans and Directors Meeting, which focuses on *Leveraging Education, Marketing and Internal Processes With Technology*, which will enable us to go even deeper into the issue of turning the technology challenge into new opportunities for business schools. To facilitate all this, CEEMAN has conducted a survey on the use of technology among its members. The results of the survey will be presented in Budapest. Nevertheless, I am glad to share with you that a vast majority of CEEMAN members expressed their interest in potential programs and events specifically aimed at developing new approaches and capabilities for an effective use of technology in management development.

These capability building programs will go hand-in-hand and contribute to the overall synergies with the existing programs and activities of CEEMAN, such as IMTA faculty development

program, Program Management Seminar for developing operational excellence at business schools, and others. CEEMAN has been and will continue helping its members achieving excellence and relevance in business education.

The same applies for CEEMAN efforts to support the development of a new body of knowledge through research of interest and relevance for business education and leadership development. We are planning to further research hidden champions in dynamic societies, as well as the changing management and leadership development needs. The fifth edition of the CEEMAN Champion Awards, whose winners will be announced at the gala dinner of the 22nd CEEMAN Annual Conference in Budapest, has once again shown a great potential and outstanding individual achievements in the areas that are considered critical for the success in business education: research, teaching, institutional management and responsible management education.

CEEMAN's involvement in PRME keeps high momentum, through the engagement of CEEMAN member schools in the activities of the PRME Champion Group, as well as through CEEMAN support to the PRME Anti-poverty Working Group. The first in the series of two books on management education and poverty alleviation was published in July, that CEEMAN co-published with PRME and Greenleaf Publishing.

I am very much looking forward to celebrating all these accomplishments together, meeting friends and learning from each other at the 22nd CEEMAN Annual Conference in Budapest!

With best wishes,

Yours,

A handwritten signature in black ink, which reads "Danica Purg". The signature is fluid and cursive, with the first name being more prominent.

Danica Purg

Cases Offer New Insights Into Emerging Managerial, Leadership and Entrepreneurship Issues in Dynamic Societies



Vladimir Nanut

An Interview with Vladimir Nanut, MIB School of Management, Italy

by Milenko Gudić

At the time when CEEMAN Case Writing Competition is celebrating its 20th jubilee we wanted to turn back and reflect on one of the major projects of our association. In the course of time CEEMAN Case Writing Competition has evolved in three equally important directions. First, it aimed at encouraging management researchers and scholars to produce cases relevant to specific issues and challenges in the emerging environments. Second, the project served as an instrument for facilitating the development of case writing skills that have been traditionally lacking among most CEEMAN member institutions. Third, the case writing competition has become an activity which creates synergies with other parts of the CEEMAN overall program portfolio.

Prof. Vladimir Nanut, the Founder and Dean of MIB School of Management, has been serving already for years as the President of CEEMAN Case Writing Competition Jury. This capacity, coupled with his membership in CEEMAN Board makes him a very appropriate person to talk with about the results achieved in the last 20 years, main challenges encountered, and further prospects in the area of case development and case writing capabilities building.

We also wanted to learn from Prof. Nanut about his school's experience related to the use of technology in business education and management development, which is in the focus of the 22nd CEEMAN Annual Conference in Budapest, Hungary. Through CEEMAN Program Management Seminar, aimed at helping business schools develop operational excellence, MIB School of Management has been a source for learning, particularly in the area of communication and marketing.

As the President of the Italian Association of Business Schools (ASFOR), Prof. Nanut is also a highly valuable source of relevant experience and new thinking on the role of continuous dialogue and collaboration among business schools at national, regional and global level on the issues related to emerging challenges and opportunities that the industry has been facing.

We were particularly interested in ideas related to entrepreneurship development, as MIB School of Management has already hosted two major CEEMAN events, CEEMAN Annual Conference in 2000 and CEEMAN ExEd Forum in 2009. In this context, Prof. Nanut's non-academic activities through the roles of Vice President of Regional Finance Company Friulia Spa, President of Friulia Factor, Chairman of L.A. Life (Allianz Group) and others are equally important. The same stands for the area of responsible management education, where ASFOR, in collaboration with its member schools and CEEMAN, are co-organizing and supporting a major international conference of the PRME Anti-poverty Working Group to be held in the context of EXPO 2015 in Milan, Italy, in October 2015.

We hope you will enjoy reading Prof. Nanut's interesting and insightful thoughts.

Milenko Gudić: This year we are celebrating the 20th anniversary of CEEMAN Case Writing Competition. You have been heavily involved, also serving as the president of the CWC Jury, in the project whose main objectives are to create high quality educational materials relevant for the transition and emerging economies, while at the same time also developing case writing capabilities that have traditionally been insufficient in those environments. Looking back, how do you see the

results that CEEMAN achieved? To what extent did CEEMAN Case Writing Competition contribute to the creation of a new body of knowledge, relevant for businesses and business schools operating in dynamic societies, as well as for all those that are interested in the phenomena of change in general? How important for this was the collaboration that CEEMAN established with Emerald Publishing Ltd, who has been partnering with CEEMAN in this project since 2005?

Vladimir Nanut: It was definitely an important tool to promote the creation of cases within the schools of management members of CEEMAN. In particular, the competition has tried to encourage the production of cases related to the so-called transition economies, namely those where the changes were more radical. Accordingly in the last years we have observed that the majority of cases are actually coming from business schools/lecturers of the emerging markets. In addition the quality of these cases has dramatically increased and the topics are becoming very relevant. In my opinion they will become part of the emerging markets courses offered by Western schools. This is a big achievement of the competition.

There is no doubt that the agreement with Emerald has given to the competition a further prominence and prestige, with the ability to publish and disseminate the best cases on an international scale.

MG: One of the specific features of CEEMAN Case Writing Competition is that it provides interested participants with upfront instructions and educational materials on how to write a good case and the respective teaching note. In the last couple of years special webinars were organized in collaboration with Emerald to further contribute to the quality of the cases submitted for the competition. How effective were these supporting activities and how do you assess the general trend of the quality of cases that were submitted to our case writing competition in the last two decades?

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VN: Initiatives such as IMTA by CEEMAN, in which the young researchers / trainers have the opportunity to explore the various aspects related to the preparation and use of business cases, as well as the specific webinars organized in collaboration with Emerald, have provided concrete support for authors working on the preparation of cases.

The positive effects of these initiatives result also in improving the average quality of cases submitted for the CEEMAN competition. As a matter of fact during the years we have seen that the authors have gradually improved the teaching notes, a fundamental tool for the management of cases in teaching and learning initiatives. The

improvement of the teaching notes shows as well that in the emerging markets the lecturers are placing more importance to the usage of the case studies and in this way they are aligning to the international business schools/academic community.

...one of the problems that may limit the ability to produce new cases, with adequate quality standards, is linked to the difficulty of allocating the necessary financial resources for this purpose...

MG: Although growing in absolute numbers, the share of cases CEEMAN member schools submit for CEEMAN Case Writing Competition is still relatively low? What do you see as the main constraints that prevent business schools from producing and using cases and other educational materials that could significantly contribute to the quality and relevance of their educational programs?

VN: It is difficult to give a clear answer as there are very different situations in the huge scenery of business schools.

I believe that one of the problems that may limit the ability to produce new cases, with adequate quality standards, is linked to the difficulty of allocating the necessary financial resources for this purpose, to remunerate the work of researchers / trainers who focus on case writing.





So it would be necessary for the schools to consider this objective as a priority to improve and develop the quality of the students learning paths.

In addition we have to consider the mentality especially of the SME which are not always willing to share the necessary information with the lecturers/researchers in order to be able to write an effective case. This problem in my opinion is present both in the Western and in the emerging markets.

MG: Within its mission to develop a new generation of management educators for the new generation of business leaders, CEEMAN's International Management Teachers Academy focuses very much on developing teaching skills, learning methods, tools and materials, while also placing a high emphasis on the case method. In this respect we are always happy when we see IMTA alumni among the winners of CEEMAN Case Writing Competition. CEEMAN has also developed special modules on educational materials development: IMTA Module on Case Writing, and IMTA Module on Research and Publishing. How important do you believe are all these programs for helping business school achieve a higher level of excellence and relevance that is needed in the increasingly competitive and globalized business education industry? What else could, in your opinion, CEEMAN do to be of an even greater assistance to its members?

...the contribution of IMTA to the spread of the "Case Culture" and the related teaching methods has been significant.

VN: As already stressed, the contribution of IMTA to the spread of the "Case Culture" and the related teaching methods has been significant. It is proven by the increasing number of IMTA Alumni joining the competition.

We have also to take into consideration that IMTA Alumni bring into their organizations their knowledge on the Case method, involving their colleagues and making them aware of the practice of such methodology.

As said before, from seeing the increasing quality of the cases and of the teaching notes, it is obvious that also in the emerging markets the usage of case studies is increasing. This shows the important role that IMTA is having in transmitting the best practices to its participants (case study structure, research methods etc.).

Application of new technologies in the educational process is central and I believe that no school can avoid dealing with the challenges that new technological tools offer

MG: CEEMAN Survey on Business Schools Responses to Global Crisis, conducted in 2009, revealed that business schools had been seriously hurt by the crisis, particularly in the segments of executive education and in-company programs. The survey also indicated that in their efforts to turn challenges into opportunities many schools tried to innovate in two areas: entrepreneurship education and the use of technology in management education. MIB School of Management has gained interesting experience related to the role of technology in management education, including through educational program delivery, marketing and external communication, as well as institutional management and administration. Some of these, your colleagues shared with CEEMAN community through our Program Management Seminar (Carolina Meucci) while some more you will present at the upcoming CEEMAN Annual Conference in Budapest (Andrea Tracogna). What are the overall lessons that MIB has learned on the challenges and opportunities with implementing technology in management education?

VN: Application of new technologies in the educational process is central and I believe that no school can avoid dealing with the challenges that new technological tools offer. It has been a long time since MIB School of Management started to use these tools in all areas of its activity: from educational processes to communication & marketing, from administration office to Alumni relations management.

With regard to the training activities, I would like to underline that MIB School of Management has been realizing since 2008 the corporate program eMIRM (Master in Insurance & Risk Management) for Allianz, an e-Learning experience supported by an online platform fully customized to the program needs. This project has required significant investments, both in the technological equipment and in the preparation of the teaching materials, expressly designed for distance learning.

...the subject of Entrepreneurship is not just about entrepreneurs (owners): nowadays in the turbulent and uncertain economic environment, also the managers must progressively take decisions driven by an entrepreneurial spirit.

MG: In 2010 MIB hosted CEEMAN Executive Education Forum on Executive Education for Entrepreneurship Development. This event was also a symbolic continuation of the dialogue that we started at MIB School of Management in Trieste already in 2000 with the CEEMAN Annual Conference on Entrepreneurship on the Wave of Change. What do you see as major issues that need to be addressed in the future when it comes to the role of business schools in supporting entrepreneurship development, both in countries with a long-term tradition of entrepreneurship, as well as in those where the overall attitude towards entrepreneurship is still below the evident needs? How could business schools and management development associations, including ASFOR and CEEMAN, help in this respect?

VN: It is known that in Italy, particularly in the Northeast, SMEs and family businesses play an essential economic role and therefore the entrepreneurship topic has always had a remarkable importance.

This is also the reason why in 2000 and 2010 MIB School of Management hosted two CEEMAN events on Entrepreneurship and related Executive Education methodologies.

More recently, MIB has launched within the Executive MBA the Course on "Being Entrepreneur

- the value of entrepreneurship for managers and business leaders," focused on the managerial entrepreneurship.

As a matter of fact, the subject of Entrepreneurship is not just about entrepreneurs (owners): nowadays in the turbulent and uncertain economic environment, also the managers must progressively take decisions driven by an entrepreneurial spirit.

MG: Personally and institutionally, you have traditionally been advocating and supporting a more intensive and closer collaboration between national, regional and international associations of business schools. An example of this is the upcoming PRME Anti-poverty Working Group Conference on "Fighting poverty through management education to promote growth, health, employment" to be co-organized by PRME, CEEMAN and ASFOR, whose three members (SDA and CEGAS Bocconi, Altis Cattolica, and MIP Politecnico, Milano) will host it in October 2015 in Milan, Italy. What was the motivation of ASFOR and its members to get involved in this specific activity, and what are, in your opinion, the main expectations from this event, which will be held in such an important global context as EXPO 2015 in Milan?

VN: ASFOR has always fostered with its members and the Italian economic system, the principles of ethics and social responsibility. ASFOR also shared these values in international institutions of which it is member, as EFMD, CEEMAN, ENQA, EQUAL, etc.

Seizing the opportunity offered by 2015 Expo in Milan on the subject of "Nourish the Planet. Energy for life", ASFOR has proposed to PRME the organization of a relevant event about "Fighting poverty through management education to promote growth, health, employment." The underlying goal is to analyze how management education can contribute to create and infuse in the new generations a culture, a policy and those attitudes that create awareness of the topic, as well as provide the methodologies and the most effective teaching tools to operate in the right direction, taking care also of the disadvantaged people and situations.



Update on the 22nd CEEMAN Annual Conference in Budapest

We are excited to see the preparations for the 22nd CEEMAN Annual Conference events approaching their final stage. The conference will be held in Budapest, Hungary, on 25-27 September, 2014, in cooperation with ESSCA School of Management.

Over 130 participants from 33 countries around the world (Belarus, Brazil, Canada, Czech Republic, Estonia, France, Georgia, Germany, Greece, Hungary, Italy, Kazakhstan, Kenya, Latvia, Lithuania, Malaysia, Netherlands, Nigeria, Poland, Portugal, Romania, Russia, Serbia, Singapore, Slovenia, South Africa, Spain, Switzerland, Turkey, Ukraine, United Kingdom, United States, and Zimbabwe) have already registered for the conference, and some more are still expected to come in the following days as the summer holidays are over. This will provide great opportunities for networking, learning from each other, and discussing different experiences and practices related to the use of technology in management education, which is the topic of this year's conference.

The Deans and Directors Meeting on Thursday, 25 September, will discuss how business schools can leverage their education, marketing, and internal processes with technology. Organized in a roundtable format and chaired by Prof. Witold

Bielecki, rector of Kozminski University, Poland, the presentations will include insights from the recently conducted CEEMAN survey on the use of technology in its member institutions.

Prof. Arshad Ahmad, AVP, Teaching and Learning at McMaster University and STLHE president, 3M national teaching fellow, will open the meeting with his keynote contribution "Is Technology Disrupting Management Education?". He will further contribute by chairing the 22nd CEEMAN Annual Conference the next day, which will focus on a broader picture: "When, Why and How Is Technology Reshaping Management Education?".

We are glad to have Prof. Ádám Török, secretary general of the Hungarian Academy of Sciences, talk about innovations and competition in higher education at the conference opening, where Andrei Villarroel, international faculty fellow at MIT Sloan School of Management, will share his views on how "Global Online Education Meets Global Online Work". Contributions by speakers from Microsoft CEE, K&H Bank Hungary, and Uniweb Russia will bring a business perspective, while the international deans' panel will provide management schools' viewpoint on the conference topic. In addition, the parallel workshops will look further into the challenges and opportunities for technology use in management education and share some of the experiences and best practices in online and blended programs, MOOCs, gamification and simulations, and learning management systems (LMS).

On Friday evening at the Conference gala dinner, we will celebrate the winners of the CEEMAN Case Writing Competition, organized in cooperation with Emerald Group Publishing, and the CEEMAN Champion Awards recipients. We will deliver certificates to new CEEMAN members and the CEEMAN International Quality Accreditation recipients.

In the conference coffee breaks, the participants will have a chance to interact with international publishers and exhibitors, including Emerald Group Publishing, Pearson, Greenleaf Publishing, The Case Centre, Peregrine Academic Services, and Turning Technologies.

Other conference side events will include an information session on CEEMAN International Quality Accreditation (IQA), the CEEMAN Annual Meeting, and, for the first time, individual dean-to-dean advisory meetings, as well as a sight-seeing program and lunch at ESSCA School of Management on Saturday.

Learn more about the conference program, speakers, and organizational details at www.ceeman.org/conference.

Margaret Island



Setting and Promoting International Standards for Management Development Programs and Institutions – CEEMAN International Quality Accreditation (IQA)

CEEMAN's accreditation activity started through its International Quality Accreditation (IQA) scheme launched in 1998, when the association's membership supported the idea of having an internationally recognized quality assurance and continuous improvement program, specially designed and targeted for business schools and other management development institutions operating in the transitional economies of Central and Eastern Europe. Over time, IQA has evolved to encompass a wider geographic market and to address the unique conditions of local and regional environments within dynamic societies.

The CEEMAN IQA initiative has the following general objectives:

- To set and promote international standards for management development programs and institutions in the context of their missions and local environments.
- To assist management development institutions in developing a clear and meaningful focus that will result in the creation and delivery of high-quality management education, relevant to their specific local stakeholders and market environments.
- To reward and promote successful management development institutions for results achieved and impact made, while also encouraging continuous quality improvement in their policies, processes, and programs while providing expert peer advice and support for the implementation of new quality improvement initiatives.

To foster originality, creativity, innovation, and high professional and ethical contributions to local and international business and academic communities, and to promote responsible leadership, based on the Principles of Responsible Management Education of the United Nations Global Compact.

According to Jim Ellert, CEEMAN IQA accreditation director, *"In a dynamic and interdependent*

world, the need for high-quality leaders and managers continues to grow. A major task for management education is to develop future leaders who can address the challenges of a constantly changing local and international environment and to do this in a responsible and ethical manner. In setting accreditation criteria, IQA places emphasis on how well management institutions are doing to meet the needs of their local and regional markets".

CEEMAN IQA Eligibility and Accreditation Cycle

- Any CEEMAN institutional member that has operated for at least five years, is certified by the institution's national education standards, and has a demonstrated track record of substantial contribution in the context of CEEMAN values, is eligible to apply for CEEMAN IQA accreditation.
- IQA accreditation is awarded for six years, after which institutions can apply for re-accreditation for another six years.

As part of the 22nd CEEMAN Annual Conference in Budapest, CEEMAN IQA Accreditation Director, Prof. Jim Ellert, will chair the CEEMAN IQA Accreditation Meeting, which will be held on Wednesday, 24 September at 18:00. All schools' representatives who are interested in acquiring IQA accreditation or wish to get more information regarding the CEEMAN values that guide IQA's distinctive assessment criteria and accreditation processes are invited to participate in this meeting.



International Quality Accreditation

Intellectual Adventure and Professional Development Milestone: Feedback from IMTA 2014 Participants and Their Institutions

The 15th edition of the IMTA faculty development program for a new generation of management professors for the new generation of business leaders, held on 8-20 June in Bled, gathered 39 management faculty members from 29 business schools in a record number of 22 countries from five continents (Bulgaria, Canada, Colombia, Czech Republic, Denmark, Egypt, Estonia, Finland, India, Japan, Kazakhstan, Latvia, Lithuania, Montenegro, the Netherlands, Poland, Romania, Russia, Singapore, Slovenia, Tanzania, and Ukraine).

The outstanding diversity was further enriched by the fact that for the first time among the participants were also faculty members who do not teach management-related courses but are involved in disciplines such as music and arts, philosophy, religion, culture, languages, and health sciences. In keeping with the established tradition, among the participants were also alumni of previous editions of IMTA who came back to attend another disciplinary track. This year two IMTA alumni joined IMTA again, one from Romania and another from Japan.

As every year, participants were very enthusiastic about their experience at IMTA and viewed it as a major milestone in their professional and personal development. Following the same pattern, their institutional leaders report on the great impact that IMTA alumni make on the institutional development of their schools.

"Thanks so much ... I had much more fun in Bled than was good for me but most importantly I also learned a lot from you, your colleagues, and my fellow participants. It was wonderful to be welcomed so completely despite having no expertise in business education and I really enjoyed meeting fellow instructors from all over the world. I will always remember my time at IMTA and will definitely be incorporating some of the techniques and approaches I heard about into my own teaching. I wish you the very best in your future



IMTA participants during a session on Case Research & Writing

endeavors although it will be hard to exceed the success of IMTA!"

Philippa Carter, De Groote School of Business,
McMaster University, Canada

"Thanks to all of you for doing such a great job. By all accounts the event was a great success! Professionally and personally, the last two weeks were absolutely incredible. - in my case it was great pleasure to work with colleagues from different countries and even backgrounds, I was able to explore new horizons for professional development, and to found new friends and colleagues around the world."

Sergei Shaposhnikov, Lomonosov Moscow State
University Business School, Moscow, Russia

"Thank you very much ... IMTA was a great and enriching experience by means of the program and its content but mostly because of the distinguished faculty and the motivated participants. I'd be happy to stay in touch with you as well as to



**International
Management
Teachers
Academy**

share my IMTA experiences with my colleagues at UCU and in Ukraine."

Volodymyr Turchynovskyy, International Institute for Ethics and Contemporary Issues of Ukrainian Catholic University, Ukraine

"Let me thank you for the last two weeks. IMTA was a true intellectual adventure which will definitely stay with me. Needless to say, it was also a milestone in my development as a Kozminski University faculty team member. Those two weeks would not have been so impactful without your commitment as well as the hard work of the CEEMAN team. Thank you! I will definitely stay in touch through the IMTA Alumni Association.

Marcin Matyja, Kozminski University, Warsaw, Poland

"I believe the 15th IMTA was really a great success. For me it surely was. I am still enjoying memories from these two weeks. Very warm, friendly atmosphere, high level of knowledge circulating, extremely interesting persons from academy, faculty, participants- I had all of that. And, of course, I changed also my attitudes. I rethought and will rethink many things about my teaching approaches, methodologies, philosophy. ... I hope this is not my last time spent with your organization! I can also repeat that all of my colleagues from Riga, BA School of Business and Finance (Liga Peiseniece, Tatjana Volkova, Tatjana Mavrenko, Brigita Baltača) always remember IMTA in a positive way!"

Kristaps Lesinskis, BA School of Business and Finance, Riga, Latvia

"Thank you and CEEMAN team for all the hard work in making IMTA 2014 a success! Both Gary Chan and Kenneth G. Huang have shared that it

has been a great learning trip which provided a good time for reflection on teaching.

Michelle Loke Sow Peng, Centre for Teaching Excellence, Singapore Management University

After accomplishing the program, the IMTA 2014 participants joined the IMTA Alumni Association (established in 2006), through which they can further strengthen their personal and institutional communication and collaboration, including joint research, faculty and student exchange, and other programs. Annual IMTA alumni conferences bring them together to discuss important issues related to faculty development and its impact on institutional development and enhancement of the quality of management development in general.

IMTA alumni also continue receiving various forms of post-program support and access to IMTA related programs, such as the IMTA Module on Case Writing, the IMTA Module on Research and Publishing, various programs on developing consultancy, administration and institution building skills, etc.

IMTA 2014 group work



International Management Teachers Academy Welcomes Applications!

IMTA 2015, 7-19 June 2015

The 16th edition of CEEMAN's International Management Teachers Academy will be held on 7-19 June, 2015, in Bled, Slovenia.

In the previous 15 editions of IMTA from 2000 to 2014, this major European faculty development program helped 510 management faculty from 152 business schools, universities, and other management development institutions from 43 countries from all over the world to improve their educational methods, teaching philosophy and strategy, educational tools, and learning materials. Participants have come from Albania, Armenia, Austria, Belarus, Bosnia and Herzegovina, Bulgaria, Canada, Colombia, Croatia, Czech Republic, Denmark, Egypt, Estonia, Finland, Georgia, Germany, Greece, Hungary, India, Italy, Japan, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Montenegro, the Netherlands, Pakistan, Poland, Romania, Russia, Serbia, Singapore, Slovenia, Sweden, Switzerland, Tanzania, Ukraine, UK, US, and Uzbekistan.

The program also enabled participants to enhance their research methodologies and skills, and integrate their research efforts in the development of their educational activities, including case writing, course design, and curricula development. The participants also improved their competencies and skills in specific managerial disciplines.

Program participants also received inputs related to other aspects of their profession, such as consulting, administration, and social responsibility. The exchange of ideas and experiences with colleagues from other countries has proved to be a valuable source of learning and establishing personal friendships and professional contacts and networks.

IMTA 2015 Program

IMTA 2015 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:

- Accounting, Randy Kudar, emeritus professor, Richard Ivey Business School, Canada
- Business in Society, Antony Buono, professor of management and sociology, Bentley University, executive director, Bentley Alliance for Ethics and Social Responsibility, USA
- Finance, Jim Ellert, emeritus professor and former dean of faculty, IMD, Switzerland, visiting professor, IEDC-Bled School of Management, Slovenia, IMTA academic director
- Leadership and Change Management JB Kassarjian - emeritus professor, IMD, Switzerland, and professor of management, Babson College, US
- Marketing, Joe Pons – Axioma Marketing Consultants, Spain, previously marketing professor at IESE, Barcelona, Spain
- Strategic Management, Krzysztof Obloj – professor of strategic management at the School of Management, Warsaw University and Kozminski University, Poland

The program faculty include also Prof. Arshad Ahmad, Associate Vice President, Teaching & Learning, McMaster University, Canada, who provides inputs related to teaching philosophy and strategy for an effective and transformational learning.

The final list of disciplinary tracks will be decided upon completion of the application/admission process.

How to Apply

Candidates are invited to submit their applications accompanied by:

- a plan for further career development
- at least one of the following personally developed teaching materials: draft case study, research, and/or draft course design
- a letter of recommendation from the applicant's dean or a senior faculty member

Shortlisted candidates will be interviewed before the final selection, which will be determined by the admission committee. A working knowledge of English and at least two years of relevant teaching experience are the minimum requirements for applying to the program.

The application deadline is 15 February 2015.

Program Fees:

- 3,000 euros for CEEMAN institutional members
- 4,000 euros for exchange and individual members
- 5,000 euros for non-members

The fees do not include meals, accommodation, and travel expenses.

These tuition fees are substantially subsidized through a special CEEMAN scholarship scheme, while special scholarships for participants from Africa and Latin America are provided through the IMTA Foundation. Established in 2013, it became operational for IMTA 2014.

More information:

www.ceeman.org/imta

Contact:

Milenko Gudić

IMTA Managing Director

E-mail: milenko.gudic@ceeman.org

Tel: + 386 4 5792 521

Program Management Seminar 2015 is Open for Applications

The 11th edition of the Program Management Seminar will take place on 15-17 April 2015 in Bled, Slovenia and welcomes applications.

This intensive and highly interactive three-day seminar was created to make Program Managers more effective in handling their increasingly demanding and complex responsibilities, and help develop capabilities related to the design, promotion and delivery of educational programs. It welcomes program managers, coordinators, and directors in charge of the overall program management and/or its individual segments, as well as institutional leaders (deans, directors, heads of departments) interested in improving the program management function at their institutions.

Since its first edition in 2005, the Program Management Seminar has generated great interest and positive feedback among private, public and corporate management development institutions, including the most prestigious schools. More than 290 participants from nearly 107 institutions in some 43 countries of Europe, Asia, and Africa have attended the program so far.



**Program
Management
Seminar**



Seminar participants visiting Bled Island

Mike Page, Dianne Bevelander, and Danica Purg will continue as the core faculty of the program, bringing their world-wide expertise, wisdom and passion. Carolina Meucci, Head of Marketing&Communications Office at MIB School of Management, Italy, who has successfully joined the PMS faculty team in 2013, will again contribute in 2015.

Participants say:

"The Program Management Seminar has been very valuable to me because of committed lecturers, the kind service, the diverse group of participants, on top of this IEDC is situated in a beautiful place which made me completely relaxed and open for networking and having fun with other participants."

"Great people, great location, great experience."

"It is a welcome change to experience tailored learning for program managers. All items on the agenda were beneficial and I will take great deal to my own university."

"Enriching, inspirational, engaging."

Submit your application before 31 January 2015 to benefit from early registration discount!

More information:
www.ceeman.org/pms

Program Management Seminar generates great interest around the world



Member Institutions Nominate 2014 CEEMAN Champions

The fifth call for nominations for the CEEMAN Champion Awards received 13 nominations from 10 institutions and eight countries (Estonia, Kazakhstan, Poland, Russia, South Africa, Switzerland, Tanzania, and USA) for the categories of teaching, research, responsible management education, and institutional management.

The nominations were reviewed against the well-established CEEMAN Champion Awards 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 adding additional value.

The 13 nominations for the CEEMAN Champion Awards 2014 are listed below:

■ Management teaching category:

- Dr. Olga Gavrilina and Dr. Anna Tsvetkova, Faculty of Real Estate Management, RANEPa, Moscow, Russia
- Dr. Adrian Saville, Gordon Institute of Business Science, South Africa
- Dr. Ben Bryant, IMD, Lausanne, Switzerland

■ Management research category:

- Dr. Maritana Sedysheva, Estonian Business School, Estonia
- Dr. Gulzhanat Tayauova, Almaty Management University, Kazakhstan
- Dr. Dariusz Jemielniak, International Management Department, Kozminski University, Poland
- Dr. Albrecht Enders, IMD, Lausanne, Switzerland
- Dr. Ruth Rios –Morales, Montreux School of Business, Switzerland
- Dr. Pierre Berthon, Bentley University, USA



■ Institutional management category:

- Dr. Assylbek Kozhakhmetov, Almaty Management University, Kazakhstan
- Dr. habil Vladimir Morijenkov, State University of Management, Russia

■ Responsible management education category:

- Prof. Wojciech W. Gasparski, Kozminski University, Poland
- Dr. Shiv Tripathi, Mzumbe University Dar Es Salaam Campus, Tanzania

The nominations were reviewed by the CEEMAN 2014 Champion Awards Jury composed of Jim Ellert, CEEMAN board member, IMTA academic director and IQA director; Arshad Ahmad, member of the IMTA faculty team and associate vice president, Teaching & Learning of McMaster University, Canada, and Milenko Gudić, IMTA managing director.

The CEEMAN Champion Awards 2014 nominee evaluation process resulted in a better - though perhaps a bit indirect - insight into the current priorities (or areas in which the outstanding individual achievements and contributions are most appreciated) in the areas of research, teaching, institutional management, and responsible management education.

In the area of research, the domains of particular interest seem to be entrepreneurship, international business and globalization, leadership and discontinuous change, strategic management and optimization systems, marketing and electronic commerce, as well as understanding of how open collaboration communities work.

When it comes to teaching, there are evident efforts to go beyond the transfer of knowledge and skill development toward helping students and participants to open their horizons of thinking, reflect upon, and improve their attitudes and values. This integration is taking place particularly in core programs so that participants can simul-

taneously improve their professional expertise in the core discipline in parallel with their personal development, including an understanding of the need for life-long learning and continuous self-improvement.

In the area of institutional management, there is a high appreciation of efforts to mobilize internal creative and innovative potential, and strengthen the internal dialogue and collaboration among disciplines and departments, as well as between faculty and administrators. Outstanding achievements in institutional management are also related to developing closer collaboration with the corporate world and other stakeholders, including those from the public sector. In this respect, the role of business schools in promoting entrepreneurship, sustainable development and responsible leadership is critical and highly appreciated.

The outstanding achievements in the area of responsible management education include efforts aimed at promoting business ethics and corporate social responsibility. One way to do this is to create specialized institutional homes within business schools, which would encourage the integration of these values within and across disciplines and focus on some specific issues, such as poverty and corruption. The effectiveness of these efforts seems to be facilitated and further strengthened if it is implemented through a continuous dialogue with other stakeholders through collaboration that involves various international associations and movements, such as PRME.

The announcement of the winners of the CEEMAN 2014 Champion Awards will take place during a special ceremony at the 22nd CEEMAN Annual Conference gala dinner on 26 September. The winners will receive the Award Cup (created by Gigodesign, Slovenia).

Winners of the 20th CEEMAN Case Writing Competition in Cooperation with Emerald To Be Announced on September 26

The 20th CEEMAN Case Writing Competition organized in cooperation with Emerald Group Publishing received submissions from all over the world. A total number of 26 cases, written by 47 authors and co-authors from 27 institutions in 13 countries (Albania, Canada, Hungary, India, Indonesia, Kenya, Latvia, Malaysia, Romania, Singapore, Switzerland, United Arab Emirates, and Kingdom of Saudi Arabia), were submitted for the competition.

The winners of the competition, and the first and second runner-up, will be determined on the basis of the competition criteria by an international jury, consisting of Vladimir Nanut, MIB School of Management, Italy; Al Rosenbloom, Dominican University, USA; and Leif Sjoblom, IMD, Switzerland.

The shortlisted cases are:

- A Logistics Conundrum: Assistant Professor Sulagna Mukherjee, Assistant Professor M Durga Prasad and Associate professor Sudeep Kumar S, T A Pai Management Institute Manipal, India
- Albania "Which Way Forward?": Professor Vasilika Kume, Faculty of Economics, Tirana University, Albania
- Avtar I-WIN: Creating Flexi-Careers: Dr. Srividya Raghavan and Dr. Surajit Ghosh Dastidar, IMT Hyderabad, India
- Coordinating cross-sector partnerships for water provision in Malawi: Jean-François Soublière and Assistant Professor Charlotte Cloutier, HEC Montreal, Montreal, Quebec, Canada
- Cost of Employee Loyalty@Anand Finance: Dr. Nagendra V. Chowdary, Ms. Vandana Jayakumar and Mr. R. Muthukumar, Times Centre for Learning Ltd., Mumbai, India
- Dana Gas: In Search of the Right International Market: Associate Professor Syed Zamberi Ahmad, Abu Dhabi University, United Arab Emirates and Assistant Professor Abdul Rahim Abu Bakar, Prince Sultan University, Kingdom of Saudi Arabia
- Entering The Middle East Luxury Retail Sector: Prof. Dr. Roger Moser, University of St. Gallen, Switzerland and Mr. Gopalakrishnan Narayanamurthy, Indian Institute of Management Kozhikode, India
- Evans Wadongo: Bridging the Electricity Divide in Kenya: Ms. Hadiya Faheem, Freelance Consultant, Hyderabad, India
- Hyundai Motors India Limited: Positioning Towards Market Leadership: Assistant Professor Jyoti Kainth and Mr. Tanmay Mathur, Institute of Management Technology, Ghaziabad, India
- Jokowi, The Obama-style of Successful Personal Political Brand in Indonesia: Brand Extension and Beyond: Dr. Amalia E. Maulana, Bina Nusantara University, Binus Business School, Jakarta, Indonesia and Mrs. Driana Saraswati, ETNOMARK Consulting, Jakarta, Indonesia
- Marketing Reinvented At Micromax Informatics India: Assistant Professor Soma Arora, Institute of Management Technology, Ghaziabad, India and Mr. Andre Augustine, Micromax Informatics India Ltd
- Mastering the art of managing a conglomerate business empire in Myanmar: Dr. Jenson Chong-Leng Goh, SIM University, School of Business, Singapore; Mr. Manohar Sabnani, Associate Professor Gee Kwang Randolph Tan and Ms. Siew Peng Tan, SIM University, Centre for Applied Research, Singapore
- MocDoc.in: Choreographing Online Healthcare Kingdom: Assistant Professor Roma Chauhan, IILM Graduate School of Management, India
- Nuru International: Empowering Farmers to Fight Extreme Poverty: Ms. Hristina Dzharova and Associate Professor Sudheer Gupta, Beedie School of Business, Canada
- Painted Into a Corner: Managing the Virtual Sales Team at ColorPlus Industries: Ms. Monika Nadj and Dr. Zoltan Buzady, CEU Business School, Budapest, Hungary
- Real Sound Lab: Issuing a €300,000 Bond: Mr. Alexander Tarvid, University of Latvia, Riga, Latvia
- Soyuz Foods International: Small Fruit, Big Dreams A Case Study of an Emerging Market SME: Ms. Lin Fu and Ms. Katherine Grandle, Cornell University, New York, USA
- The Love-smitten Director: Workplace Romance or Sexual Harassment?: Professor June M. L. Poon, Universiti Kebangsaan Malaysia, Graduate School of Business, Bangi, Malaysia

The total CEEMAN/Emerald award prize pool is worth over 10,000 euros with 4,000 euros of prize money. Prizes are awarded to the overall winner and two runners-up.

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 22nd CEEMAN Annual Conference in Budapest, Hungary, on 25-27 September 2014, to receive the award at the conference gala dinner on 26 September. Top-10 case authors will be provided with a 12-month free subscription to an Emerald journal or up to 100 British pounds worth of books from the Emerald book store.

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 of the case writers and their institutions.

CEEMAN Members Actively Involved in Guiding and Implementing PRME

CEEMAN and its members have been continuously contributing to PRME and the activities of the global movement for responsible management education of more than 550 business schools and universities from 80 countries from all over the world.

After handing over the chair of the PRME Steering Committee to Simon Pickard, director general of ABIS, CEEMAN President Danica Purg remains a member of the new troika system that consists of the past, current, and future chair of the PRME Steering Committee.

Following the decision of the PRME Steering Committee at its meeting in Gothenburg, Sweden, in January 2014, a new body – the PRME Advisory Committee – was established to provide strategic advice and guidance to the PRME Secretariat and PRME Steering Committee on matters of importance to the PRME community. CEEMAN was invited to nominate individuals from its members who are highly committed to PRME, and willing and able to advance the mission of PRME and Global Compact. This position is honorary and unpaid.

CEEMAN is glad that two members of the Advisory Committee come from CEEMAN member schools: Carole Parkes from Aston Business School and Alec Wersun from Glasgow Caledonian University (IMTA Business in Society track alumnus 2013), both from the UK. They are both active members of the PRME Anti-Poverty Working Group, which has been actively supported by CEEMAN.

At the first meeting of the PRME Champions Group, held on 1-3 July in New York, USA, CEEMAN was represented by six member schools (Hanken School of Economics, Finland; Pforzheim University Business School, Germany; IEDC-Bled School of Management, Slovenia; Sabanci University, Turkey; Aston Business School, and Glasgow Caledonian University, UK).

The meeting included discussions of community building among PRME Champions and next steps and projects, building links with Global Compact

companies and global, local, and bilateral collaboration, as well as understanding the potential contribution of PRME/HEIs to the UN Post-2015 Development Agenda.

CEEMAN members actively participated in forming the further goals of PRME Champions pilot project and trying to rewrite the mission statement. Research agenda is very high on the "to do list" but the same effort will also be given to PRME Champions collaboration with business - GC (finding synergies) and trying to engage the students of the business schools. The PRME Champions is a pilot project, started in September 2013 and ending in a year from now, with all the 31 member schools determined to meet the goals and hopefully to path the way for the vision of responsible management education worldwide.

Management Research and Teaching on Poverty

PRME Anti-Poverty Working Group's Conference in Nicaragua and New Initiatives

On 28-30 July the PRME Anti-Poverty Working Group and INCAE co-organized the international conference "Leveraging Innovative and Cross-Country Learning for Poverty Reduction: Climbing the Economic Ladder – Examples from and for Nicaragua". The event took place in in Managua, Nicaragua.

The event gathered around 40 participants from 13 countries in the Americas, Europe, and India. It provided a unique opportunity to combine academic, research-based discussion with experiential learning taking place through a field visit of "Centrolac" - a milk processing company, and "Coopa" - a milk producers' cooperative. The day-long field-visit experience enabled conference participants to discuss and learn from the real-life context and the related challenges in fighting poverty in rural areas of Nicaragua. At the same time, the company representative and the cooperative members got an opportunity to benefit from interaction with management scholars from different parts of the world, and from their reflections on the two introductory sessions that focused on a broader socio-economic context and issues in Nicaragua and other part of the world.

Poverty eradication as a responsibility of business and its implications for business curriculum and strategy was the topic of the conference





INCAE, conference host and co-organizer

According to the feedback received from Jonas Haertle "grounding the work of the PRME working group in the local context is an important step and you (PRME Anti-Poverty Working Group) have done a pioneering step which should serve as an example for other working groups".

An integral part of the event was the presentation of the PRME [Anti-Corruption Working Group's Toolkit](#), which Milenko Gudić made on behalf of the PRME Secretariat and the Anti-Corruption Working Group, who both supported the conference in Managua also through the Siemens Integrity Initiative. The discussion that followed indicated how closely poverty and corruption are interrelated, and how important it is to encourage further discussion within PRME beyond its individual groups and other organizational forms.

The first PRME research conference will follow the above-mentioned lines. Organized in conjunction with the PRME Regional Chapter DACH (German speaking countries of Europe), it will be held on 30 October in Chur, Switzerland. The PRME Anti-Poverty Working Group has prepared and organized two sessions for this event. One is focused on research ("Advancing the Discussion on Responsible Management, Sustainable Development, and Poverty Alleviation"). The other one focuses on teaching ("Creating Student Experiences that Integrate Poverty with Responsible Management"). The sessions will be chaired by AI Rosenbloom, Dominican University), Carole Parkes (Aston Business School) and Milenko Gudić (IMTA, CEEMAN).

The same team, in collaboration with Kozminski University, prepared a track proposal on "Uncertainty, Poverty and Responsible Management Education", for the [EURAM 2015 Annual Conference](#), which Kozminski University will co-organize and host on 17-20 June in Warsaw, Poland.

Another big event related to poverty and management education research will be the interna-

tional conference on "Fighting Poverty Through Management Education to Promote Growth, Health, Employment", which ASFOR, CEEMAN, Bocconi SDA, and two other Italian business schools will organize on 14-16 October at EXPO 2015 in Milan, Italy.

Following the interest expressed by two major international publishers, the PRME Anti-Poverty Working Group is considering new publications on fighting poverty through management education that could integrate some of the research presented in the above-mentioned conferences.

More information on the past and future activities of the PRME Anti-Poverty Working Group is provided in the recordings of the PRME webinar "Poverty Reduction - A Critical Challenge and Responsibility for Business Schools", which the PRME Secretariat hosted on 13 May:

[Nicaragua link](#)

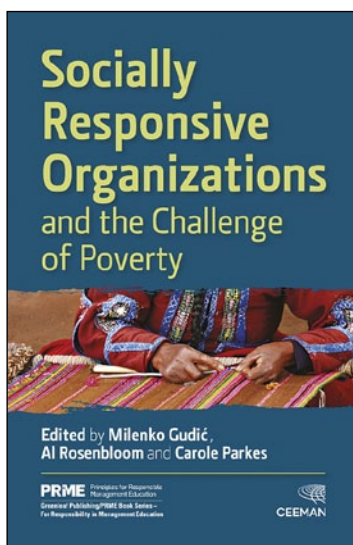
First Book on Fighting Poverty Through Management Education: Book Launch and Promotion in Managua and Philadelphia

The first in the series of two books on why and how to integrate poverty-related issues in management education was published in mid-July by Greenleaf Publishing in collaboration with CEEMAN and PRME.

The book *Socially Responsive Organizations and the Challenge of Poverty*, edited by Milenko Gudić, IMTA managing director, CEEMAN; Al Rosenbloom, Dominican University, USA; and Carole Parkes, Aston Business School, UK, was officially launched on 28 July, 2014. This was a special event held in the context of the international conference on "Leveraging Innovative and Cross-Country Learning for Poverty Reduction: Climbing the Economic Ladder – Examples from and for Nicaragua" that the PRME Anti-Poverty Working Group and INCAE co-organized on the INCAE campus Francisco de Sola in Managua.

The book was also promoted at a special event that Greenleaf organized on 3 August during the 2014 Annual Meeting of the Academy of Management held in Philadelphia, USA.

In agreement with Greenleaf Publishing, all CEEMAN members enjoy a special 20 percent discount for purchasing the book.



Socially Responsive Organizations and the Challenge of Poverty book promotion in Philadelphia, USA

The second book, *21st Century Management Education and the Challenge of Poverty*, which focuses on the question of how to integrate poverty-related issues into management education, is in progress and will be ready for publishing in the fall of 2015. It will be presented at the Fourth Global Forum for PRME in New York and the 23rd CEEMAN Annual Conference, both in September 2015, as well as at an international conference on poverty and management education that will be held in Milan, Italy at the occasion of EXPO 2015.

"The authors have created an important collection to answer the question of why business and management educators must aid the fight against poverty. In many countries, particularly those at the bottom of the economic pyramid, the commitment by companies to infrastructure development, local capacity-building, education, health, job creation, and disaster relief can be critical to advancing the national development agenda as well as helping to build new markets. Responsible corporate efforts contribute to United Nations development goals and are critical to growing sustainable and inclusive markets world-wide."

Georg Kell, executive director
UN Global Compact

"This book makes crucial ties between poverty alleviation and the many sectors and issue areas where business can play a role. From examples to actionable ideas, this book is a meaningful resource for anyone interested in how to take forward their work in sustainable and social development on."

Jonas Haertle, Head, PRME Secretariat
UN Global Compact

[Purchase the book](#)

Uncertainty and Leadership Development in Dynamically Changing Environments: CEEMAN Track Proposal for EURAM 2015

Following its mission and commitment to helping its members excel in their efforts to develop leadership capabilities in dynamically changing environments, CEEMAN has made a track proposal for the EURAM 2015 conference that Kozminski University will co-organize and host on 17-20 June, 2015, in Warsaw, Poland.

Given the general theme of the event, Uncertainty as a Great Opportunity, Milenko Gudić, IMTA managing director; Ian Sutherland, vice-dean for research at IEDC-Bled School of Management, Slovenia, and Svetlana Cicmil, director of doctoral research, Faculty of Business and Law, UWE, UK, have developed a proposal that calls for papers related to the Uncertainty, Leadership and Leadership Development Challenges in Dynamically Changing Environments. This effort was supported by more than 40 researchers and scholars, mainly from CEEMAN member institutions, who agreed to contribute as paper reviewers, discussants, and session chairs.

The track offers researchers from CEEMAN member institutions an opportunity to expose their great potential widely and present research results to a broad international research and scholar community, while creating new publishing perspectives.

Equally important is the fact that these research results will significantly contribute to a continuous dialogue and exchange of experiences on leadership development taking place among CEEMAN members, their corporate partners, and other stakeholders and their partners. This is also closely related to other activities of CEEMAN.

Track Proposal for EURAM 2015

Globalization, technological progress, structural, sectoral, institutional, demographic, sociological and psychological changes keep accelerating. They make the impact of future economic development and social change increasingly uncertain. The 2008 global crisis further amplified this. Business, environmental, and social issues have become increasingly complex and uncertain. This

creates equally complex and uncertain leadership challenges. In such a context, leadership development and the role of academia become critical.

The complexity and uncertainty also bring new opportunities, particularly if the businesses and business schools support their responses with innovation, creativity, and entrepreneurship.

Dynamic and transitional societies have successfully dealt with the specific challenges of the unprecedented economic restructuring and social change. They have demonstrated their capacity to turn challenges into opportunities. Today, on the move from transition to transformation, the lessons learned in the past are important, but not sufficient.

Achieving and sustaining competitiveness goes hand in hand with the environmental and social responsibility of all actors involved. This calls for a new role of business in society, sustainable development, and responsible leadership. Consequently, business schools must play a new role. They must become responsible change agents, exploring new ways of developing leaders for the future that we want.

The proposed topic calls for contributions that are related to a better understanding of:

- *the new business and leadership development challenges resulting from complexity, uncertainty and specific economic, social, cultural and historic contexts in different dynamic societies in Europe and around the globe*
- *the role that businesses, business schools and other stakeholders could and should play in developing appropriate managerial, leadership, and entrepreneurial talent.*

Conceptual, empirical, and focused research papers that advance our understanding of the role of leadership in complex, uncertain and culturally specific transformational environments are welcome. Additionally, papers that link responsible management education and pedagogy with the knowledge, skills, attitudes and actions needed by future leaders are encouraged, particularly when demonstrating how evidence-based leadership practices result from innovative pedagogy.

The overall goal of the topic is to solicit papers that will enable an open, critical, and multi-perspective dialogue and debate, contributing to the creation of a new intellectual, research, educational, and institutional agenda that would enable businesses, business schools, and other stakeholders to turn uncertainty, and the related leadership and leadership development challenges, into new opportunities.

Employment Prospects for Companies and ALBA Graduates at the 22nd Career Forum

ALBA Graduate Business School continues its successful organization of career events with the 22nd Career Forum scheduled to take place on September 16-19, 2014, at its campus in the heart of corporate Athens.

The ALBA Career Forum has proven to be a successful hiring mechanism as well as a high-quality, high-profile event recognized by many companies. The event gives employers access to a pool of high-caliber students, and at the same time provides a competitive advantage to graduates by giving them the opportunity to interact with leading companies and explore employment possibilities through an organized and effective process.

An integral part of the Career Forum is the second Career Day, offering job opportunities to ALBA graduates in young fast-growing businesses. This initiative is co-organized by the Career & Alumni Office and the ALBA Hub for Enterprise and Development (AHEAD).

The Career Forum is the pinnacle of the Career & Alumni Office's activities. Throughout the year, it is close to students, committed to supporting them in their job search and providing a wide range of services so as to assist them in their career planning and development.



Business unusual
at The American College of Greece

"Let Me Introduce Me" Creativity Competition

ALBA Graduate Business School announced the final results for the "Let Me Introduce Me" competition and rewarded creativity by offering one full and two partial scholarships of 50% for the programs MSc in Marketing, MSc in Entrepreneurship and MSc in International Business and Management.

For the third consecutive year, participants were challenged to present themselves in the most creative and innovative way to impress the assessment committee, which consisted of ALBA professors and experts from media and advertising companies.

The ALBA MBA Introduces "Management Acts: A Theatrical Integration"

This course is an outcome of our courageous decision to "break the mold" in traditional MBA education by introducing an artistic lens to the ALBA MBA. Whereas the scientific model of MBA education has emphasized episteme and *techne* (knowledge and practical tools), several management scholars have urged for a humanistic second Renaissance in management education focused on *phronesis* (practical wisdom) and on insights drawn from the humanities and the arts. This course is one of our answers to these calls. ALBA is one of the first business schools in the world to offer such a course and the only one that has incorporated it as a capstone course in the MBA curriculum.

In recent years, the world has painfully rediscovered that business has a far-reaching impact on society, on a global scale. Everyday decisions necessarily entail value judgments and ethical choices, even when these are not apparent to the decision maker. Therefore, the requirement for developing responsible leaders goes far beyond a course in ethics, sustainability or corporate social responsibility. Leaders need an experiential appreciation of the dilemmas that they have to come to terms with. They must cultivate authentic behaviors in response.

We have envisioned this course to be a unique platform that brings together lessons from several MBA courses (such as Leadership Development, Creativity & Innovation, Business Ethics, Managing & Leading people, Strategic Management, Entrepreneurship, Corporate Finance, Leading & Managing Change, and Psychoanalyzing Organizations) in a final act of managerial dilemmas, struggles, revelations, insights, and key decisions. We utilize theater as a vehicle to help our students build self-awareness and leadership efficacy and offer them a fresh, out-of-the box, lateral view of managerial roles and challenges.

EBS Universität: New Bachelor's Dual Degree Program

German EBS Business School continues to expand its global network of dual-degree programs. Starting in 2015, in addition to their degree from EBS, our students will have the opportunity to obtain a complementary degree from Kozminski University in Warsaw. This is EBS's first dual degree program in Poland, Germany's largest and most important eastern neighbor.

Founded in 1993, the private Kozminski University is an international business school and the only one in Central Europe that has achieved a triple accreditation (EQUIS, AACSB, AMBA). As at EBS, the program is taught in English, but students also complete a Polish language course lasting at least two semesters.

To obtain a dual degree, EBS students on the Bachelor in General Management program (International Business Studies track) spend the second half of their studies at the international partner university. Conversely, students at Kozminski University have the opportunity to spend three semesters at EBS to earn an additional degree in Germany. Close coordination of courses at both business schools ensures that the overall duration of study is not extended.

Through the new dual-degree partnership with Kozminski University, EBS Business School is now able to offer 12 dual-degree arrangements to students on its undergraduate programs. In addition to the Bachelor's dual degree (International Business Studies), the partnership with Kozminski University also includes exchange opportunities for students on Bachelor's, Master's, and MBA programs at EBS Business School, as well as for students at EBS Law School. EBS currently has partnership agreements with five universities in the neighboring country of Poland.

Developing Intercultural Competence

International dual-degree programs at EBS not only deliver academic content but also focus strongly on strengthening intercultural competence. Besides gaining a better appreciation of cultural differences, this also includes adopting and adapting new teaching concepts and methods, acquiring language skills and, ideally, professional work experience through international internships. The extended stay abroad (three semesters) enables students to gain a deeper understanding of language and culture, and at the same time promotes an open mind, flexibility, and tolerance, thus laying the foundation for an international career.

New Book from EMAS Business School

The publishing house of EMAS Business School has issued an electronic book by Andrey Kolyada: *Effective Tools for Strategic Analysis: How to Make the Right Decisions on a Company's Strategy*.

The book is devoted to a very topical issue in modern Russian business. It presents practical tools for a strategic analysis of markets and companies. This enables top executives to make right strategic decisions on their companies' corporate strategies.

Currently, the majority of managers are in a situation of uncertainty. From their point of view, the market is very turbulent, volatile and, thus, unpredictable. At the same time, they are facing a slowdown in their businesses and a significant increase in competition. In such circumstances, the top managers are at a loss – they do not know what strategic decisions should be taken on the strategy of their enterprises and on

what kind of information they must be based. Therefore, the majority of managers are reacting passively to changes in the market, rather than actively outpacing it. They are being reactive rather than proactive. This approach has a negative impact on the financial performance of the company and its strategic perspectives in the market. Andrey Kolyada's book provides a comprehensive set of tools for a strategic analysis that solves these problems and facilitates strategic decisions. All the tools were developed and tested within real consulting projects in the Russian market.

The book is designed for managers, business owners, and people who aspire for a career move and want to take a managerial position. It is suitable as a textbook for students on MBA and Executive MBA programs, as well as on specialized programs in the field of strategic management and marketing.

Andrey Kolyada is rector of EMAS Business School. EMAS Business School is a Russian-Belarusian business school with campuses in Nizhniy Novgorod (Russia) and Minsk (Belarus).

The book can be bought at [EMAS website](#).

Contact information:

Tel.: +7 831 291 59 30

Mob.: +7 930 810 02 81

Email: nn@emasrussia.ru

www.emasrussia.ru



ESMT News: BTM Conference 2014

A large number of European companies are now operating in China. They have changed their strategies to adjust to the demands of the Chinese market. At the same time, Chinese companies have started to play a role in Europe. However, both business landscapes have complex political and economic environments, and hence they present unique challenges for those who want to profit from them.

An international conference on "Cooperation or Competition: Business Relationships Between China and Europe", will take place on October 17-18, 2014, at the ESMT campus in Berlin. The conference will give an opportunity to Chinese and European executives who are active in one or both of these regions to engage with each other, share experiences, and debate major issues concerning Chinese-European cooperation, such as bringing technology to market.

Renowned experts on China, leading chief executive officers, seasoned business executives, and foremost academics in the field of strategy will analyze the pros and cons of Chinese-European business relationships. The analyses will be presented in keynote speeches, panel discussions, and current business cases. A special focus will be placed on the potential and challenges of Chinese-European cooperation at present.

For more information on how to register for the conference, visit www.esmt.org/BTM-Conference.

ESMT Knowledge Platform

ESMT recently launched a new micro-site ESMT Knowledge: a platform for practice-oriented insights from ESMT's research and teaching. It features a range of articles on current research from faculty members, along with a wide selection of interviews and videos with ESMT teaching staff. Users can search by topic or industry, on topics such as banking and finance, entrepreneurship and innovation, leadership, and corporate responsibility and ethics, among others. For more information, visit knowledge.esmt.org.

European University Celebrates Commencement 2014

In June this year, we saw almost 300 members of the European University community make that all-important transition from students to alumni. Dr. Craen congratulated the graduating students and expressed his thanks to all parents, partners, and other family members for their ongoing support during the students' careers at European University.

Barcelona

On Saturday, June 14, 116 students celebrated the culmination of their studies at the European University Barcelona commencement ceremony. The bright sunshine and great excitement gave the event a truly joyous atmosphere.

Alistair Charles, MBA Director at EU Barcelona and the event's master of ceremonies, opened the proceedings at the Hotel Pullman Barcelona Skipper, before Dr. Marc Guerrero, EU professor and vice-president of the Alliance of Liberals and Democrats for Europe party, gave a commencement address, emphasizing the importance of European cooperation.

The ceremony concluded with student speeches and a short closing address by Dr. Craen. Student Board President Nikita Olkhovskiy and representative Mathieu Serres gave rousing speeches, in which they looked back fondly at a period of hard work, learning, good fun, and friendship.

Munich

On Friday, June 20, at the Bayerischer Hof hotel, over 100 graduates, representing over 50 different nationalities, were recognized for their achievements. They received rapturous applause from friends and family in the audience.

Dean Sascha Liebhardt took his annual role as master of ceremonies and introduced the keynote speaker - former president of Switzerland Dr Adolf Ogi. He walked the students through their future roles, which in his view involve leadership and responsibility.

The highlight of the evening was Albanian student Ermir Shkurti's inspiring valedictorian speech. He also demonstrated a great grasp on his generation's attitudes and lifestyles by concluding the speech with a selfie, with the audience behind him.

Geneva

On Wednesday, June 25, the class of 2014 gathered at the President Wilson hotel in Geneva. Guests accompanying the students and their families included former president of Switzerland Adolf Ogi, former Iranian diplomat Ardeshir Zahedi, and Director of the Montreux Jazz Festival Mathieu Jaton.

Dr. Adolf Ogi spoke at the ceremony. In his speech, he exalted the power of education and the role that it plays in a prosperous society. He shared with the graduating class his thoughts on the obligation of the younger generation to lead with responsibility and respect, while applying core values to everything that they do.

Dr. Craen captured the importance of this day with his ship analogy. Until now, the students have been passengers, being steered on the ship of society. Now with their degrees, education, and skills, they have joined the ranks and are the new leaders of tomorrow, responsible for navigating the unpredictable seas of the future.

Thoughts on the School of the Future: White Paper by Grenoble Ecole de Management

Grenoble Ecole de Management has published a white paper on the *School of the Future* in the English language.

Disrupted by technology and market forces, business education is facing a revolution. From MOOCs to Serious Games, the teaching methods of tomorrow are being tested today. Our new white Paper *Thoughts on the School of the Future* puts forth an ambitious vision of the future. Uniting the teaching methods of today with the technological advances of tomorrow is at the heart of this outlook. This is a challenge solidly built on the belief that this revolution is an opportunity to bring teaching back into the heart of business education.

The following six key themes are addressed in the white paper

- **Teaching:** Technology is only a means to an end: personalized education. The teaching methods of tomorrow will be built on a myriad of innovative tools.
- **Studying:** The Internet has brought a wealth of information to our fingertips. The crucial skill of the future will be knowing how to find, analyze, and use the *right* information.

European University Commencement



- **Working:** Innovative professors will lead us to the future of teaching. Expert technical support teams will be the foundation upon which this evolution is built.
- **Living:** The Internet, distance-learning, and wireless networks have revolutionized the on-campus experience.
- **Researching:** Innovative research holds the keys to the teaching methods of the future and is a crucial part of our evolution.
- **Recruiting:** As the age of the linear career path comes to an end, education becomes a lifelong necessity. Higher education's link to the business world must be a two-way street to promote opportunities to renew skills throughout a career.
- **Discover the conclusions, observations, and thoughts of corporate leaders, journalists, researchers, and Jean-François Fiorina, associate dean at Grenoble Ecole de Management.**

The white paper is available online:

<http://bit.ly/1ueQ4nW>

or at

<http://www.grenoble-em.com>

Glasgow Caledonian University Wins Prestigious Business Award for Social Business Delivering International Healthcare

Glasgow Caledonian University (GCU) is the first university to win the Unilever International Award in recognition of its work with the the Grameen Caledonian College of Nursing (GCCN). The University won the award in the small business category at the Business in the Community's (BITC's) Responsible Business gala dinner, held in London's Royal Albert Hall on Tuesday, July 8, 2014.

The Unilever International Award, supported by Business Fights Poverty, recognizes businesses that demonstrate positive impact against one or more of the United Nation's Millennium Development Goals - targets designed to promote education, improve healthcare, and reduce child poverty. GCU was recognized for its work with the Grameen Healthcare Trust in co-founding GCCN.

Keith Weed, chief marketing and communications officer of Unilever, who chaired the judging panel, said: *"The College is run with passion, belief and complete understanding of the cultural context. It is transforming the nursing industry in Bangladesh and at the same time adding social value to women. We had the pleasure of meeting Bristy Rokeya Akter, a GCCN student who personified the impact of this program".*

GCCN Principal Professor Frank Crossan, Glasgow School for Business and Society Executive Dean Professor John Wilson, and GCCN student Satu



Mondal joined HRH the Prince of Wales, the Duke of Cambridge and Prince Harry, as well as 1400 business leaders, for the ceremony.

GCCN was established in 2010 in Dhaka, Bangladesh to provide disadvantaged young women with access to international-standard nursing education and clinical practice, in the process raising the status of the profession in Bangladesh and providing opportunities, as well as education and leadership training, to women from impoverished backgrounds across the country.

GCU Principal and Vice-Chancellor Professor Pamela Gilles, said: *"GCU is very proud of this College for disadvantaged young women of Bangladesh, based on an innovative, sustainable social business model in partnership with the Grameen Healthcare Trust".*

"It is having a real impact on poverty, health, and the empowerment of women in rural communities. It demonstrates what can be achieved when the determination and foresight of a nobel laureate, GCU's Chancellor Professor Muhammad Yunus, is supported by the professional excellence of local and international college staff".

Business in the Community's (BITC's) Responsible Business Awards celebrate the outstanding achievements of companies tackling key social and environmental challenges. There were two winners in the Unilever International Award category, with pharmaceutical firm GlaxoSmithKline taking the large company section of the prize.

The 2014 winners were selected from a group of more than 150 leading companies recognized for demonstrating commitment and achievement in responsible business and for demonstrating that making a positive difference in society can also be a key driver for business performance.

Stephen Howard, chief executive of Business in the Community, said: *"Responsible Business Award winners have demonstrated innovation to drive positive change in our communities. I congratulate Glasgow Caledonian University for playing its part to build a new contract between business and society and a more sustainable future for us all."*

Projects like the Grameen Caledonian College of Nursing exemplify Glasgow Caledonian University's mission to work for the common good and reinforces its commitment to the United Nations Principles of Responsible Management Education (PRME).

For more information and a short video, please click on <http://www.gcu.ac.uk/gsbs/newsevents/news/article.php?id=92322>

To learn more, please contact Dr. Alec Wersun, a.wersun@gcu.ac.uk

Learning from East Germany's Transformation: HHL Leipzig Graduate School of Management Summer Program on EU Enlargement

Twelve students from Australia, Iceland, and the USA attended the HHL Summer Program from June 30 to July 12, 2014. The HHL Summer Program has been held 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. Most of the participants came from HHL partner universities, such as the University of Chicago Booth School of Business and the University of Louisville (both in the USA), Reykjavik University (Iceland) or the University of Adelaide (Australia).

The participants of the Summer Program learned about cultural differences in the individual EU member states in addition to the economics and business administration-related content taught by HHL and the Prague University of Economics. In addition to the comparison of Porsche Leipzig and Skoda Prague, the participants of the HHL Summer Program also attended lectures by the German Federal Bank and the Czech National Bank on the effects of the financial crisis on the European Union. The various framework conditions for founding companies in both countries as well as the planned free-trade agreement between the EU and the USA were part of the HHL Summer Program curriculum.

www.hhl.de/summer

Summer Program



HHL Forum 2014: Markets and Morals

Markets and competition are the basis of our wealth and well-being. Yet, according to public opinion, there are countless grievances which are attributed to the market economic system, such as the growing inequality and the prevalence of exploitation or other scandals. Indeed, the relationship between markets and morals is tension-filled.

HHL and the Wittenberg Centre for Global Ethics will cooperate to shed light on this challenging topic at this year's HHL Forum, "Re-thinking Leadership". It will take place under the headline of "Markets and Morals" on November 19 and 20, 2014, in Leipzig (Germany).

We invite you to discuss the moral quality of the market economy and the requisite conditions therefore, alongside representatives from business, academia, and civil society, including Prof. Gerhard Casper, Prof. Karl Homann, Prof. Wolfgang Huber, Prof. Ulrich Lehner, Prof. Jürgen Strube, and Steve Young.

www.hhl.de/hhl-forum

HHL Corporate Governance Expert Christian Strenger Wins Prestigious ICGN Award

The ICGN, an investor-led organization of governance professionals with members representing assets under management in excess of 18 trillion US dollars, gave a Life-Time Achievement Award to Christian Strenger, academic director of the Center for Corporate Governance at HHL Leipzig Graduate School of Management and member of numerous supervisory boards (including DeAWM Investment GmbH), at its annual conference in Amsterdam.

Mr. Strenger has a long and accomplished career as an asset manager and investment banker and is a strong advocate of good governance. He has been a member of the government commission "German Corporate Governance Code" since its establishment in 2001 and is the first German to receive this prestigious award.

Christian Strenger



Knowledge Transfer in Cooperation with BCG

In the latest publication *Invest Wisely, Divest Strategically* created in cooperation with the Boston Consulting Group (BCG), HHL Finance Professor Bernhard Schwetzler and former Research Associate Dr. Christin Rudolph examined an extensively debated corporate finance topic, drawing on recent publications of the two researchers in two renowned international journals: *Journal of Banking and Finance* and *Journal of Corporate Finance*. Together with Dr. Jens Kengelbach, BCG partner, leader of the German M&A team and member of the global corporate development leadership team, and Dr. Hady Farag, member of the corporate development leadership team and the corporate finance task force, they examined the drivers of the so-called "conglomerate discount" (the lower value of diversified companies in comparison to their individual components). From a practical perspective, they explored strategic approaches that diversified companies can take to improve their market valuation, particularly focusing on optimizing the internal capital allocation. "We are especially happy that our study quickly entered the top-ten of the most read BCG publications, underlining the importance of our results for practice", says Dr. Kengelbach. The report can be found at <http://www.bcgperspectives.com>.

IAB Becomes Almaty Management University and Outlines New Aims

This year the International Academy of Business has been awarded the status of a university and is now known as Almaty Management University (ALMU). Behind the name change are substantial structural developments within the university, with the necessary toolkit and capacities being worked out to meet new regional and global goals, such as entering the top-200 business schools of the world.

One of ALMU's biggest tasks is to help train knowledgeable entrepreneurs with a sharp focus on assisting the Kazakh emerging market in growing and expanding.

"Our new and current aim is to become a leader among universities of the Eurasian Economic Union in seven areas. We intend to become a world-class entrepreneurial university for emerging markets. We know that all currently existing entrepreneurship-centric universities are situated in developed economies. This will be harder for us to achieve because we will be pioneers, but it will be a very interesting process for us. Secondly, we plan to create, implement and disseminate a knowledge management system."

The President of ALMU says that focusing on innovative management will also help the university become the principal engine driving growth in the Eurasian Economic Union (a treaty between Belarus, Kazakhstan, and Russia). Innovative management will be based on the operations of



Opening of School of Law at ALMU University

a new business incubator and a venture capital fund.

"We develop business management, nonprofit sector management, public sector management, and research management. These are our four key competences. But we feel that we should give greater impetus to public sector management and make it better connected with civil society. So, we need to strengthen civil society institutions".

The remaining four focus areas include building a more socially responsible university, ensuring advanced IT and distance-learning education, finding most impactful ways to improve Almaty's economy, and providing top business research and management consultancy in the Eurasian Economic Union.

The university plans to open the following schools in 2014-2015: School of Public Policy (BSc, MA, PhD); Business School (MBA, DBA); School of Accounting, Finance and Management (BSc, MA, PhD); Law School (LLB, LLM, JD); School of Humanities and Social Sciences (BSc, MA, PhD); School of Education (MA, PhD). The second level of development, in 2015-2019, should include a School of Computer Sciences and Electrical Technology (BSc, MS, PhD) and a School of Art and Media Management (BSc, MA, PhD).

In the next development stage, spanning a period from 2015 to 2019, another two schools will be set up: a School of Computer Sciences and Electric Engineering (BSc, MS, PhD) and a School of Art and Media Management (BSc, MA, PhD).

By adding the word "Almaty" to its name, ALMU wants to foster a close link with the city where the university was established in 1988. With this new name, the university appreciates its provenance and pays tribute to the city where it was created.

Graduation ceremony 2014 for Undergraduates and Masters



Brushing Up Skills at IEDC Case Study Competitions

On September 16-17, 2014, the winning teams of the national Case Study Competitions from Slovenia, Croatia, Macedonia, Romania, and Serbia will compete at the Global Case Study Competition in Bled.

Initially launched by the IEDC Alumni Club Croatia, the Case Study Competition has been running since 2007. In 2012 it was taken global. Today, it remains a refreshing, stimulating, and dynamic two-day contest, consisting of a case study analysis and presentations of solutions, developed by teams of talented managers of specific companies.

In the fall of this year, five teams - Si.mobil (Slovenia), Franck (Croatia), Stopanska Banka (Macedonia), Coca-Cola BHC (Romania), and Saga Belgrade (Serbia) – will compete for the award of a two-day tailor-made seminar at IEDC-Bled School of Management.

Young Bled Strategic Forum: the Team from the [University of St Gallen](#), Switzerland won the international case competition

[Young Bled Strategic Forum](#) opened on August 27, with the young professionals' case study competition (CSC), taking place at IEDC-Bled School of Management. Seven international teams competed in solving a case focused on Slovene forests and presented their solutions to the jury presided by Dr. Peter Kraljič.

Mr. Alain Brian Bergant, Secretary General of the Bled Strategic Forum (BSF), explained that over one hundred teams applied to compete in CSC, among which seven were selected: from India, China, Japan, Denmark, Switzerland, Slovenia and an international one composed by MBA students from IEDC-Bled School of Management, mentored by Prof. Jim Ellert.

Receiving the case file on Wednesday, August 27, the teams had 40 hours to examine and analyze the case and prepare strategic reports. Presentations were held on Friday, August 29, when the jury decided that the best case solution was presented by the HSG team, from the University of St Gallen, Switzerland.

Apart from sharing the prize of €2,500, the winning team had the opportunity to present its solution to businessmen, ministers, and other participants of BSF, on Tuesday, September 2, 2014. Congratulations to the winners!

IEDC YBSF celebrating



IMISP: Jubilee of the First Business School in St. Petersburg



IMISP team. Corporate trip on the Baltic Gulf (June, 2014)

The International Management Institute of St. Petersburg (IMISP) celebrates its 25th anniversary.



Dr. Sergei Mordovin, IMISP rector (June, 2014)

whereas its Project Management Programs portfolio is certified by the Project Management Institute (PMI) in the USA.

IMISP is the first and only business school in Russia to have earned the International Quality Accreditation (IQA). Dr. Sergei Mordovin, IMISP rector, received a CEEMAN Champions Award in 2013.

This year, IMISP is preparing for its anniversary by setting up a number of activities for different audiences.

The first business school to be founded in St. Petersburg (prior to 1991 – Leningrad) and one of the first on the territory of the former Soviet Union, the Institute was established as a joint venture between Leningrad State University (USSR) and Università Commerciale Luigi Bocconi (Italy). The agreement on the creation of IMISP was signed in Milan on July 20, 1989.

MISP nowadays is one of the leaders in Russian business education, an independent private school with 1000 alumni annually. Its MBA/ Executive MBA portfolio is accredited by AMBA

Valery Fedotov, IMISP MBA alumni, with IMISP corporate symbols, at the top of Kilimanjaro (Tanzania, Africa, March 2014)



Symposium on Goal-Setting Wins Academy of Management Award



Ying Zhang

A symposium co-ordinated by Dr Michaela Schippers, associate professor of Leadership and Management at Rotterdam School of Management (RSM), Erasmus University, has been judged "Best Symposium" by the Management Education and Development Division (MED) of the Academy of Management for its significant contribution to management education and development.

The symposium was presented by Dr. Schippers and her colleagues at the 74th Annual Meeting of the Academy of Management in Philadelphia, USA, in August, 2014. Entitled "Writing About Goals Enhances Academic Performance and Aids Personal Development", it examined how goal-setting contributes to students' academic performance and how it can be induced. It also analysed the question of whether writing goals out and committing them to paper makes them easier to achieve. The symposium also explored how goal-setting relates to academic performance and personal development. The symposium was announced as a showcase symposium by AOM's Organizational Behavior division.

Contributing to the award-winning symposium alongside Dr. Schippers were Dr. Ad Scheepers, policy advisor from RSM, Dominique Morisano from the Centre for Addiction and Mental Health at the University of Toronto - a renowned American psychologist and a pioneer in goal-setting theory, Prof. Edwin A. Locke from the University of Maryland, who chaired the sym-

posium, Jordan Peterson from the University of Toronto, who designed the goal-setting exercise, as well as Cheryl Travers, Alistair Cheyne, and Raymond Randall from Loughborough University.

Dr Ying Zhang Appointed Associate Dean for China Business and Relations

Dr Ying Zhang has been appointed associate dean for China Business and Relations at RSM. She will be responsible for maintaining and developing RSM's relationships with Chinese businesses and academic institutions from 1 June.

Dr Zhang believes that the highly-ranked education and academic research from RSM could be an important contributor to China and China-relevant business, which in turn can also contribute back to the school. *"RSM could definitely receive more identity and acknowledgement in the Great China market – and that includes mainland China, Hong Kong, Macao, and Taiwan"*, she commented.

"I would like to be an effective communicator and broker between China and RSM by promoting our great expertise to Chinese businesses and academic institutions, and also to organizations originally from Great China that have invested in Europe, and by bringing the resource and market back to RSM".

Dr Zhang hopes to use her academic role to help RSM build on the solid relationship between East and West, and between industry and academia. *"The business and relationships I intend to develop for RSM will therefore be mutually beneficial for all stakeholders involved"*, she said.

RSM Dean Steef van de Velde commented on this nomination: *"China is an important market for RSM. We are part of the Alliance of Chinese and European business schools (ACE), which focuses on academic excellence and the synergy between research and education in order to better prepare the next generation of executives. This nomination confirms our intention to explore opportunities in China"*.



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■ **22nd CEEMAN Annual Conference**
25-27 September 2014
Budapest, Hungary

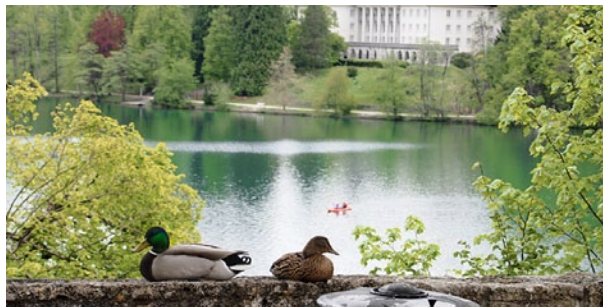
■ **PMS – Program Management Seminar**
15-17 April 2015
Bled, Slovenia

■ **IMTA – International Management Teachers Academy**
7-19 June 2015
Bled, Slovenia



CEEMAN

Prešernova 33
4260 Bled
Slovenia
t +386 4 57 92 505
f +386 4 57 92 501
info@ceeman.org
www.ceeman.org



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Milenko Gudić,
Michael Minkov,
Maja Medja Vidic
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