

CEEMAN^{news}



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A New Type of Collaboration Between Various Players – Interview with Nikos Koumettis

CEEMAN IQA Accreditation News and Updates

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A Word from President of CEEMAN



Dear friends and colleagues,

Relevance of management education for the society at large has been in the focus of CEEMAN for a long time, but recently this topic has gained even greater prominence. What is the role of business schools? I am sure that there are many answers to this question but surely relevance is a key issue in all of them. Business schools need to follow quality standards that reflect international best practices as well as be relevant to their local environments.

We are very proud that the CEEMAN International Quality Accreditation (IQA) has been accepted as an affiliate member of the European Association for Quality Assurance in Higher Education (ENQA). This proves that CEEMAN IQA is an accreditation standard of the highest quality.

At the Gaidar Forum in Moscow in January, I participated in the panel entitled "Does Business Really Need Socially Responsible Managers?" Management education institutions have a big role in shaping the managers of today. CEEMAN has been supporting and promoting the Principles for Responsible Management Education (PRME) because we believe in developing educational, research, and business leaders, who demonstrate high professional performance as well as ethical behavior, understand the role of business in society, and take responsibility for achieving sustainable development and a better future for societies at large.

We are also happy to report on the progress of CEEMAN's research on "Management and Leadership Development Needs in Dynamically Changing Societies". The ultimate aim of this study is to make educational offerings more relevant to the needs of business.

Mr. Nikos Koumettis, CEEMAN board member, has experience in both academia and business. We are happy that he has shared his views on the topic of business education and business needs in an interview in this edition of CEEMAN News.

Our annual conference host, the School of Management of Zhejiang University, and the

pre-conference workshop hosts, ITTN China and Chengdu Government, are preparing exciting programs that will enable participants to discuss the topics of supporting innovations through management education and the topic of entrepreneurship. Save the date to be there with us. Registration will open soon!

Last but not least, we are very excited to welcome yet another great group of more than 30 program managers and directors at the Program Management Seminar in April, and young faculty at the International Management Teachers Academy (IMTA) in June in Bled. The high demand for both programs shows that professional development is high on the agenda of our members and is crucial for continuous improvement and innovation.

I hope you will enjoy reading this issue of CEEMAN News, where we proudly introduce new members of CEEMAN, and share updates on activities organized by our association, as well as news and developments from our members and partners.

I wish you a great spring!

Yours,

A handwritten signature in black ink, which appears to read "Danica Purg".

Danica Purg

A New Type of Collaboration Between Various Players



Nikos Koumettis

Interview with Nikos Koumettis by Maja Medja Vidic

In this issue of CEEMAN News we ask a few questions concerning the relationship between management education and business to Mr. Nikos Koumettis, a person who has first-hand experience in both, academia and business. He joined CEEMAN Board in 2016 and his experience, talent and leadership are sure to add greatly to its operations.

Mr. Nikos Koumettis, President of Central & Eastern Europe Business Unit for The Coca-Cola Company, based in Athens, has held top management positions at The Coca-Cola Company in Southeast Mediterranean Region, Adriatic & Balkans, Canada, and Central & Southern Europe. He has been also actively engaged in management and leadership development, most recently as Global Chairman for Franchise Leadership (Coca-Cola University) with the goal of developing global talent and succession of General Managers/BU Presidents. He serves on the Board of Trustees of the American College of Greece, as well as teaching Marketing and Leadership subjects at several higher education institutions.

Mr. Koumettis' significant experience both as a business manager and as a person passionate about management education make him a very interesting discussion partner as well a valuable source of input for the future development of CEEMAN.

Maja Medja Vidic: Mr. Koumettis, you are the president of Central and Eastern Europe business unit of the Coca-Cola Company and a board member of CEEMAN. You also have experience teaching at management schools. In your opinion, do the business schools of today meet the challenges of the unpredictable, fast changing business world?

Nikos Koumettis: The rapid pace of change in the business world doesn't undermine the need to teach foundational principles of business management and ethics. In fact, it secures their place in the curriculum. Likewise, medical stu-

dents study the fundamentals of biology despite medicine and biotechnology having significantly progressed since Hippocrates' time.

The rapid pace of change in the business world doesn't undermine the need to teach foundational principles of business management and ethics.

That said, today's consumer is leading business to places we haven't been before. Business schools would be silly if they did not constantly change their curricula to cultivate strategic thinking and foster adaptation to new and emerging technology. High-achieving business students have been and will always be those who learn to adjust their sails as the headwinds change.

MMV: The preliminary findings from the CEEMAN research suggest that the main challenges and



constants of business today are transformation and change on one side and a need for innovative business models on the other. Is this something you, too, see as a challenge? Where do you see room for improvement for business schools so as to be even more relevant for business? A new model could foster collaboration vs. individualism, real life situations vs. simulations and out-of-the-box creativity versus linear thinking.

NK: For business schools to be even more relevant for business, we need to think about the context of the society in which we're developing the next generation of leaders. What does a business management degree mean when there is 52 percent youth unemployment? Our future leaders need to graduate with a set of skills to guide them to solutions that our generation probably can't even imagine yet. So, the question becomes how business schools can foster this and stay relevant.

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In this context, MBA programs should provide opportunities for students not only to work on real-life case studies but also to develop their own start-ups and test their viability in the real world. Programs should provide connectivity with other universities, asking students to collaborate with remote teams and simulate real-life conditions. They should prepare students not only to face the real world today, but also to shape tomorrow's world.

Additionally, all institutions of higher education are facing an existential crisis around tuition, budgets, and keeping the lights on, while tech-



nology investments to stay relevant are creating a financial demand many can't keep up with. We will also need to rethink the financial structure of these schools. How do we use the start-up model to create income and profit flows back to the university while providing that real-time, hands-on experience? How do we better embrace online technology to reduce overhead costs? These questions have been around for a while, but we're still determining how best to embed them into the academic structure for the success of both the institution and its students.

Lastly, to your point about curriculum and collaboration versus individualism. I believe there's a place for both in business. One need not be subordinate to the other. They are not in conflict. In fact, in my career and my current role, I work to foster both models and seamlessly transition from one to the other, employing the skills and mindset needed to enact our vision and strategy.

MMV: As the president of Central and Eastern Europe business unit of the Coca-Cola Company, what do you think: What is the best way to rethink entrepreneurship in today's business? What should business schools keep in mind when rethinking management education in this regard?

NK: Entrepreneurship in today's business means bridging the gap between unemployment and new skills, starting with schools and universities becoming more technology and digital-savvy. This also includes the development of more golden-triangle partnerships, which bring together government, business, and civil society to address complex issues.

One example in Greece, where we have 52 percent youth unemployment, is our ReGeneration trainee program, led by the Global Shapers Athens hub and co-funded by Coca-Cola and the Hellenic Initiative. More than 85 percent of ReGeneration participants have secured full-time employment through the program, while 6,000 young people each year receive customized developmental feedback, strengthening their ability to get a job. This type of initiative is a perfect example of the power of pooling together





for-profit and not-for-profit partners. Individuals who believe they can act as change-makers and different subject matter experts, united by a vision to build a brighter future, can truly make a difference.

MMV: The main elements of CEEMAN's culture and values are the promotion of principles of responsible management education, respect for cultural diversity, setting international quality standards in management and leadership education, supporting transitional and change processes, fostering innovation, creativity, and a holistic approach to management and leadership development, and rewarding results, and impact on organizations and society at large. As a newly appointed board member of CEEMAN, how important do you think are CEEMAN's mission and values for the world today?

...development of more golden-triangle partnerships, which bring together government, business, and civil society to address complex issues.

NK: I'll refer again the foundational business principles I discussed above. The CEEMAN culture and set of values are universal and important in any business setting. In the geography I am responsible for, we believe in diversity, inclusion, trust, and speed in decision-making. We work to develop and empower our people in tune with CEEMAN's culture and values. CEEMAN manages to embody those principles while keeping nimble in today's fast-changing business world, ensuring success for the next generation of leaders.

25th CEEMAN Annual Conference Events in China



CEEMAN's central and most important annual event - the 2017 CEEMAN Deans' Annual Conference - will be hosted by School of Management, Zhejiang University.

In the past years, CEEMAN has been strengthening its links with China. Organizing the CEEMAN Annual Conference for the first time in China is an important step toward cooperation within the One-Belt-One-Road initiative.

To enable participants to learn about different contexts of China, the conference events will be organized in two important locations. The pre-conference workshop will take place in Chengdu, while the 2017 CEEMAN Deans' Annual Conference will be held in Hangzhou.

Pre-Conference Workshop in Cooperation with ITTN China and Chengdu Government

"Supporting Innovations through Management Education"

18-19 September 2017 – Chengdu



A pre-conference seminar for leaders of management development institutions organized in cooperation with Chengdu government and International Technology Transfer Network (ITTN),



a professional service organization committed to promoting International Technology Transfer and International Innovation Cooperation.

2017 CEEMAN Deans' Annual Conference in Cooperation with the School of Management, Zhejiang University

"Rethinking Entrepreneurship: Challenges for Management Education"

20-22 September 2017 – Hangzhou



浙江大学 管理学院
SCHOOL OF MANAGEMENT
ZHEJIANG UNIVERSITY

The conference will provide an opportunity to discuss latest trends, key issues, opportunities and challenges in the areas of entrepreneurship, innovation, and sustainability, and see how business and management education can better support these processes to foster more effective entrepreneurship development around the world.

CEEMAN Annual Conferences traditionally include a series of events that allow participants to get to know the business, political, and social realities of the host country (including company visits, experiential workshops, and keynote business panels), and then to discuss implications, best practices, and collaboration in the area of management development (business education keynotes, international panels, roundtable discussions, and workshops).

Several other meetings and events will take place, such as individual dean-to-dean advisory meetings, a CEEMAN IQA accreditation information session, the CEEMAN annual meeting, an award ceremony, and the annual conference gala dinner.

The information on the conference program, speakers, and logistics is continuously updated on our website: www.ceeman.org/25thconference.

Ten Years of PRME: A Decade of UN-Led Efforts to Educate Responsible Managers and Leaders for the Challenges of the 21st Century

It has been 10 years now since PRME came out as a United Nations platform to engage business schools in responsible management education.

The reason behind the initiative was simple: the world's great environmental and social challenges, such as climate change and poverty, were too serious to be ignored, especially by business. So the big question became how could business address those issues and become a force for good?

The answer came through the United Nations Global Compact group that formed the PRME initiative with a mission to promote responsibility and sustainability in business education, so as to develop a new generation of business leaders capable of managing the complex business and social challenges of the 21st century.

Therefore, at a Global Compact Leaders Summit in Geneva in 2007, six deans, university presidents and official representatives of leading business schools and academic institutions, under the sponsorship of UN General Secretary Ban Ki-moon, formed a task force for PRME and created six PRME principles that offer structural advice to academics on how to incorporate the universal values of responsibility and sustainability into curriculum and research. CEEMAN has been active in this initiative from its very beginning.

In the last 10 years, 655 business schools and institutions from 88 countries all over the world have joined PRME. An exclusive group of PRME

signatories became Champions – leaders that excel in promoting the PRME vision.

"We have invited 30 schools or institutions to the Champions league for two criteria" explains Jonas Haertle, head of PRME. *"One is shown leadership in PRME and, second, shown engagement in PRME".*

One of the Champions that has definitely shown leadership in promoting PRME principles is IEDC-Bled School of Management. It has become the first business school in Central and Eastern Europe to join the group.

"I think that IEDC-Bled School of Management is clearly a leader when it comes to business education in Central and Eastern Europe" says Jonas Haertle. *"I think that it has helped to influence the entire sector in this region".*

This is not surprising. Together with Stanford, IEDC-Bled School of Management was the first school to incorporate ethics into its curriculum of business education as a required subject already more than 25 years ago. IEDC president, Prof. Danica Purg, who is in her capacity of CEEMAN president also a member of the PRME Steering Committee, concluded the meeting with her anticipation that *"I hope that soon we shall have more PRME Champions in CEE and in the entire CEEMAN family. I feel obliged to work for this goal".*

PRME Champions meeting in Bled, Slovenia in January



Prof. Danica Purg Participates at Gaidar Forum



Gaidar Forum brings together leading Russian and foreign experts

From 12 to 14 January, the Russian Presidential Academy of National Economy and Public Administration (RANEPA) hosted the Gaidar Forum 2017: "Russia and the World: Setting Priorities".

Leading Russian and foreign experts, politicians, economists, scientists, and representatives of the business community discussed the current socioeconomic situation, sustainable development possibilities, the obstacles and motivators for economic growth, the government's priority projects, attraction of investments, Eurasian integration and relations with foreign partners, as well as healthcare, education, personnel training, and other issues.

CEEMAN's president, Prof. Danica Purg, participated in three panels. She moderated the "Business Schools in Dynamically Developing Societies: Identification of Management Models and Challenges of Eurasian Integration" panel.

Prof. Purg participated as a speaker in two panels: "How to Become Uniting Leaders within the Business-State-Society Cooperation" and "Does Business Really Need Socially Responsible Managers?"

Following the successful presentations and meetings at the forum, Prof. Purg also met with IMTA alumni on 16 September to exchange news and to inform them of the latest developments and activities of CEEMAN.

CEEMAN president, Danica Purg at the session on "Business Schools in Dynamically Developing Societies: Identification of Management Models and Challenges of Eurasian Integration" together with Natalia Evtikhieva, director general of National Board of Business Education Quality Assessment (NASDOBR) and Veselin Blagoev, vice rector of International University College of Bulgaria



Andrew Main Wilson, Chief Executive of AMBA, and Dan Leclair, Executive Vice-President of AACSB, Visit CEEMAN Headquarters

Invited by Prof. Danica Purg, President of CEEMAN and IEDC-Bled School of Management, Mr. Andrew Main Wilson, chief executive of AMBA, and Mr. Dan LeClair, executive vice-president of AACSB, visited the IEDC where also CEEMAN is headquartered. During their visit they met with IEDC faculty members and visited the premises.

AMBA and AACSB are among the most prestigious accreditations that an educational institution can receive in the field of management education.

Mr. Andrew Main Wilson, Prof. Danica Purg, and Mr. Dan LeClair on the occasion of their visit of IEDC-Bled School of Management and CEEMAN headquarters



CEEMAN Becomes an Affiliate Member of ENQA

We are pleased to announce that on 30 November 2016 the board of the European Association for Quality Assurance in Higher Education (ENQA) approved CEEMAN IQA's request to become affiliate member of ENQA.



ENQA is an umbrella organization that represents its members at the European level and internationally, especially in political decision-making processes and in co-operations with stakeholder organizations. As the largest association of quality assurance agencies committed to agreed [European standards](#), ENQA drives the development of quality assurance by representing agencies internationally, supporting them nationally, and providing them with comprehensive services and networking opportunities. ENQA promotes the enhancement of quality and the development of a quality culture in higher education.

ENQA currently connects 49 full member quality assurance agencies from 27 countries and 53 affiliate members from 31 countries.

The affiliative membership is especially important for CEEMAN IQA due to its context-driven accreditation approach and the possibility to strengthen cooperation with national accreditation agencies and explore possibilities for joint accreditation procedures in the field of management education. Because CEEMAN IQA promotes excellent management education that is responsive, relevant and responsible to the needs of the society, the affiliative membership would also allow it to become an important partner in terms of promoting responsible and relevant higher education.

For more information please visit the [ENQA website](#) where you are invited to read the [Note from the ENQA President](#) (14 December 2016), or contact CEEMAN IQA Director Dr. Alenka Braček Lalić at alenka.bracek.lalic@ceeman.org.

CEEMAN IQA Awarded to Institute of Public Administration and Entrepreneurship, Ural Federal University

We are pleased to announce that International Quality Accreditation (IQA) was awarded to the Institute of Public Administration and Entrepreneurship of Ural Federal University (IPAE UrFU), named after the first president of Russia B. N. Yeltsin). CEEMAN IQA Committee acknowledged that IPAE UrFU is a leading academic and teaching institution in the field of public administration, public relations, and entrepreneurship and management, oriented toward innovation development in the Ural Federal Region and the country in general.

Based on the accreditation process, it was recognized that IPAE UrFU maintains three main missions of higher education: knowledge creation (research), knowledge transfer (education) and service to society. IPAE UrFU is an example of good practice where these three missions are equally distributed across IPAE's activities and operations.

With regard to knowledge creation, IPAE UrFU is strong in combining academic and practice-oriented research with education. Its research activities have practical impact on teaching, and its research findings are reflected in study programs. IPAE UrFU combines a practical approach with academic quality, largely based on the research of IPAE faculty members. IPAE UrFU also serves society and provides scholarships for disabled and socially disadvantaged students.

IPAE UrFU's innovative approaches are reflected in a competitive performance evaluation system for academic staff, evaluation of new study programs by employers, social innovation projects through which students are heavily engaged with the local environment and its social challenges, double programs with Latin American institutions, programs for young scientists, several extracurricular activities for students, and career and internship support.

Based on these findings, on 9 January 2017, CEEMAN's accreditation committee awarded IPAE UrFU its International Quality Accreditation.

"CEEMAN IQA is not only acknowledgement of the excellence and relevance of our institute, but also a very powerful impulse to improve our curricula and research activities so as to develop IPAE further as an academic and scientific institution. We are sure that this new status will help us find a number of possibilities in academic mobility and double-degrees programs and programs for researchers. Of course we will also equip our students, faculty members, and staff with new skills and knowledge. CEEMAN IQA is like a new horizon provoking positive changes in our development. We deeply appreciate the contribution and input we have received from CEEMAN's IQA peer review team and CEEMAN's IQA committee for our future development as a highly regarded institution."

Dr. Alexey Kluyev
IPAE UrFU director



International
Quality
Accreditation

From left to right: Professor Anna Bagirova, deputy director for research and innovation at IPAE UrFU; Professor Alexander Yashin, deputy director for academic affairs at IPAE UrFU; Professor Marina Guzikova, deputy vice-rector for international relations; Professor Victor. A. Koksharov, IPAE UrFU rector



CEEMAN IQA Re-accreditation Awarded to Almaty Management University

International Quality Re-Accreditation was awarded to Almaty Management University (AlmaU). Based on the site visit to AlmaU in December 2016, it was recognized that AlmaU continues to hold one of the leading positions in the national market of management education. One of the reasons for this are its efforts to build a model entrepreneurial university that is a benchmark for all higher education institutions in Kazakhstan. Second, a very important pillar, which distinguishes AlmaU from other higher education institutions, is its aim to construct a University Knowledge Management system. Besides being an entrepreneurial university, driven by knowledge management, AlmaU is an active promoter of social responsibility, innovative partnership practices, and joint projects with the aim of preparing high-quality professionals for the international market.

During the site visit, the peer review team was impressed by the strong entrepreneurial culture expressed by employees, students, alumni, and other stakeholders. The mission of AlmaU and its values and organizational culture are strongly connected.

AlmaU has excellent and effective learning processes and a good mix of efficient and creative learning and teaching methods. AlmaU provides a very supportive study and extracur-

ricular environment for its students, including internships in Japan, social life and clubs, a rich international network for student exchange, and double-degree programs. Students are part of decision-making bodies and different commissions. AlmaU encourages entrepreneurial mindsets and provides a good combination of theory and practice, as well as great networking opportunities for students and staff.

AlmaU is making a significant effort to increase the academic competence of its staff for publishing in peer-reviewed journals. Relevance is the main asset of AlmaU. The university, the faculty, the students and the alumni are highly appreciated by external stakeholders. AlmaU is strongly connected with its external context.

Based on these findings, the CEEMAN Accreditation Committee awarded AlmaU the International Quality Re-Accreditation in February 2017.

"For Almaty Management University (AlmaU) CEEMAN IQA Accreditation has always been an international standard to follow, and a recognition of the relevance and advancement of the university, as well as its continuous improvement, innovation, and entrepreneurial spirit. CEEMAN IQA Re-Accreditation of a Kazakhstani university is an unprecedented event. The peer review team helped AlmaU upgrade its processes and maintain the high quality of teaching and learning. AlmaU is pursuing its mission to nurture talents for Kazakhstan's dynamic society by providing the best business education in the region, in line with its strategy and social responsibility. Taking this opportunity, we thank the CEEMAN IQA Accreditation Committee and the peer review team for the valuable feedback. AlmaU is proud to be a member of the CEEMAN family".

Professor A. Kanagatova
rector of Almaty Management University

From left to right:
Dr. Ivo Matser, ISM University of Management and Economics, Lithuania; Dr. Alenka Braček Lalić, CEEMAN and IEDC-Bled School of Management, Slovenia; Dr. Assylbek Kozhakhmetov, Almaty Management University, Kazakhstan



CEEMAN Research Participants Meet in Bled

CEEMAN research group representatives gathered in Bled on 19-20 January to present and discuss preliminary findings and future steps of the transnational research project "Management and Leadership Development Needs in Dynamically Changing Societies".

The goal of the research project is to strengthen cooperation between management schools and business by learning about current and future business challenges, developing management and leadership skills and knowledge for students and graduates of management development institutions, and discovering missing links between management education and the corporate world. In order to understand these needs, CEEMAN invited all its members to participate in the research. Currently 33 research partners representing 19 countries participate in the exploratory study and are conducting in-depth interviews with chief executive officers and human resource managers in accordance with the research protocol prepared by CEEMAN.

At the Bled meeting, CEEMAN IQA Director and Principal Research Investigator Alenka Braček Lalić, presented preliminary findings and the 19 participants discussed future activities and preparation of country and cross-country reports.

By now, interviews conducted in more than 110 companies from 13 countries from various parts of the world have revealed that the main challenges and constants in modern business are transformation and the need for innovative business models.

After the completion of the research, the findings will be presented and published in a book that will feature country-specific reports, as well as a cross-country report and recommendations on how to enhance management education relevance by bringing educational offerings in line with the needs of companies.

EU Lead4Skills Project Under Way

The EU Lead4Skills Project, based on a successful EU grant application in 2016, is well under way with first insights emerging. The project consortium consists of CEEMAN, which is the coordinating institution, RISEBA (Latvia), Estonian Business School (Estonia), International School of Business of Vilnius University (Lithuania), Kozminski University (Poland), Corvinus University (Hungary), Faculty of Economics Zagreb (Croatia), and IEDC-Bled School of Management (Slovenia). These institutions are coordinating CEEMAN's research on management development needs in their countries.

Lead4Skills

After two successful international project meetings, research partners are currently analyzing data collected during the project preparation stage, which will result in individual country reports, case studies, and a cross-country report. These findings will be later used to develop new guidelines for education in management and leadership skills.

Lead4Skills consortium representatives meet in Bled



Partners will meet at the start of April for their first joint learning and training event, where we will focus on program and education process management. Partners will gain theoretical and practical insight that will enable them to develop more in-depth guidelines.

The data, interpretations, and guidelines will be broadly applicable and instrumental for higher education institutions, entrepreneurs, and businesses.

Some interesting findings will be published as the project progresses. If you wish to follow us closely or learn more, visit our [web page](#).

Program Management Seminar 2017

CEEMAN is glad to announce that our Program Management Seminar, scheduled for 5-7 April 2017, at the IEDC-Bled School of Management, Slovenia, has already gathered an excellent group of 42 participants from 16 countries (Austria, Belgium, China, Estonia, Georgia, Germany, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Poland, Russia, South Africa, Sweden, Ukraine and Zimbabwe), but could still accommodate a few more.

The seminar will provide information, tools, and ideas about dealing with participants, faculty, ethical dilemmas, and time management. It will focus on improving your planning, marketing and delivery of programs, provide post-program activities, and explore the world of alumni relations and other areas critical for successful program management.

Distinguished and highly knowledgeable lecturers will share their knowledge and experience with program participants, including:

- Mike Page, professor of finance and management and immediate past provost and vice president for academic affairs at Bentley University, USA
- Danica Purg, president of CEEMAN and IEDC-Bled School of Management, Slovenia



**Program
Management
Seminar**



The Program Management Seminar is a great networking and experience-sharing opportunity

- Andrew Crisp, founding partner of CarringtonCrisp, United Kingdom
- Drikus Kriek, deputy dean for pedagogy and director of the PhD program at IEDC-Bled School of Management
- and others.

For more information, please visit www.ceeman.org/pms, or contact Ms. Živa Žmavc Thongvanh, CEEMAN project manager at ziva.zmavc@ceeman.org.

Practical, relevant, challenging. It is an incredible program that allows you to rethink a wide area of approaches. Thank you!

Halyna Shlapai
Kyiv School of Economics, Ukraine

"Finally, a seminar that was both exciting and relevant to my current role as a program coordinator. It makes me realize that everyone in the room experiences the same issues and it is great to learn from each other in an engaging, inclusive and positive environment".

Eva Murphy, Leeds University Business School,
United Kingdom

IMTA 2017 – Improve Your Teaching

The CEEMAN International Management Teachers Academy (IMTA), a unique faculty development program, will take place in Bled, Slovenia, on 11-22 June. The participants of the 2017 cohort will join the vast network of IMTA alumni that counts almost 600 graduates, representing 155 institutions and 49 countries.

IMTA has made a big impact on many teaching careers, the quality of educational programs, and the institutional development of business schools and universities across the world. It has created numerous successful partnerships and international cooperation projects, and many IMTA alumni now hold prominent teaching and management positions at their institutions. As IMTA faculty member Prof. Krzysztof Obloj puts it: *"IMTA is all about experimenting in a safe environment with support from mentors and colleagues, because students today can be ruthless. It is risky to test new tricks and experiment on them. I think that every teacher should devote some time every year to improve teaching materials and teaching abilities"*.

The content of the first week will focus primarily on various teaching and learning methodologies and the case method in particular (teaching with cases, case research, and case writing), developing effective teaching strategies, and assessing learning outcomes. The first week will be run by

IMTA 2016 participants





Almost 600 management educators have completed the program so far

professors Joe Pons, JB Kassarian, and Arshad Ahmad, who will work jointly in several sessions to provide complementary and reinforcing viewpoints, feedback, and interaction.

The second week will again offer a selection of disciplinary tracks, providing deeper, hands-on insight into the teaching of specific disciplines, as well as useful teaching tools and individual feedback. This year, the applicants can choose one of the following tracks:

- Business in Society (run by Tony F. Buono, professor of management and sociology and executive director of the Bentley Alliance for Ethics and Social Responsibility, USA)
- Marketing Management (run by Joe Pons, president of AXIOMA Marketing Consultants, previously marketing professor at IESE International Graduate School of Management, Spain)
- Leading Change (run by JB Kassarian, emeritus professor, IMD, Switzerland, and professor of management at Babson College, USA)
- Strategic and International Management (run by Krzysztof Obloj, professor of strategic management at the School of Management at Warsaw University and Kozminski University, Poland)



**International
Management
Teachers
Academy**



Group work and brain-storming sessions

We have also reserved time for interdisciplinary teaching, such as combined Marketing and Leadership sessions, during Week 2.

Highly interactive format and practical content is what IMTA is well known for. Also, the IMTA faculty team is available throughout each program week for additional feedback or individual coaching and advice - a luxury that no other international faculty development program offers.

CEEMAN members enjoy highly preferential fees for IMTA: 3,200 euros for the whole program, whereas the non-member fee is 5,200 euros. Accommodation in Bled is affordable and of high quality, starting from 40 euros in very nice private apartments and 75 euros in hotels, all within a short walk from the venue. The Ljubljana International airport is only a 30-minute drive from Bled. CEEMAN Office will be happy to assist the participants with further information on, and support with, logistics.

Please visit www.ceeman.org/imta or contact Maja Medja Vidic at maja.medja@ceeman.org for more information on the application process.

"Participation in IMTA program was an intense and fruitful experience for me. Great teachers made me reflect on a role of a teacher in more insightful and courageous way. I collected many practical, teaching tools and met wonderful group of smart and diverse people."

Agata Dembek
Kozminski University, Poland

Maximize Your Potential and Compete with the World's Brightest Minds from Around the World

CEEMAN and Emerald are delighted to launch the 23rd Annual Case Writing Competition. Our aim is to encourage the development of high-quality teaching case material relevant in the reality of dynamic and emerging economies and enhance the case-writing capabilities of authors from those countries.

In the spirit of a fully inclusive competition, global submissions are encouraged.



The total CEEMAN/Emerald award pool is worth over 10,000 euros, including 4,000 euros in prize money. Prizes are awarded to the winner and two runners-up, including scholarships to attend CEEMAN's faculty development programs. The winners will be announced at the 25th CEEMAN Annual Conference in Hangzhou, China, on 22 September.

CEEMAN has been promoting the case method in management education and helping develop case writing and teaching skills also through its [International Management Teachers Academy \(IMTA\)](#), which takes place every year in June in Bled, Slovenia.



CEEMAN and Emerald have partnered in this competition to reward case writers and promote the best submitted case studies. We will support global exposure of the submitted high-quality cases through a direct link with the [Emerald Emerging Markets Case Studies](#) collection. All case submissions will be considered for international publication.

Submission criteria:

- Cases should be teaching cases based on a real situation in a real company, with a clear decision-making situation.
- Academic (research) cases will not be accepted for evaluation by the jury.
- Submitted cases must not have been published before in their current or substantially similar form. Entered cases cannot be under consideration for publication in any other publication, or case center.
- All cases must be accompanied by a consent-to-publish release form, completed and signed by the management of the company or individuals included in the case.
- Please consult the competition evaluation checklist before submitting your case.

Further guidelines and instructional materials on case writing are provided on the competition's website: www.ceeman.org/cwc.

To submit your case, visit the online submission site at <http://mc.manuscriptcentral.com/eemcs>. When prompted, select CEEMAN 2017 as the issue that you are submitting to.

Important dates

- Case submission deadline: 29 May 2017
- Notification to authors about the competition results: 1 September 2017
- Case Writing Competition Award: 22 September 2017, 25th CEEMAN Annual Conference Award Ceremony, Hangzhou, China

For more information, please visit:
www.ceeman.org/cwc

We look forward to receiving your submissions!

In Search of New CEEMAN Champions

Each year since 2010, CEEMAN has recognized outstanding achievements of individuals associated with our association. The CEEMAN Champions are among those from whom we can get first-hand insights into their personal and institutional success stories and an inspiration for our own endeavors for excellence and outstanding achievements. Their achievements and experiences can also offer learning lessons of broader value.

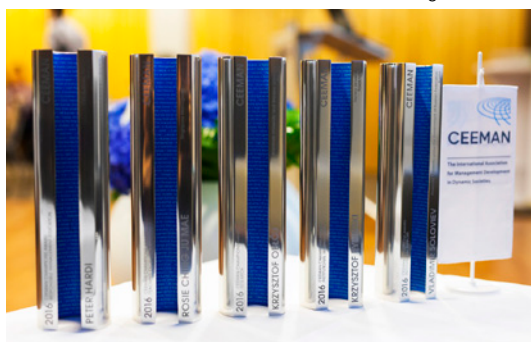
Four awards are foreseen in 2017 to recognize achievements in the areas of:

- teaching
- research
- responsible management education
- institutional management

Judges will have an eye for how the accomplishment is especially relevant to the local environment and how it contributes to the institution's overall vision and strategy.

Award winners will be invited free of charge to the 25th CEEMAN Annual Conference (conference fee waiver and coverage of hotel expenses for two nights), which will be held on 20-23 September 2017 in Hangzhou, China, to receive the award cup, created by famous [Gigodesign](#), Slovenia, at the official conference award ceremony. If a submission involves multiple authors or a team, then a team leader or representative should be selected to receive the award.

Champion Cup Awards will be delivered at the 25th CEEMAN Annual Conference in Hangzhou, China



Rosie Ching receives the teaching excellence award

Award winners can expect considerable local and international media coverage of the awards ceremony as well as direct benefits to their personal and institutional reputation. CEEMAN is widely publicizing the outstanding achievements of our member institutions and their faculty, management, and staff.

How Detailed and How Long Should the Submission Be?

Maximum five pages of main text with appendices or video material, accompanied by a nomination or recommendation letter from the dean or equivalent.

What Are the Deadlines?

Submissions must be made by 30 June 2017, to allow the judges to reach their decision by the beginning of August. For detailed information on each of the categories and other information, please visit: www.ceeman.org/awards.

"The CEEMAN Champion Award encourages academics and university managers to go further and seek excellence in their work. Winning a CEEMAN Champion Award is a great honor to me, boosting my confidence, and inspiration to realize new ideas. I feel excited that the results of our work are recognized by a prestigious professional society, and I am pleased to be among the 2016 CEEMAN Champions".

Vladimir Soloviev
2016 Institutional Support Award

"To win CEEMAN's Champion Award in Teaching sends such a strong message of endorsement for which I feel very happy. I feel so honored that words are inadequate to fully describe my feelings. It is this award that has also led me to make my first steps in Europe".

Rosie Ching
2016 Teaching Excellence Award

Cologne Business School (CBS)

Cologne Business School (CBS) is a private business school in Cologne, Germany, officially recognized by the government as a university of applied sciences. It holds an FIBAA accreditation and was founded in 1993 in Cologne. The university offers Bachelor, Master, MBA, and EMBA courses. The majority of its programs are taught in English. According to a German university ranking, CBS is the best private business school in Germany.



CBS aims to create a center of higher education and study content for the purpose of student employability. The university offers students an international, forward-looking program with a strong connection to practical business experience. Moreover, personal skills are enhanced so as to prepare the students for the requirements of internationally based companies. CBS's goal is to make corporate social responsibility and sustainable management integral components of business-related



research and management training. We teach our students how to integrate systems thinking into everyday business situations, which they will face during their mandatory internship as well as future business endeavors. We stress the importance of sustainability at the forefront of all business decisions and how this leads to profitable and ethical business management.

To offer practical and theoretical examples on the implementation of CSR, we have published over 50 books in German and English that span numerous global topics relevant to forward-thinking managers and academics. In addition, we actively participated in the development of two major reference works: the world's most comprehensive Encyclopaedia of Corporate Social Responsibility and the Dictionary of Corporate Social Responsibility. Furthermore, we have released the International Journal of CSR, published by Springer, to further academic discourse on the subject. In order to build a bridge between business and society, we not only continually participate in conferences, workshops, conventions, and other events, but are also the co-founders of the global annual CSR, Sustainability, Ethics and Governance Conference. Because global changes require local action, we work closely together with multiple institutions, such as the European Business Ethics Network, and local chambers of commerce and city governments that are actively pursuing sustainability in our region. Through these partnerships, we focus on the development of innovative small and medium-sized companies, which together form the backbone of the German economy. We are members of the ABIS network and have been recognized by the UN initiative Principles of Responsible Management Education (PRME) as one of two PRME champions in Germany. Our various activities are now coordinated by the newly-established Center for Advanced Sustainable Management (CASM).

We are honored to be members of CEEMAN and believe that our strong partnership will encourage a change from the traditional economic mindset of pure profit maximization toward new ideologies that support a sustainable future driven by enthusiastic responsible managers. We are truly looking forward to becoming an active and supporting member of CEEMAN and invite all of you to contact us and work collaboratively.

<http://cbs.de/en/>

Cologne Business School (CBS)
Center for Advanced Sustainable Management
Hardefuststr. 1, 50677 Köln, Germany

Contact person: Monika Kolb m.kolb@cbs.de and
Prof. Dr. René Schmidpeter r.schmidpeter@cbs.de

Lazarski University

History

In 1993, Dr Lazarski founded the Higher School of Commerce, which was one of the first private universities in Poland. In 1997, the Higher School of Commerce received permission from Poland's Ministry of Higher Education to open its Faculty of Law. The school's name was changed to Higher School of Commerce and Law. In June 2000, the minister of higher education passed a resolution to name the university after Ryszard Łazarski, and from that moment on it has been known as Lazarski University. In 2003, the university's educational offer was broadened to include undergraduate studies in administration. That same year, Lazarski created the Master of Science in International Business Economics program in conjunction with the University of Wales in Great Britain. This was the university's first English-language degree.

Present

Studying at Lazarski University means studying at one of the most prestigious universities in Poland. We are an internationally-oriented institution with over 4,000 students. Dziennik Gazeta Prawna, a leading law newspaper, has ranked our Faculty of Law and Administration number one among non-public universities for five years in a row. The Rzeczpospolita and Perspektywy magazines consistently place the university among the top-five in their rankings of non-public universities. In the

most recent (2015) edition of U-Multirank, Lazarski University was ranked the best university in Poland. This ranking of over 1200 universities worldwide is funded by the European Commission.

The quality and scope of our programs has attracted students from all over the world, and as of 2011 more than 80 percent of English-language students at Lazarski are foreign-born. In addition to developing an innovative curriculum and encouraging valuable research, Lazarski has also built a strong international profile. It has signed bilateral agreements with over 75 universities from around the world, and has partnered with Coventry University in Great Britain to create four double-degree programs in English. Lazarski University also offers a Bachelor of Arts in Management (MAN) - a three-year, six-semester program. The language of instruction is English. Through this program, students can specialize in two fields: Tourism and Travel Management or Logistics.

The Faculty of Law and Administration at Lazarski University has developed strong links with international organizations and has already established several international programs: the LL.M. in Transnational Commercial Practice (run in conjunction with the Center of International Legal Studies in Salzburg, Austria), the International Legal Skills Program - a joint-certificate program administered by Lazarski University and the Center for International Legal Studies in Salzburg, the Russian Law School - the first and only such program in Poland, organized each year since December 2002 in collaboration with the Academic Law Institute in St. Petersburg, the French Law School organized with the University of Lyon 2 in France, the German Law School (run in German), focused mainly on business and commercial law, and the American Law Summer School, covering the most important areas of American law.

Latest News

In April 2016, Lazarski University organized its annual International Week which hosts professors and academics from around the world. On 19-20 September 2016 Lazarski University organized its second annual international conference titled "Economic Turmoil in Contemporary Europe" which hosted professors from around Poland and the world. The main goal of the conference, organized by the Faculty of Economics and Management, was to bring together related professionals and lecturers from the field of economics to share ideas and methods for analyzing the current global economic environment.

In September 2015, Lazarski University hosted 20 students from Hong Kong. The main goal of the exchange organized by Lazarski University was to enhance the visibility and international profile of the university.

<http://recruitment.lazarski.pl/start/>



The University of Georgia



The University of Georgia is located in the center of Tbilisi, the capital city of Georgia. Studying at the University of Georgia opens doors to quality education and memorable student life.

The University of Georgia is distinguished by its disciplined educational process and modern infrastructure, enabling the students to acquire quality education and practical skills. For this reason, the university is highly ranked, providing graduates with superior employment prospects. The graduates of the University of Georgia fulfill the demands of the modern competitive environment.

The academic personnel of the university consists of highly-qualified, creative, and enthusiastic professionals, ready to equip the students with knowledge, values and all necessary skills.

The multicultural environment of the university shapes intelligent, educated individuals with human values capable to meet modern challenges. The objective of the University and Georgia, being one of the leading universities, is to encourage the personal development of each student and mold him as a highly qualified professional. Consequently, the university's graduates are in high demand on the labor market.

There are six schools (faculties) at the University of Georgia:

- School of Humanities
- School of Social Sciences
- School of Law
- School of IT
- Engineering and Mathematics
- School of Health Sciences and Public Health

The University of Georgia is the biggest private university in Georgia with over 6,000 students, some of whom are international.

All of our Bachelor's, Master's and PhD programs are accredited by the National Center for Educational Quality Enhancement.

<https://www.ug.edu.ge/>



ALBA Graduate Business School



ALBA Among Top-250 Business Schools Globally

We are excited to announce that ALBA Graduate Business School at the American College of Greece has been placed among the top-250 business school universally, according to the 2017 QS Global 250 Business Schools Report. Specifically, ALBA, was placed amid the top-100 institutions on the list. It has been classified as a "Superior Business School for Research and Employability", amid the top institutions from 36 countries that offer full-time MBA programs.

The new QS ranking builds on two main pillars. The first is *Academic Excellence and Reputation* of the institution in the academic community, as reflected by the responses of 76,798 academics (of whom 8,376 are experts in the fields of business and management). The second is the *Employability* of students and graduates. Results are based on a survey of 12,125 employers – the largest MBA employer survey ever conducted.

ALBA's prominent position demonstrates the strong stature and relevance of the ALBA MBA program internationally. The report also includes interesting demographics describing full-time MBAs, such as the men-to-women ratio. ALBA ranks 11th on this important social equality criterion (53 percent), thus actively contributing to the closure of the gender gap.



Dr. Babis Mainemelis and Dr. Olga Epitropaki Received Finalist Award for the Academy of Management Annals Best Article

Dr. Babis Mainemelis and Dr. Olga Epitropaki received a finalist award for the *Academy of Management Annals* Best Article. The title of their paper is "Creative Leadership: A Multi-Context Conceptualization". It was co-authored by Ronit Kark. The article addresses a very timely aspect of leadership: creative leadership. It synthesizes research on creative leadership conducted between 1957 and 2015, and introduces a novel meta-theoretical framework of three distinct contextual manifestations of creative leadership: facilitating employee creativity, directing the materialization of a leader's creative vision, and integrating heterogeneous creative contributions.

Published by the *Academy of Management and Routledge*, the [Academy of Management Annals](#) is one of the leading management journals in academia. In the 2015 *Journal Citation Reports*, the *Academy of Management Annals* has an Impact Factor of 9.741 and is ranked first of 192 journals in the category of "Management".

The Dean of ALBA Graduate Business School in "The World in 2017" Athens Gala Dinner Organized by The Economist

The dean of ALBA Graduate Business School at the American College of Greece was one of the speakers at the successful event "The World in 2017" Athens Gala Dinner organized by The Economist. The event took place on Friday, 27 January, at the Athenaeum Intercontinental Hotel. It was opened by Daniel Franklin, executive editor of The Economist and editor of The Word in 2017. He presented a brief review of the world in 2016 followed by a forecast for 2017.

Daniel Franklin initially welcomed on stage Francis Fukuyama, an internationally renowned professor and author, Kyriakos Mitsotakis, the opposition leader and president of the New



Almaty Management University (AlmaU)

Democracy party, and Dimitris Papadimitriou, minister of economy and development. He then invited the dean of ALBA Graduate Business School, Professor Konstantinos Axaroglou and the COO of Henley & Partners Juerg Steffen to join him for a lively discussion "with the business and academia". Host and speakers commented on major international and economic developments in our country.

"We live in a time of unrest. New technologies disrupt the way we communicate, do business, and travel. We already live in times of self-driving cars and car rental, as opposed to car ownership", Prof. Axaroglou said. He also indicated that globalization and the free flow of information through the Internet rapidly magnify the impact of these technologies, making today completely different from tomorrow. Therefore, we should no longer focus on learning from the past. Instead, we must all develop the necessary skills (e.g. speed, adaptability, innovation, and so forth) in order to address the effects of the "disruptive technologies" and thus "learn how to learn".

Pan Suk Kim: "I Am in Love with AlmaU"

On 20 January 2017, the president of the Asian Association of Experts in Public Service, Yonsey University professor Pan Suk Kim, visited AlmaU. He met with Kazakh scientists, experts, and members of the Kazakhstan Fund of Management Development (KFMD). The meeting was moderated by Alikhan Baimenov, chairman of the Regional Managing Committee in the sphere of state services in Astana. Later, an open session of the Academic Council took place, during which the professor was awarded the title honorary professor of AlmaU for his enormous contribution to the development of institutes of public service worldwide. Later, professor Pan Suk Kim gave a lecture on "Governance Discourse: Good Governance, Good Enough Governance, and Appropriate Governance" for students, employees, and professors of Almaty University of Management. <http://almau.edu.kz/news/11716>



Information Erasmus + Meeting at AlmaU

On 20 January 20, a meeting took place at Almaty Management University with the coordinator of the Erasmus+ Office in Kazakhstan to inform the AlmaU team about the purposes, content, and conditions of participation in the Erasmus+ program. . Participants received practical recommendations on project developments.

<http://almau.edu.kz/news/11713>

The New School of Engineering Management Is Now Open at AlmaU!

Almaty Management University (AlmaU) announces the opening of the School of Engineering Management and provides 20 scholarships for most successful students of software engineering as well as business analytics and big data. Scholarships will be given to the best students who are interested in information technology and engineering, and are becoming the new generation of managers at the international level.

The scholarship provides full coverage of tuition fees over four years: three years at AlmaU and one year at a foreign university partner (Singapore, China, Russia, Israel). Accommodation, transportation, and personal expenses are not covered by the scholarship.

Eligibility criteria are explained at <http://almau.edu.kz/news/shkola-inzhiniiringa-almau->

First Open House Day at AlmaU in 2017

More than 100 people visited this event to learn about application procedures, scholarships, and double-degree Master programs. The participants also attended a Master class on public talking skills by Dr. Irina Khan. <http://almau.edu.kz/news/11715>

AlmaU President Gives Speech at Gaidar forum

President of Almaty Management University Assylbek Kozhakhmetov, Rector Almagul Kanagatova, and the director of the Center of Development of Entrepreneurship and Innovation Kseniya Yuzhaninova, participated in the annual Gaidar Forum on 12-14 January 2017, in Moscow. The AlmaU president shared his vision of business school development in dynamic societies and suggested launching IQA CEEMAN Vol.2.0, which focuses on accreditation for HEIs in dynamic societies. <http://almau.edu.kz/news/11706>

Estonian Business School Students Push Their Limits at CERN

A group of EBS Business Innovation MBA students spent a week at one of the world's best-known research centers - CERN - in Switzerland, where they participated in a product development program together with students from other leading universities. Their goal was to work with product-related ideas of real companies throughout all the processes of product development, starting from an idea and arriving at a working prototype. As participating student Eglit Väli said, it was "a week of building robots and pushing yourself".

EBS Rector Prof. Arno Almann said that the keyword of EBS for the academic year is internationalization. "We are proud that we started the academic year with a study program, Bachelor of International Business Administration, that has been elected among the 100 best in the world, the highest recognition a business school may acquire - EPAS accreditation. EBS qualified among the 300 top business schools for the ninth time in the Eduniversal ranking. In addition, EBS has started collaboration with several new top universities. Through our co-operation with the Ministry of Foreign Affairs we will introduce our business idea incubator at one of the best universities of Georgia, Akaki Tsereteli State University. We collaborate with one of the best universities in Asia, the Hong Kong Polytechnic University, with the aim to develop a doctoral program and scientific research". That is how Prof. Almann described the most essential international projects for the academic year.



One of the students who got the chance to participate in the project is Jevgeni Širai. He began his [Business Innovation MBA](#) studies last fall. He talked about his expectations for the CERN project and his studies in general: *"I was happy I got an opportunity to go where very few people get to go. It would be difficult to imagine many places that would be better for that kind of workshop than CERN. This is partly because of what can be seen there, but we would also like to get the feeling of the place and its innovative environment".*

Another student, Eglit Väli, sums up the week as follows: *"A week of building robots at CERN definitely exceeded my expectations. If someone had told me a week earlier that I would be able to build a basic robot in one week, I would never have believed him. It was a week full of pushing yourself and learning extremely interesting things about prototyping, robot-building, electronics, project management, and teamwork. Also, it reminded me that I can do anything that I set my mind to. That is often easy to forget, as we set limits to ourselves in our heads".*

Business Innovation is a practical Master's program where student teams create companies based on corporate innovation or new venture projects. Developing innovative ideas into successful businesses is very tough. Through this program EBS gives you tools and practical hands-on experience with taking ideas to the market. This creates leaders who are capable of seizing the opportunities of the new knowledge-based markets.

EU Business School: The Value of Corporate Membership

Corporate partnerships are vital to any business school that wants to prepare its students for success. They are a great opportunity for students to feel, explore, and investigate what it is like to work for a company in a specific business sector. Although theory is vital to learning, the ability to put this theory into practice is the real mark of a successful and comprehensive education. Corporate partnerships provide students with the opportunity to utilize their learned skills in real situations.

Big businesses are beginning to recognize the value of corporate partnerships with top universities. Brands such as IBM and Apple have partnered with Johns Hopkins University and Arizona State University to offer free resources and full training programs. Likewise, BMW has formed a strategic partnership with the University of Technology in Munich to expand its knowledge and resources, a partnership that successfully [developed students as automotive engineering specialists with real-world experience](#).

Another example of the mutual benefits from a longstanding partnership is provided by EU Business School (EU) and the Geneva Chamber of Commerce, Industry, and Services (CCIG). Recently, CCIG and EU organized an exclusive leadership seminar. The three-day seminar was free for EU students and featured talks by proven and successful business leaders. Students had a

*EU Barcelona's future leaders
at the Leadership 3.0 seminar in Geneva*





Vincent Subilia, deputy director of the Geneva Chamber of Commerce (CCIG), Industry and Services, speaks at the Leadership 3.0 seminar

truly unique experience, interacting with some of the world's most influential leaders, such as the former president of Switzerland Adolf Ogi.

Vincent Subilia, deputy director and head of international affairs at CCIG, noted the importance of this arrangement: *"In today's globalized business environment, corporate partnerships play a key role in generating reciprocal gains by aligning objectives. It is our belief that walking hand-in-hand with members of the business community, whose voice we advocate on a daily basis, allows us to reach milestones"*.

But corporate partnerships need not be formed with only the biggest or most profitable companies. For example, EU also partners with less known organizations, such as the Toastmasters' Effective Communicators Club in Munich. Although the organization may not be as instantly recognizable as TEDx, another EU partner, its network covers 75 percent of the globe, offering its participants worldwide connections. This network has been recognized by other companies, such as eBay and Bank of America, which also sponsor Toastmaster clubs.

A business school's corporate partnerships, or the lack of it, can make or break it. In any new partnership, it is crucial for all parties to have an open conversation about their expectations and goals. When an external organization can trust the quality of the graduates, the university can trust that long term opportunities will be presented to them. For this reason, EU has nurtured relationships with organizations large and small, international and local.

HHL Leipzig Graduate School of Management

Germany's Most International University Is Located in Leipzig

Judging by core internationality criteria, such as "100 percent of programs international and taught in English", "international university cooperation projects per professor", "foreign students and graduates", "number of Erasmus students" and "number of DAAD scholars and grants per student", HHL Leipzig Graduate School of Management is ahead of all universities in Germany. This is the result of the recently published study *Profildaten zur Internationalität der deutschen Hochschulen 201*" (2016 Profile Data Concerning the Internationality of German Universities) commissioned by the German Academic Exchange Service (DAAD), the German Rectors' Conference (HRK) and the Alexander von Humboldt Foundation (AvH). The survey is based on data collected between the years 2011 and 2016 by the Federal Statistical Office, the ERASMUS student exchange program, the DAAD funding statement, the Higher Education Compass by the German Rectors' Conference, the Alexander von Humboldt Foundation, as well as the universities themselves.

An international mindset and tolerance are prerequisites for mutual global partnerships.

HHL Dean Prof. Pinkwart comments, *"With regard to other countries, Germany should maintain the political framework conditions so that an international mindset and tolerance continue to be part of everyday life. These are the prerequisites that*

HHL



are needed to form successful, long-term international partnerships and which the world depends on to solve global problems”.

www.hhl.de/international

President Barack Obama's Climate Change Advisor to Become Stiftung Mercator Senior Fellow at HHL

Stiftung Mercator is proud to announce that the Obama administration's coordinator of energy and climate policy is to become one of its senior fellows. During the course of his Mercator Senior Fellowship at HHL, starting in September 2017, Mr. Morton will explore innovative structures and partnerships geared to expedite the flow of private capital to support climate change activities.

“We are in the midst of the most predictable, fast moving, and consequential economic transformation in centuries”, said Morton. “The issue now is how to further expedite private capital flows to climate change projects around the world. This is the question that I look forward to working on at HHL with support from the Stiftung Mercator”.

Syrian Economics Professor Conducts Research at Germany's First Business School

Starting 1 January 2017, Prof. Adnan Al-Arbid, will conduct research at HHL Leipzig Graduate School of Management. He is being enabled to do so by the Philipp Schwartz Initiative of the Alexander von Humboldt Foundation. A total of 39 host institutions were chosen from 59 German universities and research institutions that have expressed willingness to take in one or more threatened researchers and applied for the project by submitting concepts for how to integrate the researchers on a personal and scientific level. Prof. Al-Arbid is no stranger to HHL. Between 1983 and 1989, the economist studied at Handelshochschule Leipzig (HHL), first receiving his Diplom degree, then completing a doctoral program. Since 1996, Prof. Al-Arbid has held an economics professorship at Tishreen University in Latakia, Syria's third largest university. Over the next two years, he will examine



Prof. Adnan Al-Arbid

aspects of the fundamental development of economic sciences at HHL.

Global Executive MBA of HHL and EADA Ranked Among the Top-15 Worldwide

The ranking published by Ivy Exec (November 2016) attests to the top results of the Global Executive MBA of Germany's HHL Leipzig Graduate School of Management and Spain's EADA Business School for return on investment. On the list of the top joint EMBA programs worldwide, the Global Executive MBA offered by HHL and EADA has achieved the 14th position. In the “curriculum” and “global experience” categories, the EMBA is in the 18th place.

Global EMBA alumna Boriana Koleva, general manager of Nelbo Ltd. Bulgaria, considers the ranking a source of pride and adds, “The Global Executive MBA by HHL and EADA is a combination of high-level studies, self-development, self-recognition, and networking. The methodology helped me to integrate the knowledge we learned into my personal and professional life”.

The 2017 Ivy Exec ranking focuses on the top-50 Executive MBA programs offered by single institutions worldwide, as well as the top-24 jointly offered EMBA programs. The rankings are based on data from a comprehensive survey that compares Executive MBA programs across various factors, including reputation, career advancement, curriculum, internationality, and life balance. www.hhl.de/gemba

John E. Morton



GEMBA



IEDC-Bled School of Management



New MBA generation at IEDC

Professor Danica Purg, IEDC President, Receives 2016 Horus Award

The Horus award is conferred for public awareness of the meaning and importance of social responsibility, promotion of socially responsible long-term company practices, education in the field of latest practices of social responsibility in Slovenian and foreign companies, awarding the most socially responsible organizations, and publishing a manual with examples of good social responsibility practices.

IEDC President Professor Danica Purg Gives Speech on Behalf of EU in Japan

IEDC president Prof. Danica Purg was a keynote speaker on behalf of EU at the EU high-level conference in Japan on economic empowerment of women. She addressed over 300 guests of the conference entitled "Together for Equality".

Among the high-level speakers from both the public and private sectors were Mr. Katsunobu Kato, minister for promoting the dynamic engagement of all citizens, minister for working-style reform, minister in charge of women's empowerment, and minister of state for gender equality; Dr. Sari Raassina, member of the Finnish parliament and president of the Finnish Council for Gender Equality, and Ms. Kumi Sato, president

and chief executive officer of COSMO. They discussed what the EU and Japan can learn from each other to shape a modern and more gender-balanced society.

"Equality between women and men is one of the European Union's grounding values", Prof. Danica Purg said in her speech, and added: "Gender equality and women empowerment became indeed part of my personal life. I believe that treaties, strategy papers, and legislation are necessary and useful, but finally the success of our endeavors depends on whether we succeed in changing the mindset of people, men and women".

New Generation of International Executive MBA and Executive PhD Students Start Their Studies

In January and February, IEDC welcomed a new Executive PhD and MBA generation. Both groups consist of experienced executives from Bosnia and Herzegovina, China, Croatia, Germany, the Republic of Macedonia, Montenegro, Romania, Russia, Serbia, Slovenia, South Africa, and Ukraine.

The PhD studies started with lectures on "Quantitative Research Methods and Techniques in Social Science" by Prof. Nina Bandelj. Nina Bandelj is professor of sociology, co-director of the Center for Organizational Research, and equity advisor to the dean of Social Sciences at the University of California, Irvine (UCI).

MBAs spend 17 residential weeks at IEDC and work on intense projects related to selected companies. Their studies started with the Accounting and Control course led by Prof. Danny Szpiro.

MBA and PhD students are joining the IEDC alumni network, which currently associates 4,920 members from 75 countries, including 1,317 MBA alumni and five PhD alumni. It has 15 clubs in 15 countries.

Prof. Danica Purg on economic empowerment of women in Japan



IEDC - Bled School of Management Hosts Students of IEIBS Academia, India

IEDC hosted IEIBS Academia students from Slovenia, Austria, and Germany on a field trip devoted to the theme of "European Business Culture". During their visit, 28 students from IEIBS Academia attended lectures by IEDC faculty, visited successful Slovene companies, such as Iskra, Danfoss, and ABC Accelerator, and attended a round table on "How to Do Business in India from a EU Perspective". The round table was led by Mr. Andrej Vrbancic of GravitaV, Mrs. Mirjana Dimc, chairperson of Incon, Ms. Katarina Karlovsek, chairperson of the Slovenia-India Business Club, and Mr. Zoran Dražeta.

The students were greeted by His Excellence Sarvajit Chakravarti, ambassador of India to Slovenia.

In the frame of this program, IEDC signed a memorandum of cooperation with IEIBS for further development of joint international programs and academic exchange.

IPM Business School: 15th Anniversary of Executive MBA Program. TED Format, Inspiring Stories

TED Format, Inspiring Stories

Just before the New Year 2017, IPM Business School held a great party – the 15th Anniversary of our Executive MBA program.

Every year the Executive MBA team of IPM Business School offers a new format for the annual EMBA alumni party. This time it was dedicated to the 15th anniversary of the Executive MBA program and was held in a TED Conference format. The speakers were our Executive MBA alumni. They did not talk about their success in business but about their hobbies, such as yachting, climbing and marathon running. Some shared with the EMBA community the lessons that life has taught them.

During the opening ceremony, freshly graduated EMBA-33 alumni were awarded EMBA degrees by the rector of Kozminski University, Prof. Witold Bielecki, the general director of IPM Business School Pavel Daneyko and the director of the Executive MBA program Natalia Makaeva.

According to the after-party feedback from our dear alumni, this party was the best one ever held. And we are really proud of it. We sincerely thank our Executive EMBA team.



ISAE Business School: Summer Courses in Brazil

In an increasingly globalized and integrated world, it is normal for professionals to seek in other countries the knowledge needed to understand new trends and markets. Summer programs, taking place from June to August, are a good option to learn about a new culture and become a member of an international network.

Thinking about this scenario, ISAE – Business School has just launched its Summer Programs. These will provide an experience of the Brazilian academic reality, as well as knowledge of the culture and city of Curitiba, one of the most important capitals of Brazil. ISAE has over 20 years of history in the market and has sustainability and innovation as a core goal. It is a UN partner for several projects and has international recognition for excellence in its work.

During the summer programs, the students will have the opportunity to study in a region that attracts tourists all year round for leisure and work. Curitiba is a reference and model in sustainability and urban innovation, and has been recognized several times as one of the best Brazilian cities for business. The strategic location of the city allows easy visits to the famous city parks and Paraná beaches, as well as important industrial and agricultural centers. Besides all this, the participant can have a new experience living in one of the best-known cities in the world for its creativity.

Programs for 2017

"Cutting-Edge Sustainability Practices"

The main goal is to stimulate knowledge, through theoretical and life experience immersion steered by practical activities and visits to companies, local communities, and government bodies that have innovative sustainability practices, while encouraging cultural interchange and networking.

"Agribusiness and Cooperativism"

This course aims to provide a conceptual foundation of agribusiness management: the process of controlling production cooperatives, their chal-

lenges, and the variables that build the competitiveness of agribusiness management. The course focuses on protection of derivative risks, logistics and strategic agroindustry, management and leadership of people, costing and production, productivity, sustainability, and ethics.

"Creativity in a Brazilian Way"

The purpose of this course is to provide an immersion in aspects of the Brazilian creative economy (consumption, culture, media, and technology) which, according to IBGE, contributed 104 billion reais of gross domestic production 2010 and contributes to the generation of 8 trillion reais per year worldwide. The program offers the opportunity to develop cross-cultural competences in personal, professional, and leadership skills in the creative industries.

"Neurointelligence"

This course is a pioneer. It enriches business management with new discoveries in neuroscience concerning human consumption and work. It shows in a simple and practical way how new studies of human behavior can be used in business. In the first module, you will understand the principles of neuroscience: brain areas and their functions, and the neurotransmitters that account for our behavior.

For more information about the courses, visit www.isaesummercourse.com or call +55 41 3388-7899.

LVBS to Study Ethic Challenges of Future Technologies

Lviv Business School of the Ukrainian Catholic University starts a project on "Ethics and Technologies", which will study the ethic challenges of future technologies. The project will focus on the ethic perspectives of development and use of innovative technologies, such as artificial intellect, human-and-machine interfaces, neural networks, bionics, big data, and other topics.

The first stage of the project is a study of "Perception of Ethic Challenges of New Technologies". By means of interviews and content analysis, the researchers will try to determine how well ethic challenges are understood by heads of technological companies and specialists involved in the development of technologies. The presence of this topic in the mass media will also be analyzed. The project also features organization of interesting events, master classes, training programs, and publication of specialized literature.

"The development of new technologies for the benefit of people is impossible without clear ethic guidelines. These should be based on well-grounded research of technologies as well as humanitarian subjects, such as sociology, anthropology, psychology, and philosophy. I am sure that this project will consolidate specialists, who work at the intersection of different fields in order to provide society and business with a holistic vision of how technologies help humans



Oleh Derevyanko, co-founder and president of Kyiv Cyber Academy, advisor of the project "Ethics and Technologies"

realize their mission", said project advisor Stephen Russo, global director of security and privacy of IBM.

The advisors of the project are Stephen Russo, Andriy Hankevych (director of strategic development of ELEKS) and Oleh Derevyanko, (co-founder and president of Kyiv Cyber Academy, former deputy minister of education and science of Ukraine).

Lviv Business School of UCU invites you to the Seventh Annual Visionary Conference INTRO entitled "Humans of the Future" on 23 March, 2017. Ukrainian and international experts and entrepreneurs will get together in Lviv to discuss what doing business will be like in the future. Will we be able to comply with ethical norms given the current and future technological advances? You can also expect unexpected views on "Ethics and Technology: Does the Future Need Us?"

Participants of the meeting "Cyber Security for Managers" at LvBS



MIM-Kyiv Dramatically Upgrades Its International Ranking

The International Management Institute MIM-Kyiv has dramatically upgraded its international standing according to the international ranking agency Eduniversal. MIM-Kyiv was awarded four palms during Eduniversal's convention in Perth. Thus, MIM-Kyiv has joined the premier league of 200 leading business schools with significant international influence.

The four palms award is a sign of wider international recognition of the school's pioneering endeavors in business education in Ukraine. "The first" is the word when it comes to describing MIM-Kyiv. Started in 1989 as the first knowledge economy international business in Ukraine, it has grown its outreach beyond Ukrainian borders. It was the first higher education institution to be awarded international accreditation. In 2004 the Central and Eastern European Management Development Association (CEEMAN) awarded its IQA accreditation to MIM-Kyiv. This was followed by AMBA's global accreditation, making MIM-Kyiv the first school in Ukraine with two international accreditations. It was also the first to get *Financial Times* coverage for its success and the first to establish institutional partnerships with the

world's best schools by developing joint courses and conducting international modules with the Tepper School of Business, the Business School of Stellenbosch University, and the School of Business at Ningbo University in China. MIM-Kyiv is also doing research with the IMD and CEEMAN.

MIM-Kyiv has been a successful business in its own right. Its nearly 30 years of activity makes it one of the oldest impactful businesses in Ukraine. Currently, MIM-Kyiv is the largest business school in Ukraine with over 4,600 graduates, over 2,200 MBA graduates and more than 3,200 registered students. It has an extended network of alumni, partners, and friends in Forbes companies, parliament, governmental corporations, and other decision-making bodies.

MIM-Kyiv is delighted that Eduniversal confirmed the AMBA accreditation panel's opinion of the school as the "national and international asset" by awarding it its four palms.



Narxoz Challenge: Selecting Best Students and Improving Education Legislation

Krzysztof Rybinski

Rector, Narxoz University, Almaty, Kazakhstan

Last year Narxoz University raised funds from its corporate partners to offer 105 scholarships for talented Kazakhstani youth, fully covering four years of study at Narxoz. We organized a national competition called Narxoz Challenge. More than 4,300 high school graduates from all over Kazakhstan participated in this challenge, which means that more than 40 candidates competed for one scholarship. They had to take a test measuring critical and logical thinking, demonstrate ability to solve problems, and apply general knowledge. Then they had to produce a short video answering the question "Why I should be awarded the scholarship". And finally we looked at the candidates score's on the final high-school standardized test, administered by the government and identical for all high schools. Results of this standardized test are used to allocate government grants financing university education. So it is a very high-stake test, and at the same time a very poor test. Its goal is to verify whether students have memorized theory from high school.



After we announced the winners, we looked at the data in more detail. It turned out that, among the winners, those who scored better at the Narxoz Challenge critical and logical thinking test had worse scores on the government test, and vice versa. The correlation between the results of the two tests was negative. Intrigued, we collected a random sample from Narxoz Challenge participants and repeated the exercise. The result was the same. While across all participants, scores on the government test and the Narxoz Challenge test were positively correlated, across the very best ones in the random sample the correlation remained negative.

The results of this study were published on one of the largest Kazakh internet news portals¹ and the Narxoz rector personally delivered a letter presenting these research results to the minister of higher education and science. While it is hard to say to what extent our study has influenced decision-makers, the ministry did transform its high-school standardized tests, including the critical and logical thinking elements, and reducing the memorization component.

We also raised funds for the 2017 edition of Narxoz Challenge, and we will offer 105 scholarships again this year. The total amount of funds raised is 1.3 million US dollars. We decided to get a better understanding of the characteristics of the best students. We conducted a phone survey across a randomly selected sample, asking some non-standard questions. Econometric analyses of survey results revealed that the level of English as a foreign language and the number of books at home are good predictors of a student's intellectual ability. Perhaps universities should include these components in their recruitment processes.

At Narxoz we launched some programmed learning processes. We monitor student progress and advise students on their further study paths and professional development through their progress analysis and mentoring. An econometric analysis conducted after the winter semester showed that the grades of Narxoz Challenge winners were on average 10 percent higher than those of other students.

In summary, Narxoz Challenge proved to be a very effective tool for recruiting the best students in the country and contributed to positive changes in Kazakhstan's standardized testing practices.

¹See <https://informburo.kz/mneniya/krzysztof-rybinski/delaet-li-ent-luchshih-vypusknikov-shkol-glupymi.html>

RTU Faculty of Engineering Economics and Management

RTU FEEM and RBS Ranked High by Eduniversal

The Eduniversal business schools ranking has placed the Faculty of Engineering Economics and Management (FEEM) and Riga Business School (RBS) of Riga Technical University (RTU) in the four palms league, consisting of leading business schools with significant international influence in business and management education.

RTU received its acknowledgement of the award at the Ninth Eduniversal World Convention held at Curtin University, Perth, Australia, from 28 November to 1 December 2016. It was attended by RTU Rector Leonids Ribickis, Vice Dean for Academic Affairs Inga Lapiņa and the director of the Quality Management and Record Management Department of RTU, Juris Iljins. The ranking consists of five leagues. Until now, RTU had been in the three-palm league. By moving one league up, RTU has demonstrated progress in the pursuit of its strategic priorities. The four palms league includes 200 business schools with excellent evaluation and significant international influence.

Eduniversal is a ranking and rating business provided by the French rating agency and consulting company SMBG. It is an organization that specializes in higher education and vocational orientation. Every year, it assesses 1,000 best universities and business schools in 154 countries in nine geographical regions of the world.

More information about the ranking – <http://www.eduniversal-ranking.com>

RTU FEEM Vice Dean for Academic Affairs
Prof. Inga Lapiņa receiving Eduniversal's recognition



RTU Included in Leading International University Rankings

In 2016, RTU was highly ranked by prestigious international university ratings: the QS Stars University Ratings, the Times Higher Education World University Rankings, and the Times Higher Education BRICS and Emerging Economies University Rankings.



RTU is ranked in the international QS Stars University Ratings and has received the highest evaluation of five stars in six of eight categories - education quality, employability of the graduates, internationalization, innovation, study environment, and inclusiveness. RTU's overall evaluation by QS Stars Rating is three stars.

For the first time in its history, RTU has been included in the influential international rating Times Higher Education World University Rankings 2016-2017. The Times has particularly appreciated the cooperation that RTU maintains with entrepreneurs and industry. The rating lists the world's best universities, ranking them on the basis of their achievements in education, research, cooperation with industry, and internationalization. RTU has been ranked 800th. .



The BRICS and Emerging Economies University Rankings 2017 is a new ranking of higher education institutions published by Times Higher Education. RTU is placed in the group of universities ranked 201–250. RTU Rector Leonids Ribickis said: "Being among the world's 250 best universities from emerging economies proves that in recent years the scientific research results of RTU have been recognized not only in Latvia, but also worldwide. This success is even greater since we are ahead of many better-funded universities, thanks to RTU's academic staff and the students' vigor".

Swiss Business School Graduation Ceremony in Riga, Latvia

On Friday, 10 February 2017, the graduation ceremony of Banku Augstskola, School of Business and Finance, and SBS Swiss Business School took place in Riga, Latvia. Mrs. Marijana Karanfiloska, vice-president of SBS Swiss Business School, attended the event as the main speaker.

We would like to take this opportunity to congratulate all MBA graduates and wish them best of luck!

SBS Research by Natalia Ushakova: The Role of Marketing Mix Modeling in Efficient Marketing Strategy Development

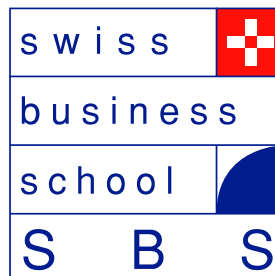
The main research question of this study is whether Marketing Mix Modeling (MMM) could help marketers to maximize the return on marketing investments and if MMM could be a valuable part of a marketing strategy development process. Several methodologies were applied:

- A literature review of academic publications, case studies and vendors advertisements
- Quantitative research with marketers of FMCG companies so as to identify current usage and attitudes toward MMM. Various statistical methods were used in SPSS to draw conclusions based on the survey results.
- Qualitative research in order to understand the different perspective of executive decision makers and modelers that have experience with MMM in different companies as well as in-depth knowledge of MMM as a marketing tool.

It was found that companies are increasingly interested in gaining a better understanding of the way that efficient marketing funds are utilized. MMM can help marketers define the influence of particular marketing mix elements on the basis or incremental sales and allocate their funds better, and define the optimal strategy for upcoming years.

Although examples from P&G and Unilever demonstrated the significant benefits of MMM adoption, because of the complexity of the modern

marketing environment the modeling process is not easy to understand and execute in terms of data collection and cleaning. It might therefore provide unstable results in emerging channels or markets. These factors make marketers doubt its efficiency and utility even though they confirmed in the survey that they would consider MMM as a tool for strategy development, tracking, and evaluation.



The general recommendations are to adopt MMM in organizations where a wide range of data is available and marketing funds optimization is one of the key priorities for the entire company. Marketers need to be trained for a better understanding of the model and need to keep in mind that the models could only enhance the marketers' expert judgment, but not replace it.

Research by Dr. Viktor Prokopenya and Dr. E. Kasimovskaya: Overconfidence Behavioral Bias in Financial Derivatives Trading

This dissertation explores the overconfidence bias in Forex traders' behavior. The traders attribute their random success to their own skills and take greater risks, despite the fact that past trading performance does not guarantee future success.

There is strong evidence in behavioral economics research suggesting that traders behave irrationally. However, the current literature on the subject does not provide a full answer to the question of the effect of overconfidence on trading volumes.

This dissertation uses a dataset of 1,118,632 trades from September 2010 to May 2012, made by 3,103 clients of a retail financial institution.

The results are successfully applied by financial institutions to improve their profits and customer experience.

Moscow School of Management SKOLKOVO: Executive Education in Russia

By Marina Karban, Director of Executive Education programmes, and Evgenia Feoktistova, Manager of Executive Education programmes, Moscow School of Management SKOLKOVO.

Corporate business education is undergoing magnificent development, which goes hand in hand with the transformation of the Russian business and economic environment. We have been working very closely with our corporate clients during the last 10 years, providing for their needs in executive development, closely following the changes and challenges in the business environment.

This short overview of the three key trends in Executive Education is based on our experience in the recent years and programmes that were marked for excellence both internally and on an international level.¹

Trend 1: Programmes are more and more enrooted in business reality, ensuring high efficiency and immediate implementation of knowledge

Business schools move away from 'one-size fits all' model towards truly custom made collaborative approach. Programmes are expected to solve particular business challenges and provide hands-on expertise, knowledge and tools.

Across the board clients are more and more interested in focused programmes in Operational Efficiency, Project Management, Communication, Team Performance, etc. Group work on real corporate strategic projects and change initiatives has become a must-have in any programme, even a short one.

To bring this trend even further, several of Russian regional and municipal governments (e.g. the republics of Tatarstan and Bashkortostan) have chosen to use educational programmes

¹This article is based on the case studies prepared for the annual 2016 Skolkovo Trend Awards contest and EFMD Excellence in Practice Awards.



Programme Participants with Vladimir Pirozhkov - Head of AstraRossa Design

to develop real strategies for regional growth. Education programme have proven to be a truly unique and very healthy environment for developing an innovation approach to strategy creation.

Trend 2: Focus on personal development and holistic approach to learning

We have seen an increasing importance of Corporate Entrepreneurship and a need to build the educational programmes around some core competencies, e.g.

- Goal setting
- Problem solving
- Creative thinking
- Business development
- Personal accountability

Executive Education programmes become more and more integrated with the internal T&D processes, assessments, on-the-job training and mentoring opportunities offered within the companies.

Last year we had several exciting programmes aimed at comprehensive personal and professional development of high potentials in Russia's two strategic industries: including those for RZhD (Russian Railways) and Roskosmos (Russian State Space Corporation).

Nikolay Verkhovsky Director and Facilitator of Project Work





Rosatom Programme Participants at Work

Trend 3: Building partnerships for growth

Moving from a client/vendor model towards long-term strategic partnerships between corporations and business schools, often involving various industry players, government bodies and other stakeholders. Partnerships are thriving in every sector, and business education is no exception.

Industry specific programme for the oil and gas sector, sponsored by one of our loyal clients Gazprom neft, provides an example of complex and unique partnership of the school, the corporation, and the regulating authorities, all coming together to learn and find growth opportunities for the industry.

Internationally acclaimed programme for Rosatom was built around the corporation's key strategic goal of developing commercially sustainable innovation practices. Through this programme, Rostatom has created their own unique innovation management system and saw their innovation culture completely transformed.

EQUIS Accreditation System Celebrates Its 20th Anniversary

This year marks the 20th anniversary of - the EFMD Quality Improvement System (EQUIS). This international quality benchmark and improvement process was created to give European business schools, and subsequently business schools worldwide, a rigorous tool to assess, certify, and improve their quality in 10 key areas: governance, programs, students, faculty, research and, foremost, internationalization, ethics, responsibility, sustainability, and corporate engagement.

Since its establishment, a strong emphasis on internationalization and corporate connections have been the differentiating points of the EQUIS business school accreditation system. Coupled with recently added ethics, responsibility, and sustainability standards, they have created a solid framework for quality measurement for international business schools.

In a recent [interview](#), Gordon Shenton, former Quality Services director and founding father of EQUIS, talked about the evolution of EQUIS since the initial idea, and its development and core values. He also drew some perspectives for the future.

EQUIS is not only a quality assessment but also a quality improvement process, very much rooted in the mission of EFMD. As David Saunders, dean of the Smith School of Business at the Queen's University in Canada and chairman of the EQUIS accreditation board, comments: *"No matter how good your school is, you can always improve and that is a critical core component of EQUIS – continuous improvement"*.

EQUIS has always aimed at building a community of mutual learning and best practice for



business schools coming from different higher-education systems. Sue Cox, dean emerita of Lancaster University Management School in the UK and former EFMD board member, stresses the emphasis on schools' differentiating points in the EQUIS quality framework. *"EQUIS actively encourages schools to consider their unique selling proposition within the strategic planning process",* she says.

Over the last 20 years, EFMD has conducted over 600 peer review visits, with over 1,000 outstanding experts devoting their time and knowledge to the development of the system.

More than 10 deans and experts who have contributed to the development of the EQUIS accreditation system have given their [voices](#) to the value and role that EQUIS has played in enhancing the quality of management education worldwide as well as the future development of the management education industry.

"EQUIS is a way of celebrating excellence in diversity and I'm delighted to see how the EQUIS system and the accredited schools have evolved in these 20 years. There is no one harmonized definition of quality but there is an excellence benchmark and a striving for perfection in the continuous improvement process", adds Eric Cornuel, EFMD director general and chief executive officer.

In its short history, EQUIS accreditation has become widely recognized by potential students, employers, the wider business education industry, and the media as the most holistic and rigorous accreditation process, often being a pre-requisite for entry to rankings.

With an estimated number of 15,000 business schools worldwide, only a handful (167 institutions from 41 countries) hold the EQUIS quality label and they can say without being too boastful that they are part of "One percent of leading business schools".

To commemorate this landmark achievement, EFMD plans to celebrate the success of EQUIS over the course of 2017 at EFMD events across the international community.

More information on EQUIS is available at www.efmd.org/equis

FORTHCOMING CEEMAN EVENTS

■ PMS – Program Management Seminar

5-7 April 2017
Bled, Slovenia

■ IMTA – International Management Teachers Academy

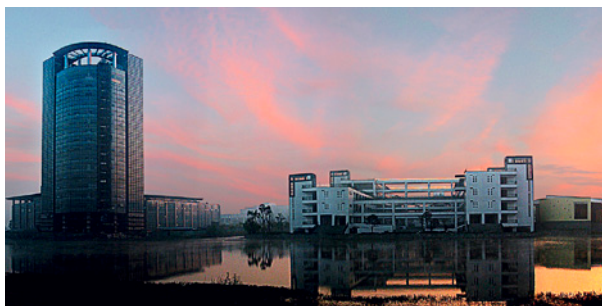
11-22 June 2017
Bled, Slovenia

■ 25th CEEMAN Annual Conference Events

18-22 September 2017
Chengdu and Hangzhou, China



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