

# CEEMAN *news*

20  
years



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**An Interview with CEEMAN Champions 2012**

**CEEMAN Hosts the 2013 PRME Summit**

**Report from the 20<sup>th</sup> CEEMAN Annual Conference in South Africa**

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## A Word from President of CEEMAN



Dear colleagues and friends,

As always, the winter issue of *CEEMAN News* provides an opportunity to reflect on our work in the passing year and think of the challenges ahead of us. This year, however, we have one more reason for reflections on the past and new dreams for the future. From now till September 2013, we will be celebrating the 20th anniversary of our growing together by learning together.

The 20th CEEMAN Annual Conference on "Business and Educational Challenges in Dynamically Changing Environments" was held in Cape Town, South Africa. More than 100 participants from 32 countries had the opportunity to enjoy the outstanding professionalism and warm hospitality of our hosts: University of Stellenbosch Business School and our friends John Powell and his excellent team. The conference ended with important messages on the need for business schools to respond to the dramatically changing challenges and opportunities in dynamically changing environments and beyond.

The Deans and Directors Meeting in South Africa underlined that in addition to their educational responses, business schools also need to develop appropriate institutional solutions. The methods for achieving that include faculty development, operational excellence, and strengthening of leadership capabilities. As suggested in Cape Town, in addition to managerial capacity, business schools need true leadership, creativity and innovation, and an entrepreneurial mindset. As Nick Binedell nicely formulated it, schools need not only those who know how to read maps, but also (and primarily) those who are capable of making new maps.

In the 20 years of its history, including the year that is approaching its end, CEEMAN has clearly demonstrated its capacity to create new maps for the uncharted territories that we have been facing and will continue to face in the future.

CEEMAN and its members from dynamically changing environments are pioneers in management development in regions with no tradition in that field. By learning from the best, as well as from each other, CEEMAN has gradually developed new insights that are now being shared worldwide with all those who are interested in innovations in business education and leadership development, sustainable development, and responsible leadership.

In this respect, we are particularly proud of having developed our International Management Teachers Academy (IMTA), a faculty development program for a new generation of management educators for a new generation of business leaders. IMTA has placed a special emphasis on the social responsibility of faculty and business schools, and is now introducing a special disciplinary track on Business in Society.

Our Program Management Seminar is a unique program aimed at developing operational excellence and program management functions, facilitating the learning process and the customer process.

Our International Quality Accreditation is the first major international accreditation system that has integrated PRME as legitimate criteria while avoiding the temptation of fostering a single model of management education. Rather, it encourages schools to have missions that are adjusted to their specific environment, while promoting and rewarding creativity, innovation, results, and impact.

Following our passion for developing and promoting excellence, we have launched the CEEMAN Champion Awards to reward outstanding individual achievements in the areas critical for success in business education: research, teaching, institutional management, and responsible management education. We have also continuously promoted the development of high-class,

but also highly relevant, educational materials through numerous activities. Some of these are our Case Writing Competitions in cooperation with Emerald, our faculty and educational materials development programs associated with IMTA, and our international research projects, including those on hidden champions in dynamically changing environments, assessment of management development needs, business schools responses to the global crisis, and integration of poverty-related issues into management education.

Our devotion to the principles of responsible management education was demonstrated through the fact that CEEMAN members were among the first to massively sign the PRME. We have continuously increased our involvement with the PRME movement and its activities as well as other similar endeavors, such as Challenge:Future, which encourages young people to produce innovations for sustainable development.

The fact that CEEMAN will host the 2013 PRME Summit in Bled proves that the role of CEEMAN in promoting the social responsibility of business schools as an important change agent for a better world has been widely recognized.

All this will be further facilitated by the decision to hold the 21st CEEMAN Annual Conference in conjunction with the 2013 PRME Summit. This will create opportunities for the PRME and CEEMAN communities to learn even more from each other.

As I welcome the new members of our steadily growing family on behalf of all, let me also most wholeheartedly welcome you to our regular as well as new activities planned for 2013, and wish you a most prosperous and happy New Year.

Yours,



Danica Purg

# An Interview with CEEMAN Champions 2012



CEEMAN Champion Award cup

By Milenko Gudić

Following its continuous efforts to promote and foster excellence in the areas considered as critical for success in business education and management development, in 2012 CEEMAN launched the third edition of the CEEMAN Champion Awards.

The CEEMAN Champion Awards 2012 for outstanding individual achievements in teaching, institutional management, and responsible management education were given to the following individuals:

- Arthur Lindemanis, RISEBA, Latvia in the teaching category
- Peter McKiernan, University of Strathclyde, Scotland, UK and Murdoch University, Australia in the institutional management category
- Bernard Belletante and Jean-Christophe Carteron, Euromed Management, France and Nadya Zhexembayeva, IEDC-Bled School of Management, Slovenia in the responsible management education category

The awards were announced at the gala dinner of the 20th CEEMAN Annual Conference in Cape Town, South Africa on 28 September, where CEEMAN President Danica Purg and Jim Ellert, chair of the CEEMAN Champion Awards jury, congratulated the winners and delivered the award cups and certificates to those who were present (Jean-Christophe Carteron).

Given our practice of publishing interviews in CEEMAN News with persons from whose achievements and experiences our readers can learn, we have invited CEEMAN Champions to share with us some of their thoughts and ideas in this issue. We have asked questions that are relevant in the areas of their excellence - in business education, and in leadership development in general. We also wanted to find out how these awards were perceived in their respective institutions.

**Milenko Gudić: Peter, in addition to your outstanding contribution to institutional management and change at St Andrews University Management School, your nomination for the CEEMAN Champion Awards emphasizes your role in developing two important management development associations: the British Academy of Management (BAM) and the European Academy of Management (EURAM). What were the main challenges in leading change in these networks?**

**Peter McKiernan:** These academies were at different stages of development when I took over as president. BAM needed a lot of energy and effort to effect a turnaround and many people worked tirelessly for years to bring it back from the edge of its demise to being one of the most powerful national academies in Europe. The features of this strategy were a clear vision, a strong team, the development of exciting new products, the rebirth of key academic journals, and the

formation of SIGs, which became central to the annual conference and to engaging academics between events.

EURAM was a startup venture. It was a general management alternative to EGOS and a European organization like AoM, reflecting the great variety of European approaches to business and management research and method. The success factors were, again, a strong and committed team, a broad engagement with the national academies across Europe, including CEEMAN, a new journal, new products, as well as a selection of attractive conference venues, such as Paris, Rome, and Barcelona - to attract the interest of the key schools there and enhance the conference experience. Both academies are thriving now and, as they say, are "under new management".

**MG: After leaving St Andrews, you have been engaged in several other management development institutions, which have experienced**



Peter McKiernan

**their own development paths and have gotten their own institutional cultures. What do you see as the main challenges that business schools worldwide are facing now, and how important are their institutional cultures (or the changes in them for that matter) in turning those challenges into opportunities?**

**PM:** The main issue facing business schools today is the relevance of their work, both teaching and research. Western schools came under intense criticism after the 2007/08 financial crisis for having lost their moral compass. For instance, curricula had not developed to cope with the ethical side of business and most schools focused on the for-profit organizational form at the expense of public sector and third sector organizations. In essence, that leaves out the majority of organizations in the world. Moreover, business school academics had stopped looking inside organizations as they had done 20 years before. This left much of their work done at a distance and in danger of being irrelevant.

As a consequence, major social and economic topics went under-researched or not researched at all. Why is there obesity and starvation in the same place at the same time? How do terrorist organizational forms differ from capitalist ones? Why did CEOs assume that legal issues are similar to ethical ones? Why is the gray economy so successful in so many countries? Business-school researchers, with their multi-disciplinary heritage, were in a wonderful position to lead the social sciences with new work in these and related fields but nothing happened except more cases of how Hewlett-Packard, Apple, Dell, and Honda got it right! The research was myopic and so was the consequent teaching. It is no surprise that MBAs were churned out in their thousands to populate investment banks and boardrooms with very limited understanding of the broader social and economic problems facing the societies in which they plowed their lucrative trade.

At the root of much of this demise is the process of isomorphism. School and research rankings drove deans to copy the models of schools above them in the league tables. Accreditation agencies forced schools to conduct business

in certain ways and refused accreditations if unusual or different models emerged (eg teaching-only schools). These extraneous forces caused schools to mimic each other on a global scale with the result that many schools ended up looking exactly the same by product and by research. Elsewhere, in a 2010 publication by Wilson and McKiernan, we refer to this homogeneous process as "Global Mimicry". In a publication that came out this year, we have urged the profession to take the "business out of business schools" and focus on the many other rich organizational forms that exist in the world.

There is good evidence that some intelligent deans are taking this approach and turning their schools to face new research themes and new corners of the globe, and to adopt new disciplinary lenses, like history, anthropology, culture studies, and sustainability. Those schools that stick to the old models with old cultures will atrophy and become more irrelevant as the world stage evolves to the East.

**MG: A recent global survey that CEEMAN conducted globally indicated that success in integrating CSR and sustainable development into the educational programs and institutional practices requires having (a) faculty champions, (b) supportive deans, (c) internal dialogue and team support, and/or (d) a combination of these. How did you and your institution manage to achieve the combination of the above mentioned factors that earned you a nomination for the CEEMAN Champion Awards?**

**Nadya Zhexembayeva:** It is absolutely true that integration of social and environmental performance of business into the core business curriculum (rather than placing these topics into marginalized elective options) is a task for the entire school. Rarely do we see participants or students asking for this subject, and generally they have little tolerance and appreciation for this investment of precious program time. At IEDC, I had the luxury of having a dean (Prof. Danica Purg) and academic director (Dr. Nenad Filipović) who offered support from the beginning as they deliberately searched for a faculty member versed in

Nadya Zhexembayeva





Bernard Belletante

these subjects. Later on, both of them also made a huge effort to promote these subjects in all possible ways, from conferences to custom-made program proposals. The entire IEDC team continues to support this effort not only in the classroom, but also in the school operations and program management.

We still have to integrate these issues across all functional subjects. We had a number of discussions within the faculty and managed to find new ways to update the functional courses. Yet, there is a long way to the achievement of deep embeddedness of sustainability across the entire curriculum, and I see that as my next big agenda.

**Bernard Belletante:** As a dean, I always advocated the view that CSR should not be considered a marketing positioning choice, but a core component of our strategy. For instance at Euromed Management the school's mission has been adapted to "contribute to training and development of ethical and socially responsible managers (...) to help develop new management models" (Strategic plan 2009-2013 – CA 03/04/2009).

**Jean-Christophe Carteron:** At Euromed Management, we believe that higher education institutions should not only pursue excellence but seek coherence between their research, teaching, and exemplary performance in the social and environmental management of the campus. Specifically, this means that Euromed Management has allocated financial and physical resources to CSR actions and projects within the school. This can be seen in the creation of the CSR department in 2007 and the increasing amount of courses and projects across our campuses.

**MG:** What do you see as the main challenges, as well as opportunities, related to the role that business schools are facing to better understand and accept the very special role that they could and should play, promoting the idea of sustainable development and responsible leadership?

**NZ:** The biggest issue is the lack of connection between business schools and the real world. At one extreme, many companies are far ahead of

our outdated philanthropy and charity-oriented teaching. At another extreme, many companies are not able to grasp the relevance of these issues at all. So, most business schools do not serve either and fail to translate philosophical debates into practically relevant business outcomes. Aside from active consulting practices, what has been very helpful to me is being connected to business through the United Nations Global Compact, as IEDC serves as headquarters of its Slovene chapter, and thus stays deeply connected to companies pioneering new social and environmental solutions. What also made a huge difference is the active involvement in Challenge:Future. This youth think-DO-tank is a sustainability innovation initiative, which both IEDC and CEEMAN have been supporting since the beginning. As a youth organization, Challenge:Future allows young people to stay connected to the most relevant issues while being grounded in the global reality.

**JCC:** During the Rio Summit last June, the Higher Education Sustainable Initiative (HESI) represented more than one-third of the 700 voluntary commitments that came out of Rio+20. In his report to the General Assembly on June 28, UN Secretary General Ban Ki-moon also recognized it as one of the most significant achievements of the summit.

**BB:** One of the main challenges every committed organization faces is how to disseminate the CSR strategy into every level of operations. At Euromed Management, we chose to adopt a systemic and transversal approach to this challenge and in 2009 created a group of "CSR Officers" that come from every department of the school.

Currently there are 28 CSR Officers, nearly 10 percent of our staff, nominated by management members. In addition to their regular job duties, the CSR Officers are mandated to serve as a link between the school's CSR strategy and policies and the service they represent. This means that they are not only overseeing the infusion of CSR into their department; they also give feedback and bring to the table ideas and projects suggested by their colleagues.

Jean-Christophe Carteron



**MG:** You and other CEEMAN 2012 Champions have already received a number of prestigious awards and recognition for your past achievements. In this context, how do you experience the CEEMAN Champion Award that you have just received? Related to this is the question of how this award was perceived by your colleagues and the institution as a whole?

**PM:** The CEEMAN award is a major recognition of decades of institution building. But it is not an individual award at all. I see it as an honor bestowed upon the teams that helped me steer these key institutions to their current positions. In each case, the teams I worked in were exceptional and multi-talented individuals who cared greatly about their work and ambition for their organization. In fact, if there was any magic formula at all in these achievements, it was the selection of such a team and its motivation through time. A single person, despite their visionary ability, could not have done any of this work alone. I suppose the second feature of this success is the notion of "daring to fail". We learn more from our failures than from our successes and, in each institution, there were a whole lot of failed projects that we attempted. But each time we reflected and learned so that the next project had a greater chance of success. Finally, I think that our profession in the West has changed dramatically towards a more individual society and away from a collective one. Again, research rankings of individuals and the expectation that they do well in them have made them focus on their own career aspirations rather than the good of their institutions. That is very understandable behavior as organizational systems reward publications in A journals and promotions are based on such output. Teaching and service are demoted to subsidiary positions. Hence, it is no wonder that deans struggle to get staff to do service or community-based work in particular. That is why the CEEMAN institutional award sits right up there alongside any other awards. These acts are unusual and it is gratifying to be recognized for them.

**NZ:** I am deeply honored and moved by this award and thankful for the effort to recognize the challenges of teaching sustainability in a business environment. Teaching is an act of courage, and teaching sustainability is a kind of courage, which no one person can master alone as it takes great community support. I am very grateful for IEDC's courage to put it front and central in its work.

**BB:** As you probably know, we are in a process of merging with BEM (Bordeaux-France). For our new institution, Kedge Business School, we wanted to put CSR at the heart of the strategy and this award arrived exactly at the right time, helping us to reinforce this trend with our colleagues.

**JCC:** As a co-winner, I have to say that I now have a big problem. I have to fight with my dean as we cannot agree which of us should have it in his office... (laughs)



## CEEMAN Hosts the 2013 PRME Summit



The 2013 PRME Summit will take place in Bled, Slovenia

True to its strong commitment to the Principles for Responsible Management Education (PRME) CEEMAN will co-organize and host the main annual event of the PRME movement in 2013 – the 2013 PRME Summit. It will be held in Bled, Slovenia on 25-26 September 2013.

The decision of the PRME Steering Committee to co-organize its main event in 2013 in collaboration with CEEMAN, as well as its nomination of CEEMAN President Danica Purg for the Chair of the PRME Steering Committee in 2013, is a recognition of the continuous contribution that CEEMAN has been providing to the idea of PRME, the development of its strategic directions, and its successful implementation ever since the movement was launched in 2007.

Being aware of the fact that CEEMAN is celebrating 20 years of successful work and contribution to the quality and purpose of management development, the PRME Steering Committee and the PRME Secretariat commended the idea of having the PRME Summit organized in conjunction with the 21st CEEMAN Annual Conference (26-27 September).

This will enable the PRME community to learn more from the huge experience that CEEMAN and its members accumulated as important change agents in the process of unprecedented economic restructuring and social transformation that took place in the last couple of decades in the transition economies and their dynamically changing environments. The CEEMAN value platform resonates strongly with the idea of PRME, the lessons learned in the past, and the best practices and inspirational solutions being developed and implemented in the area of sustainable development and responsible leadership. Last but not least, CEEMAN's agility and action orientation are expected to further strengthen the momentum in the implementation of PRME. The general theme of the 2013 Summit, "New Ways of Developing Leaders for the Future We Want", builds on the theme of the 2012 PRME Global Forum in Rio, devoted to "Management Education for the Future We Want." In this way, the 2013 PRME Summit in Bled will make an important step in turning the PRME passion, which was so evident at the Rio Forum, into action.

### Aims of the Summit

To continue the creation of a new intellectual, research, teaching, and institutional agenda that develops leaders for the future we want, the Summit will be a forum to share learning from the innovations that have been taking place among PRME signatory schools and address such questions as:

- What kind of leaders do we need for the future we want?
- What are the particular capabilities these leaders require in the context of emerging markets?
- What are the implications for the PRME community in developing innovative ways of developing a new generation of leaders?

### Format

As traditional for major PRME events, the 2013 Summit will combine plenary sessions with keynote addresses, panels and Q&A, as well as a series of roundtables which will further contribute to hearing the voice of educators, business community, policy makers, youth, and Summit participants in general.

### Who should attend?

The 2013 PRME Summit is a must for all those engaged in the development of responsible leaders: business school leaders, faculty members and researchers of PRME signatories and schools that have not yet joined PRME, business and HR executives, those responsible for CSR and sustainable business practices, UN Global Compact local offices and networks, governmental representatives and NGOs, youth, media and general public.

More information at:  
[www.ceeman.org/prme2013.html](http://www.ceeman.org/prme2013.html)

Looking forward to welcoming you and your colleagues in Bled on 25-27 September 2013!

**PRME** Principles for Responsible Management Education

## Proud About the Past and Looking Ahead



### 21st CEEMAN Annual Conference

The 21st CEEMAN Annual Conference will be held on 26-27 September in Bled, Slovenia, in conjunction with the 2013 PRME Summit. At the conference, we will also celebrate the 20th Anniversary of CEEMAN.

The CEEMAN family will gather again in Slovenia, where 20 years ago, on the initiative of Danica Purg, a small group of deans and directors of the first management schools in Central and Eastern Europe established CEEMAN to accelerate management development in our region and set quality standards.

Since then, CEEMAN has become one of the leading associations of management schools in countries in transition and a leading platform for discussion on responsible leadership development.

The importance of this network has been growing, particularly since CEEMAN formulated, and started consistently implementing, its value platform. It celebrates diversity and culture, fosters creativity, innovation, and a holistic approach to management education, and promotes and rewards positive transformation. Based on this rather unique platform, CEEMAN has made important breakthroughs in practically all fields of its work, including:

- Faculty development
- Educational materials development
- Strengthening of business schools' leadership capabilities
- Development of operational excellence at business schools
- Setting quality standards through IQA accreditation
- Development of international research and publishing
- Stimulation of international collaboration and networking
- Striving for responsible management education

Following their common value platform, CEEMAN members were among the first signatories of the Principles for Responsible Management Education (PRME), a global movement gathering business schools and management development institutions that are striving for a new role of business in society, sustainable development, responsible leadership and, consequently, responsible management education.

Witnessing the huge passion that was demonstrated at the 3rd PRME Global Forum on "Management Education for the Future We Want", held in June 2012 in Rio de Janeiro, Brazil, CEEMAN suggested focusing the 2013 PRME Summit in Bled on "New Ways of Developing Leaders for the Future We Want".

Being organized in conjunction with the 2013 PRME Summit, the 21st CEEMAN Annual Conference will be an excellent opportunity not only to continue the discussions from the Summit, but also to expose the experiences, lessons learned, best practices, and inspirational solutions that have been developed by CEEMAN member institutions and the association as a whole.

The CEEMAN Conference will provide an opportunity to celebrate the 20th Anniversary of CEEMAN and express thanks to all members for their trust, support, and contribution to the positioning of our organization among major global management development associations, whose value platform, creativity, and innovation are widely appreciated and recognized. The 20th Anniversary of CEEMAN will also be an occasion to set directions for the future.

## Executive Education: Managing Innovations

CEEMAN's ExEd Forum "Executive Education: Managing Innovations" will be held on 19 April 2013 in Kiev, Ukraine, hosted by the International Management Institute MIM-Kyiv and its President Iryna Tykhomyrova.

In accordance with the established tradition of the CEEMAN ExEd events, the forum will be dedicated to three inter-related topics: integration of creativity and innovation into business models and operational practices, the related leadership challenges, and the implications for management and leadership development. The innovations will cover different aspects of business development, while addressing different challenges and opportunities that are specific for the organizations' size, market positioning and stage in the life-cycle.

The highly interactive concept provides participants with space for sharing cutting-edge ideas and experiences. They do case studies and listen to presentations by leading international authorities in the fields of innovation, creativity, and executive education.

The Forum is intended for:

- deans and directors of business schools and executive education centres in charge of, or interested in, incorporating creativity and innovation into their executive education portfolio;
- corporate leaders and entrepreneurs interested in integrating creativity and innovation into their business models and practices;
- entrepreneurship development centers, scientific research institutes, venture capital firms, local, regional, and national governments, interested in bringing innovations and creative advancement into the market place.

For more information, please visit [www.ceeman.org](http://www.ceeman.org) or contact Špela Horjak, CEEMAN Head of Operations, [spela.horjak@ceeman.org](mailto:spela.horjak@ceeman.org), Tel +386 457 92 570.

## Program Management Seminar 2013 Welcomes Applications

The 9th edition of CEEMAN's Program Management Seminar will take place in Bled, Slovenia on 3-5 April 2013.

Described by the *Financial Times* as the program for "the infantry that wins the war", the seminar is aimed at developing operational excellence in business schools and management development institutions and has educated so far over 230 participants from 31 countries.

This unique seminar is aimed at program managers at universities and business schools. They will improve their skills related to the promotion and delivery of educational programs and learn about best practices in initiating, developing, organizing, coordinating and streamlining program management processes and methodologies.

Among the program faculty are recognized experts in management education, including Mike Page, Provost and Vice President for Academic Affairs, Bentley University, US, and Danica Purg, President of CEEMAN and IEDC-Bled School of Management. A new addition to the 2013 faculty team is also Nadya Zhexembayeva, the Coca-Cola Chair of Sustainable Development at IEDC-Bled School of Management.

Teamwork at PMS



Topics to be covered include:

- The role of the program manager in program delivery;
- Building a positive learning environment;
- Understanding target markets;
- Delivering high levels of customer satisfaction;
- How to decide on marketing investments to increase enrolments;
- Admissions systems;
- Post-program activities;
- Managing alumni relations;
- Managing the performance of program staff;
- Hiring program management staff;
- Dealing with difficult participants;
- Managing faculty;
- Handling ethical dilemmas in the program manager's role.

Applications received before 31 January 2013 will benefit from early-bird preferential rates.

*For more information please visit:  
www.ceeman.org/pms*

## IMTA: Faculty Development as First Priority

The 14<sup>th</sup> edition of IMTA – International Management Teachers Academy, CEEMAN's flagship faculty development program, is scheduled for 2-14 June 2013 in Bled, Slovenia. This is the first time that this major European program, aimed at the development of a new generation of management educators for a new generation of business leaders, will also include a track on Business in Society. In this way, IMTA continues to respond to the new business and educational challenges that the world is facing.

The 20th CEEMAN Annual Conference that was held in September in Cape Town, South Africa, once again heavily emphasized the critical importance of faculty development for the ongoing search for developing business schools' responses to the dramatically changing business and educational challenges. The importance of faculty development was particularly stressed in the special session "Building the Faculty and Research" during the Deans and Directors Meeting "Management Development Institution Building in Growth Economies", where lessons learned from IMTA were featured.

Similar messages were conveyed at the annual meetings of other international management development associations, including CLADEA Annual Conference and the 5th Eduniversal World Convention in Peru, the 16th RABE International Conference in Italy, as well as the 2012 PRME MENA Forum in Lebanon. At these events, CEEMAN had an opportunity to make

*A high-profile team of experienced, internationally-renowned professors teaches in IMTA*





IMTA 2013 will take place in Bled on 2-14 June

presentations and receive international appreciation for its remarkable efforts and achievements in the area of faculty development and the development of highly relevant world-class educational materials, particularly those related to IMTA and related programs.

The IMTA program, structured around the "magical diamond of business education" that illustrates the multiple role of faculty (teaching, research, consultancy, and institution building), helps participants improve their knowledge, skills, and attitudes related to general and discipline-specific aspects of management education (Strategy, Finance, Marketing, Leadership and Change Management, Accounting, and Business in Society). IMTA is led by Managing Director Milenko Gudić and Academic Director Jim Ellert.

IMTA 2013 is a two-week program. The first week encompasses common issues and interests related to general aspects of management education. The second is structured into disciplinary tracks run by prominent international faculty including:

- **Finance:** Jim Ellert, Emeritus Professor and former Dean of Faculty, IMD, Switzerland, Visiting Professor, IEDC-Bled School of Management, Slovenia, IMTA Academic Director
- **Leadership and Change:** JB Kassarian, Emeritus Professor, IMD, Switzerland, and Professor of Management, Babson College, US
- **Marketing:** Joe Pons, Axioma Marketing Consultants, Spain, previously Marketing Professor at IESE, Barcelona, Spain
- **Strategic Management:** Krzysztof Obloj, Professor of Strategic Management at the School of Management, Warsaw University and Kozminski University, Poland
- **Accounting:** Randy Kudar, Emeritus Professor, Richard Ivey Business School, Canada
- **Business in Society:** Tony Buono, Professor of Management and Society and Executive Director, Bentley Alliance for Ethics and Social Responsibility, Bentley University, US

In the past 13 years, 448 management educators from 135 institutions in 37 countries around the globe have attended the program, which places a high emphasis on the social responsibility of management educators. The exchange of ideas and experience with colleagues from other countries is also an invaluable source of learning and an effective instrument in establishing professional contacts and networks, additionally enhanced via the IMTA Alumni Association.

According to the post-program feedback received from the IMTA participants and their institutions, the effects of the program go far beyond individual professional career development. Its benefits also include an impact on the participants' institutions and their respective stakeholders.

*"I am going back home after my MBA strategic management class. Today's session was very special because of the Judo in Action case and Ichiro's video. It was A..M..A..Z..I..N..G. Thank you Ichiro Noro. Thank you IMTA! :),"* Nizar Becheikh, IMTA alumnus from the American University in Cairo, Egypt, wrote on IMTA's Facebook page regarding his recent teaching experience based on his IMTA 2012 learning and sharing with Ichiro Noro from Seiwa University, Japan.

The fees for the 2013 edition of IMTA are:

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

Some scholarships are available for participants from Africa and Latin America.

The deadline for registration is 15 February 2013.

*For more information, please visit: [www.ceeman.org/imta](http://www.ceeman.org/imta) or contact Milenko Gudić, IMTA Managing Director, [milenko.gudic@ceeman.org](mailto:milenko.gudic@ceeman.org), Tel +386 4 57 92 521*

IMTA is a highly interactive two-week program



## CEEMAN Institutionalizes Its Fundraising for IMTA

CEEMAN members and other institutions and organizations are invited to contribute to the further development of IMTA, a major European faculty development program for a new generation of management educators for a new generation of business leaders, which has already educated close to 450 management professors from 135 institutions in 37 countries around the globe.

*For more information, please contact Milenko Gudić, IMTA Managing Director, [milenko.gudic@ceeman.org](mailto:milenko.gudic@ceeman.org)*

### Establishment of IMTA Foundation for Faculty Development

In November 2012, CEEMAN established the IMTA Foundation for Faculty Development (IMTA Foundation). Its goal is to provide external funding and enable the IMTA program to maintain tuition fees at an affordable level for most of its members, while offering special scholarships for institutions in need, including those from dynamically changing environments in different regions.

The IMTA Foundation will seek financial support from different sources including:

- international foundations
- corporations
- business Schools
- IMTA-related programs
- other CEEMAN programs and activities

As stipulated in the Statute and Founding Act of the IMTA Foundation, approved by the Ministry of Higher Education, Science, and Technology of the Republic of Slovenia, the main governance body of IMTA Foundation is the IMTA Foundation Board, which consists of Danica Purg as IMTA Foundation Board President and two members of the Board: Milenko Gudić, IMTA Managing Director, and Sergey Mordovin, CEEMAN Board member, Rector of IMISP, Russia.

The resources of the Foundation will be used for:

- funding scholarships for IMTA and IMTA-related programs
- further expansion and development of IMTA and IMTA-related programs
- managing the above-mentioned activities and the Foundation itself

The functioning of the Foundation will be reviewed by a Supervisory Board, consisting of three members: one representative of the founder (CEEMAN), one representative of other donors, and one representative of the IMTA Alumni Association.

IMTA Foundation established



## Business and Educational Challenges in Dynamically Changing Environments



20th CEEMAN Annual Conference has gathered more than 100 participants from 32 countries

The 20th CEEMAN Annual Conference on “Business and Educational Challenges in Dynamically Changing Environments” took place on 26-28 September 2012 in South Africa. It was the first central annual event of CEEMAN held outside Europe. The conference was co-organized and hosted by the University of Stellenbosch Business School (USB) and its Director John Powell. An integral part of the event was also CEEMAN’s Deans and Directors Meeting on “Management Development Institution Building in Growth Economies”.

More than 100 deans and directors from business schools and universities from 32 countries in Europe, North and South America, Asia, and Africa, as well as business and political leaders and representatives of management development associations from dynamically changing environments (RABE, CLADEA, BMDA, SABSA, and others), had an opportunity to address and discuss the issues that preoccupy the business education and leadership development industry in dynamically changing environments worldwide. Among them were the following questions:

- What are the key challenges to businesses, business schools, and societies at large?
- What are the opportunities in the specific context of Africa, Central and Eastern Europe, and other dynamically changing economies?
- What can we learn from each other?
- How can we collaborate and contribute to finding new solutions for the new challenges and opportunities in the rapidly changing world?

In their opening remarks, CEEMAN President Danica Purg and the conference host John Powell strongly emphasized the importance and far-reaching implications of the decision to bring CEEMAN’s Annual Conference to Africa. According to Danica Purg, “the 20th CEEMAN Annual Conference provides an opportunity to create and share knowledge about central issues

that businesses, business schools, and societies at large are facing in the world, which is becoming increasingly complex, interrelated, and interdependent”. John Powell expressed his satisfaction with seeing “CEEMAN having an influence way outside its original area of concern. There are huge similarities between Central Europe, Southern Africa, India and South America, as well as strong learning potential in all of these regions. I am genuinely excited that CEEMAN has been stepping up to a role of representing business schools from the emerging economies. There is no other organization that does that on a world basis”.

The 20th CEEMAN Annual Conference featured a number of prominent international speakers from academia and business. Among them were two prominent public figures from South Africa: Mamphela Aletta Ramphela, the founder of The Citizens’ Movement, and Sullivan O’Carroll, Chairman and Managing Director of Nestlé South Africa.

In her speech “My Country and I: How Do We Transform?”, Dr Ramphela said that “there is great potential for Africa to harness the lessons from Central and Eastern Europe as well as Latin America to transform its social and political realities by leveraging its huge assets of mineral and natural resources and a youthful population into a sustainable wealth-creating machine”. Furthermore, she said that South Africa needs great leaders – in business, and in the public and private sectors – that should develop together to learn from each other. Business schools should nurture innovative, well-educated and dedicated leaders who can steer the country toward a better future.

This message provided an excellent introduction for the whole conference, which further elaborated on the challenges and opportunities related to management in dynamically changing environments and the implications for business education and leadership development, particularly in the areas of achieving teaching excellence, innova-

tions to support the educational process, designing research to support change, and spending the marketing budget wisely.

Danica Purg summarized the discussions in key messages on "Working Together for a Better Future: From Ideas to Joint Action". Building on this, Nick Binedell, Dean of the Gordon Institute of Business Science at the University of Pretoria, South Africa emphasized that in dynamically changing environments, like in South Africa, the quality of leadership of institutions is literally a matter of life or death. If these environments are lagging behind, it is *"not because of a lack of resources, not because of a lack of imagination, not because of a lack of humanity, but simply because of the leadership of the institutions"*. This is an issue and a challenge that business schools need to address. Asking himself whether we are in a troubled period or the beginning of a new era, Nick Binedell said that the dramatically changing world requires leaders who know not only how to read maps, but also how to make new maps for the uncharted territories that these dynamically changing environments and the world as a whole are facing. This applies equally to business leaders in the public sector and those in charge of business schools and other management development institutions.

The Deans and Directors Meeting delved deeper into the challenges and opportunities related to management institution building in growth economies. The meeting firstly reviewed the challenges and opportunities of management schools in transitional societies, and then discussed the specifics related to building faculty and research, developing networks, alumni relations and fundraising, and creating an infrastructure. The issues related to international cooperation and partnerships, as well as accreditation challenges in emerging economies, were discussed in the view of the role that CEEMAN and other management development associations could play through collaboration and experience sharing.

In his concluding word, Chin Tiong Tan, CEEMAN Board member and President of the Singapore



*...and experience exchange*

Technology Institute, emphasized the importance of innovation. *"Innovation is essential. We need to come up with new tools and a new pedagogy. Only in that way will we respond to the changes of the world that we live in."*

The issue of innovation in leadership development was also addressed and practically demonstrated in a two-day pre-conference seminar at the Gordon Institute of Business Science of the University of Pretoria in Johannesburg. The seminar on "Leading Through Adversity and in a Changing Socio-Economic Landscape" was attended by 40 deans from 19 countries. It set the scene for further discussions in Cape Town, provided a better understanding of the realities of South Africa and showcased some of the inspirational work that is done there. It also demonstrated the high number of similarities shared by the transitional economies in South Africa, Central and Eastern Europe, Latin America, and Asia, and the importance of exchanging experiences.

*The conference proceedings and videos are now being prepared and will be published by the end of the year at [www.ceeman.org](http://www.ceeman.org)*

*The conference provided plenty of opportunities for networking...*





# CEEMAN Annual Meeting 2012

The CEEMAN Annual Meeting 2012 was held on 26 September at the University of Stellenbosch Business School, South Africa, the venue of the 20<sup>th</sup> CEEMAN Annual Conference.

Danica Purg presented the Annual Report of activities performed in the September 2011-August 2012 period, including the financial results, while Milenko Gudić and Olga Veligurska provided additional details on some of the past and ongoing activities and projects.

Referring to the CEEMAN Annual Report, which was distributed to the participants in the meeting and all CEEMAN members, as well as published online on the CEEMAN website, the speakers highlighted the following points:

- The success of the 19<sup>th</sup> CEEMAN Annual Conference held in Tbilisi, Georgia in September 2011.
- The great success of the CEEMAN international research project *Hidden Champions in Dynamically Changing Environments* and the related international conference held in Vienna, Austria, in November 2011, which enabled CEEMAN to make important inputs at several international forums in Bled, Belgrade, and other places. The book on hidden champions in Central and Eastern Europe and dynamically changing environments will soon be published.
- The spectacular success of IMTA 2012, with which the total number of management faculty educated by the program increased to 448. They come from 135 institutions in 37 countries around the globe.
- IMTA Foundation was established to attract external funding for the future editions and expansion of IMTA and related programs.
- The 7<sup>th</sup> IMTA Alumni Conference, held in April in Vilnius, Lithuania at the ISM University of Management and Economics, provided additional proof of the strength of the IMTA Alumni Association and the potential it has for further international collaboration among IMTA alumni and their respective institutions.
- The 7<sup>th</sup> edition of the Program Management Seminar was held in April. With this unique program, CEEMAN continues promoting operational excellence among its members and other interested institutions.
- The CEEMAN Case Writing Competition, which was run for the 18th time in the past academic season and for the 6th time in cooperation with Emerald. High quality submissions were received and the winners were to be formally announced at the 20<sup>th</sup> CEEMAN Annual Conference gala dinner.
- The CEEMAN Champion Award continues supporting and promoting outstanding achievements in areas that are critical for success in management education. High quality nominations were received also in 2012, and the winners of the awards were to be announced at the gala dinner.
- The CEEMAN International Quality Accreditation (IQA) program has re-accredited two schools in 2012. The number of institutions that are at various stages of the accreditation process looks promising. CEEMAN is gathering further momentum in an area that is important for its mission but also for the revenue streams of the association.
- CEEMAN successfully continued its heavy involvement in the implementation of the principles of responsible management education (PRME). It was actively represented in all stages of the preparation of the 3<sup>rd</sup> Global PRME Forum and Rio+20 Conference events in June 2012 in Brazil. CEEMAN President Danica Purg made a concluding speech at the Forum and invited the PRME community to the 2013 PRME Summit, which CEEMAN will co-organize and host in September 2013 in Bled, Slovenia.
- The CEEMAN-led PRME Anti-Poverty Working Group produced two important deliverables for the 3<sup>rd</sup> Global Forum in Rio, while also presenting its results at several international gatherings, including the 2012 Academy of Management. New publishing opportunities were agreed with Greenleaf Publishing.

Danica Purg presenting CEEMAN Annual Report



- CEEMAN continued its efforts to promote the idea of innovations for sustainable development through the Challenge:Future global youth think-do-tank and competition for open innovation and sustainable development, which engaged more than 24,000 students from 1,540 schools in 214 countries. CEEMAN hosted the 2012 C:F Summit in Bled in March while also ensuring EU funding for some activities in 2013.
- In addition to regularly supporting its members activities, CEEMAN also promoted various national and international events aimed at the improvement of the quality of management development, in which it presented the results and lessons learned from its programs and activities. A growing interest in the CEEMAN insights was also visible through a number of international events organized by other associations and/or organizations to which CEEMAN was invited to present and share its ideas.
- CEEMAN's publishing activity was also very successful. In addition to the proceedings from the 19<sup>th</sup> Annual Conference and quarterly *CEEMAN News*, it also included videos from CEEMAN conferences and forums as well as the publication of CEEMAN surveys, including a research report from the International Conference on Hidden Champions, the PRME Working Group's *Report on Fighting Poverty Through Management Education*, and the *Collection of Best Practices and Inspirational Solutions*. The cooperation with publishing partners continued successfully through CEEMAN faculty development programs and case writing competition, while new areas of cooperation have been identified for the future.
- CEEMAN's ability to address emerging issues related to business education and leadership development, its value platform and care for members, as well as the consistently high quality of CEEMAN programs and activities, enabled the association to further grow and expand its geographical coverage. With 25 new members from 18 countries, CEEMAN's membership base has grown to 210 members from 51 countries from around the globe.
- CEEMAN ended the 2011/2012 academic season with an operational deficit of 170,000 euros. This was due to additional costs related to new personnel and payment of accumulated professional services from the past. More revenue streams are expected in 2013 from IQA and the upcoming events, including the 21<sup>st</sup> CEEMAN Annual Conference and the 2013 PRME Summit in Bled. In this context, recent investments in PR and marketing are expected to pay back. As for IMTA, there are still some reserves accumulated through earlier external funding from the Open Society Institute, while additional support is expected to come through the recently established IMTA Foundation.



*The Annual Meeting participants received information on future plans and activities of CEEMAN*

In the second part of the meeting, the participants received information on the association's future plans and the calendar of events for 2013.

In the discussion part of the meeting, the new members of the association had a chance to introduce themselves, while the participants had the opportunity to ask questions and receive more information on the current and upcoming programs and activities, including those related to the celebration of the 20<sup>th</sup> Anniversary of CEEMAN, which will take place on the occasion of the 21<sup>st</sup> CEEMAN Annual Conference in Bled on 26-27 September 2013.

The CEEMAN Annual Meeting also enabled representatives of other national, regional, and international associations (RABE, CLADEA, the Peter Drucker Foundation) to greet the participants, while introducing their own future plans and priorities and inviting CEEMAN members and the association as a whole to engage in even more intensive collaboration.

In her concluding words, CEEMAN President Danica Purg expressed her thanks to all delegates who were present at the meeting, as well as to all CEEMAN members, for their continuous contribution and collaboration. CEEMAN is proud of having such good members, who are mission-driven, loyal and caring.

## Results of the 18th CEEMAN Case Writing Competition in Cooperation With Emerald



Representatives of Emerald and CEEMAN  
with the winners' check

The 18th CEEMAN Case Writing Competition in cooperation with Emerald Group Publishing once again attracted an impressive number of submissions from all over the world. The winners were announced at the 20th CEEMAN Annual Conference in Cape Town on 28 September 2012.

A total number of 37 cases, written by authors and co-authors from 33 institutions in 21 countries (Australia, Canada, Colombia, Denmark, Egypt, Estonia, France, Germany, India, Indonesia, Iran, Jamaica, Singapore, Spain, Sweden, Switzerland, Tanzania, Thailand, Turkey, United Arab Emirates, and US) were submitted for the competition that was organized for the sixth consecutive year in cooperation with Emerald Group Publishing. Among the authors were also management faculty from five CEEMAN member institutions.

Based on the competition criteria, 19 cases from 17 institutions in 12 countries were shortlisted for evaluation by the jury, consisting of Vladimir Nanut, MIB School of Management, Italy; Al Rosenbloom, Dominican University, US; and Leif Sjoblom, IMD, Switzerland.

The awards, announced at the Gala Dinner of the 20th CEEMAN Annual Conference in Cape Town by Vladimir Nanut and Emerald representatives, were adjudicated as follows:

- **1<sup>st</sup> place:** *Thai Beverage Public Company Limited: Thailand Leader, Global Challenger* by Amonrat Thourungroje, Assumption University, Thailand and Olimpia Racela, Mahasarakham University Business School, Thailand. The co-authors of the case will share EUR 2,500 and a 100% scholarship for participation in CEEMAN's IMTA – International Management Teachers Academy.
- **2<sup>nd</sup> place:** *An Old Bank in a New Country: Restructuring Nile Commercial Bank of South Sudan* by Veit Etzold, ESMT - European School of Management and Technology, Germany. He will receive EUR 1,000 and a 50% scholarship for participation in CEEMAN's IMTA.
- **3<sup>rd</sup> place:** *Kraft Foods Argentina: The H1N1 Disparity* by Susan Myrden, Memorial University of Newfoundland, Canada and Kathy Sanderson, Organizational Behavior, Faculty of

Business Administration, Lakehead University, Canada. The co-authors will share EUR 500 and a 30% scholarship for participation in CEEMAN's IMTA.

In addition, the authors of the 10 best cases received a 12-month free subscription to an Emerald subject collection.

The winners commented: "We are honored to earn this recognition from CEEMAN/Emerald and the distinguished members of the evaluation committee. There appeared to be a strong pool of competitive submissions from notable researchers from many other emerging markets, and we are very pleased to know that our business case about one of Thailand's largest and fastest growing conglomerates can serve as a learning context for earnest students."

The 2013 Case Writing Competition will be officially open in January, inviting authors to submit their case studies by 3 June 2013.

For more information, please visit [www.ceeman.org](http://www.ceeman.org) or contact Špela Horjak, CEEMAN Head of Operations, [spela.horjak@ceeman.org](mailto:spela.horjak@ceeman.org), Tel +386 457 92 570

## CEEMAN Champions 2012 Awarded in Cape Town

On the final day of the 20th CEEMAN Annual Conference, which took place in Cape Town, South Africa from on 26-28 September 2012, the CEEMAN Champion Awards 2012 were officially announced.

The evaluation committee consisted of Jim Ellert, Professor Emeritus, IMD, Switzerland; Arshad Ahmad, President of STLHE – Society for Teaching and Learning in Higher Education, Canada; and Milenko Gudić, CEEMAN IMTA Managing Director. It selected the following champions among 15 nominations from nine countries (Austria, France, Kazakhstan, Latvia, Russia, Slovenia, Switzerland, and the UK):

- In the category of Teaching: **Arthur Lindemanis**, RISEBA, Latvia
- In the category of Responsible Management Education - two co-winners: **Bernard Bellefante** and **Jean-Christophe Carteron**, Euromed Management, France, and **Nadya Zhexembayeva**, IEDC – Bled School of Management, Slovenia
- In the category of Institutional Management: **Peter McKiernan**, University of Strathclyde, Scotland, UK and Murdoch University, Australia.

Based on the received nominations, the jury decided not to give the award in the Research category this year.

Danica Purg, President of CEEMAN, congratulated all winners for their contributions in areas

that are considered critical for the success in business education and management development.

The CEEMAN Champion Awards were launched for the first time in 2010 in line with CEEMAN's effort to promote and reward excellence and outstanding achievements that bring in diversity, creativity, and innovation. A set of evaluation criteria was defined for that purpose. They take into account how the accomplishments are likely to contribute to business practice and knowledge in the local environment and how they contribute to the institution's vision and strategy. Potential transferability to other CEEMAN institutions and management development in general is seen as an additional strength.

*Call for 2013 nominations is already open at [www.ceeman.org/champions](http://www.ceeman.org/champions)*

*Jean-Christophe Carteron receiving the award from Danica Purg and Jim Ellert*



## CEEMAN and Challenge:Future - Creating Jobs for Youth



## Youth in Action

CEEMAN and Challenge:Future teams joined forces in gaining EU funds for the "Create Future with Creating Jobs" project, which is connecting and engaging 10 different countries in the EU and around the globe to mobilize youth to:

- Obtain new knowledge, skills, and experience for raising their employability at the national level.
- Encourage the spirit of initiative, creativity, innovation, and entrepreneurship as this is essential for finding a job or creating a new one.
- Stimulate non-formal education programs that could improve knowledge sharing about needed skills for job creation.

Preparations for the project are now well under way. It will create a bridge between educational and professional paths of young people with the help of local events in partner countries, a global online competition, and a concluding main event in Slovenia.

The online competition, to be launched in early December, will invite youth teams from all over the world to address the problem of youth unemployment and related issues in their countries and communities. As all Challenge:Future competitions, this one will also be organized in several rounds, guiding the teams from idea development to real-life project implementation. The teams will be able to work with a mentor of their choice.

Local events, run by various youth organizations from Denmark, Latvia, Turkey, Romania, India, Nigeria, Uganda, Rwanda, and Singapore, will include workshops addressing the problem of youth unemployment and the increasing gap between education, skills, and jobs, while encouraging the development of partnerships and networks, knowledge exchange, and experience sharing.

The project will reach its peak in September 2013, when youth from partner countries and online competition finalists will gather in Slovenia to present the best ideas and projects implemented in their countries, share experience gained through the initiative, and award the winners of the competition. They will also have a unique opportunity to join and express the voice of youth at the 2013 PRME Summit and the 21st CEEMAN Annual Conference in Bled on 25-27 September 2013.

*For more information, please visit:  
[www.futurewithjobs.org](http://www.futurewithjobs.org)*

## New Events and Publications on Fighting Poverty Through Management Education

The PRME Anti-Poverty Working Group provided two resource materials for the 2012 PRME Global Forum and Rio+20 Conference held in June in Rio de Janeiro, Brazil: the *Report on Fighting Poverty Through Management Education: Challenges, Opportunities and Solutions*, and the *Collection of Best Practices and Inspirational Solutions*. After these important contributions, the group continued its work with new publications and events.

In November, the Working Group launched a new invitation for contributions to the *Collection of Best Practices and Inspirational Solutions*. This is being developed into an online platform for learning from shared experiences with integration of poverty-related issues into management education.

The Working Group is supported by PRME, CEEMAN and Greenleaf Publishing. It signed an agreement with this publisher in October, and sent out a call for contributions to two books on poverty and management education. The title of the first book will be *Socially Responsive Organizations and the Challenge of Poverty*. It will address the question of why poverty issues should be integrated into the program and curricula of business schools. This book is expected to be published in 2014. The second book is *Responsible Management Education: The Challenge of Poverty*. It will focus on the question on how business school curricula can integrate poverty-related issues. It is scheduled to be published in 2015.

The timeline for writing and publishing the books was adjusted to PRME's major upcoming events, including its global forums, summits, regional chapter and other meetings. This will enable the Working Group to promote its mission and activities, as well as the results achieved in the creation of new intellectual, research, educational, and institutional agendas for business education and leadership development.

The Working Group also scheduled its meeting in the context of the PRME Summit in September 2013 in Bled, Slovenia. The Working Group's conference/workshop, which will be held as a pre-Summit event on 24-25 September 2013, will

discuss the ongoing work of its members and the Working Group as a whole, and prepare inputs for the Summit. The Working Group event will also be used to discuss the future activities and plans of this PRME initiative, including an invitation to design and organize a poverty-related Professional Development Workshop (PDW) for the 2013 Academy of Management to be held in August 2013 in Orlando, Florida, US.

CEEMAN members, PRME signatories, as well as all those interested in contributing to the integration of poverty-related issues into management education are most welcome to take part in the above mentioned projects and other activities of the PRME Anti-Poverty Working Group, which has grown to include 92 members from 79 institutions from 37 countries from all continents.

*For more information, please contact Milenko Gudić, IMTA Managing Director and PRME Working Group Coordinator at [milenko.gudic@ceeman.org](mailto:milenko.gudic@ceeman.org)*

## CEEMAN Continues Its Global Presence and Sharing

CEEMAN's activities, and the experiences and results that the association has achieved, continue attracting the attention of major international management development associations and networks. CEEMAN was represented at, and actively contributed, to the major annual events of these institutions in different parts of the world.

At the 5<sup>th</sup> Eduniversal World Convention, held at the Centrum Católica Business School, Pontificia Universidad Católica del Perú, which brought together more than 150 participants from 47 countries from all over the world, Milenko Gudić was among the speakers in the plenary session on "Managing Accelerating Change: How to Succeed in Fast Changing Environments." The session was moderated by Virginijus Kundrotas, Member of the Eduniversal Scientific Committee and CEEMAN Vice-President. Talking about the CEEMAN experiences, he dwelled on a number of important topics: educational mission, institutional needs, faculty development, educational materials development, innovations in business education and leadership development, accreditation of business schools, CEEMAN Champion Awards, international research, and the PRME-related programs and activities.

Standing in for CEEMAN President Danica Purg, Milenko Gudić addressed the CLADEA Assembly on 24 October in Lima, Peru. After greeting the CLADEA members on behalf of Danica Purg and all 210 CEEMAN members from 51 countries around the globe, Milenko Gudić invited them to join the upcoming CEEMAN activities and events. He also told the audience that CEEMAN was willing and ready to collaborate closely with CLADEA and other international associations from dynamically changing environments on issues of common interest. He identified faculty development, innovations in business education and leadership development, sustainable development and responsible leadership, fighting poverty through management education and international research on management development needs as potential areas of collaboration. He invited all CLADEA members to join CEEMAN in Bled in September 2013 at the 2013 PRME Summit and 21<sup>st</sup> CEEMAN Annual Conference.

The 17<sup>th</sup> CLADEA Annual Conference on "Managerial Education: Beyond Boundaries" was held on 22-24 October. It included a CEEMAN-sponsored session on "Evolving Trends and Challenges in Management and Leadership Development in Dynamically Changing Environments." During that session, Irina Sennikova, CEEMAN Board member, Chairperson of EQUAL, and Rector of RISEBA, and Milenko Gudić talked about the experiences and lessons learned by the CEEMAN members, including RISEBA, and EQUAL as an association of major international associations. Milenko Gudić also took part in the ASFOR-sponsored session on "Entrepreneurial Training for SMEs" on 23 October, together with speakers from Italy, Brazil and Peru. His presentation was mostly based on the lessons learned from CEEMAN's international research on management training needs and hidden champions.

Standing in for CEEMAN President Danica Purg, Milenko Gudić took part in the 16<sup>th</sup> RABE International Conference "Business Education and the Business School in 2020: New Trends, Models and Opportunities", held in Sicily, Italy on 29-30 October. While presenting CEEMAN's views at the roundtable of business school associations on "Opportunities for Cooperation and Challenges of Competition: How to Develop a Synergetic Model and Mutually Beneficial Activities for the Future", he announced the CEEMAN President's signature on the *Declaration of the Global Management Development Organizations in Support of Independent Quality Assessment System in Russia*. RABE received support for this document from the major international associations that took part in the roundtable: AACSB International, AMBA, CEEMAN, EFMD, ACBSP, ASFOR, and GMAC.

As a representative of CEEMAN and the PRME Anti-Poverty Working Group, Milenko Gudić participated in the 2012 PRME MENA Forum on "Doing Business Responsively: When Corporations Become Citizens", held at Holy Spirit University of Kaslik in Beirut, Lebanon, on 7-8 November under the high patronage of His Excellency the Prime

Milenko Gudić (second left) at 2012 PRME MENA Forum



Minister of the Lebanese Government. Milenko Gudić's plenary presentation on "The Role of Associations in Developing Responsible Leaders: CEEMAN's Experience" provided a brief review of the main CEEMAN programs and activities, particularly those in the area of faculty development and accreditation, and the activities related to PRME.

All of these international events confirmed the high international reputation and appreciation that CEEMAN enjoys globally. In addition, they all provided opportunities to present and promote CEEMAN's value platform and the association's major programs and activities, including those in the area of faculty development, international research, and accreditation, as well as the PRME-related projects. Last but not least, they also provided opportunities to extend CEEMAN's invitation for its 21<sup>st</sup> Annual Conference and the 2013 PRME Summit to a broad international community.

## New Colleague on the CEEMAN team

We are happy to introduce Špela Horjak as a new member of the CEEMAN team. Throughout her nine-year professional career, Špela has been working in the fields of public relations and communication in an international environment. She worked for the European Commission for five years, where she was responsible for communication activities, public relations, event management, and the European Commissioner's visits to Slovenia. She was involved in decision-making processes and daily issues that were high on the European agenda. Prior to that, she worked for the Slovene government and gained a rich experience in the public sector, European and foreign affairs, and project management. Špela also has a profound understanding of advertising and communication as she has worked for Pristop, Slovenia's biggest public relations agency and advertising agency Mediamix, a winner of two prestigious Cannes Lion awards.

Špela is a graduate of communications from the Faculty of Social Sciences and a PhD student at the Faculty of Law at the University of Ljubljana.

She will be closely engaged in all CEEMAN activities, taking over from Olga Veligurska and Klara Pegan both of whom will be on maternity leave in 2013.

Contact: Špela Horjak, CEEMAN Head of Operations, [spela.horjak@ceeman.org](mailto:spela.horjak@ceeman.org), Tel +386 457 92 570

Špela Horjak





## UGSM-Monarch Business School Switzerland

UGSM-Monarch Business School Switzerland was established in 2010 and has campuses in Zug, Switzerland, and Dubai, UAE, for doctoral candidates. The school's mission is to be a leader in applied education and research in management. Simply put, UGSM-Monarch Business School Switzerland focuses on developing managers to become leaders that strive for the highest level of practice within their field. In achieving this aim, we strive to provide our candidates with the knowledge, skills, and learning environment that enable the creation of core competences for the advancement of their academic and business careers. UGSM-Monarch Business School runs under the leadership of Faculty Dean Dr. Lee Dahringer, former dean of the Sellinger School of Business, Loyola University Maryland, and former dean of the College of Business and Economics at West Virginia University.

From a functional viewpoint, UGSM-Monarch Business School Switzerland seeks to merge the rigors of academic training with the practicality of business insight to produce strong business and academic leaders that maintain a sustainable and ethically centered approach to competing in a globalized marketplace.

Academically, graduate studies at Monarch Business School Switzerland follow the traditional European thesis method of intimate one-on-one professor-candidate supervision. At Monarch, the graduate candidate is considered an individual with a unique study path. It is our belief that this provides a greater possibility for success and a more enjoyable and rewarding graduate study experience. The school is located in Zug, Switzerland, and presently provides graduate programs to approximately 100 students in business, economics, finance and related management studies.

[www.ugsm-monarch.ch](http://www.ugsm-monarch.ch)

## Kyiv School of Economics, Ukraine

### **Excellence in Economics Education and Research**

The Kyiv School of Economics (KSE) was founded in 2006 by the Economics Education and Research Consortium (EERC) and the Victor Pinchuk Foundation. It is a leading academic institution with a reputation for excellence in Ukraine and internationally. KSE ranks among the top schools in Central and Eastern Europe, producing a future generation of world-class economists and decision makers. In doing so, it helps to improve the economic, business, and policymaking environments of Ukraine and the neighboring countries.

### **Academic Programs**

KSE offers internationally recognized master's programs in Economic Analysis, Financial Economics, and Business Economics, taught by international and Western-trained Ukrainian faculty who have strong backgrounds in teaching and research. The programs' curricula are modeled on the best economic, financial, and business graduate programs in North America and Western Europe. Students are provided with access to the world economics literature and various informational resources. After graduation, students receive a Master's Degree in Economics from the University of Houston (US).

*Kyiv School of Economics*



### Research Activities

The Kyiv Economics Institute (KEI) at the Kyiv School of Economics provides advanced economic analyses to many clients and partners around the world. The results of this research are used by governments, business companies, international organizations, and many others.

### Outreach Activities

To promote economic education and research in the region, KSE organizes and administrates the following outreach activities:

- The EERC Research Network: semi-annual grant competitions and ad hoc research tenders on specific topics in Applied Economics for the CIS region. The network also supports the GDN regional window. For more details see [www.eerc.ru](http://www.eerc.ru)
- International student olympiads in economics and finance
- International student conferences, attracting students to discuss the most relevant economic issues in Ukraine
- KSE open lectures bring well-known economists to Ukraine and serve as a platform for policy discussions.

### International Rankings

KSE is the highest-ranking Ukrainian economic research institution according to RePec (Research Papers in Economics, [ideas.repec.org](http://ideas.repec.org)). Ranking Web of World Business Schools ([business-schools.webometrics.info](http://business-schools.webometrics.info)) recognized KSE as the most visible Ukrainian business school. KSE was also ranked favorably by SSRN (Social Science Research Network, [hq.ssrn.com/rankings](http://hq.ssrn.com/rankings)).

### Pavlo Sheremeta Becomes President of KSE

Since November 2012, KSE is headed by Pavlo Sheremeta, who is well known to the members of CEEMAN. He is the founder and former Dean of Kiyv Mohyla Business School, as well as former President of the Malaysian Blue Ocean Strategy Institute and CEEMAN Board member.

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## Association of Chartered Certified Accountants, Ukraine

In September 2012, the Association of Chartered Certified Accountants (ACCA) and the Estonian Board of Auditors (EBA) organized a public discussion on new reporting models. The event took place in Tallinn, Estonia. The purpose was to discuss educational trends in Estonia, issues of financial regulation, new reporting models, and sustainability awareness in the Baltic region.

The event gathered over 60 representatives of Estonian business, the Estonian Ministry of Finance, the Russian Federation Chambers of Commerce, and the Estonian Board of Auditors. It can become an impulse for scientific educational cooperation of ACCA with key academic players in Estonia.

The roundtable evolved into a lively discussion around the future of the accounting profession in Estonia, which is experiencing many challenges due to the country's EU membership and demographic outflow. There was an interest among key players in higher quality training in accountancy and finance in Estonia.

Nataliya Vovchuk, Head of ACCA in Ukraine and the Baltic and Caucasus states, said: *"There is a need for accountants and auditors to broaden their skills and expertise to enable companies to embrace sustainability across the departmental silos. ACCA remains the only globally accredited qualification to offer significant exposure to non-financial tools and aspects for aspiring financial professionals. Issues of sustainability, global*

*Jaan Alver and Lehte Alver, TSEBA*





EBA members with Marika Taal, Ministry of Finance of Estonia, and Kaido Vetevoog, Estonian Board of Auditors

reporting initiatives, and environment accounting are key priorities in ACCA's thought leadership program."

ACCA has over 1000 students and 280 members in the Baltic states, with a potential to expand further. During the event, ACCA's Foundations in Accountancy suite of awards was presented as the route of choice for those seeking technical qualifications in accounting and finance.

The discussion was followed by a meeting between Nataliya Vovchuk and Jaan and Lehte Alver, academic heads at the Tallinn School of Economics and Business Administration (TSEBA) that is part of the Tallinn University of Technology. The meeting is expected to lead to cooperation between that institution and ACCA. TSEBA is interested in upgrading its academic program by using the ACCA Qualification for benchmarking in accounting and finance.

## BMI Graduates Welcomed Into HEC Alumni Group

HEC Paris Alumni, the prestigious global network of graduates of HEC Paris School of Management, has decided that graduates of the BMI International Executive MBA program will automatically receive "associate member" status in the network. HEC Paris, ranked Europe's No 1 business school by the *Financial Times* since 2006, is a founding academic partner of BMI. HEC professors deliver several of the courses in the BMI International Executive MBA program, and the rector of HEC signs the BMI EMBA diploma.

The alumni association of HEC was founded in 1883. It offers privileged access to the 44,000 graduates of the HEC group institutions around the world, including more chief executive officers of *Fortune* Global 500 companies than any other business school in Europe. The association's activity focuses on enhancing the career of HEC alumni by organizing events, networking, and promoting the name of HEC. Currently HEC Paris Alumni has 53 chapters around the world, as well as numerous groups dedicated to specific professional areas and an influential body, known as HEC Women, supporting and promoting the role of women in management.

The names of the more than 600 graduates of the BMI Executive MBA have been included in a new HEC Paris Alumni directory, which will soon be published. A welcome pack of information is also being prepared for the new members from, who will be able to benefit from the association's services on the same terms as other members.

## IMTA Alumnus Wins Academy of Management Video Case Study Competition

first and second at CEEMAN's annual case writing competitions in 2010 and 2011. *"Although there is a lot of effort behind this, developing innovative teaching methods really pays off – not only in the form of awards, but also through intense and highly rewarding classroom discussions."*

The award was received by Dietmar Brodel at the Academy of Management's annual meeting in Boston, Massachusetts. The video case has been published by the Academy of Management and can be used for teaching purposes by the Academy's members from over 100 countries.

A team of faculty members and students of the Carinthia University of Applied Sciences (CUAS) School of Management, led by CEEMAN IMTA alumnus Dietmar Sternad, is the winner of this year's annual International Online Teaching Resource Library Video Competition of the Academy of Management, the world's largest and most important professional association of management scholars, with over 20,000 members.

The video *The Innovation Challenge at Infineon Technologies Austria AG* was produced by Dietmar Sternad, together with CUAS Rector and Dean Dietmar Brodel, Christoph Wriessnegger, Thomas Kandolf, and Günther Wellenzohn, innovation manager of Infineon Austria.

The video provides students with an opportunity to explore how a high-tech company in the semiconductor industry can improve its innovation performance. While the first sequences of the video are designed to form a basis for group discussions of methods for instilling innovative energy into an organization, the second part shows the actual approach that the company has taken, including creating internal innovation networks and a highly visible innovation award.

*"IMTA was the starting point for me to constantly think about how to create new teaching and learning materials that enable students to solve real-life managerial problems during their courses",* Dietmar Sternad says. He and Katri Kerem from the Estonian Business School ranked

*Dietmar Sternad*



## IAUP Semi-Annual Meeting Held in Tbilisi, Georgia

The semi-annual meeting of IAUP (the International Association of University Presidents) was hosted by Caucasus University in Tbilisi, Georgia, on 12-14 October 2012. Nearly 60 IAUP members from 24 countries, predominantly rectors and presidents of universities from all over the world, came to this event. The meeting was opened by the Minister of Education and Science of Georgia Ms. Khatia Dekanoidze, the President of IAUP Dr. Neal King and the President of Caucasus University Dr. Kakha Shengelia, who is also the Regional Chair of IAUP and a member of its executive committee. Besides the fruitful business meetings, the participants had a unique opportunity to attend the Caucasus University Graduation Ceremony and take part in a diverse cultural program, devised to introduce Georgian history and customs to the international guests.

IAUP is an association of university chief executives from around the world. Its membership is limited to the presidents, rectors or vice-chancellors of regionally accredited colleges or universities. IAUP is a non-government organization, holding the highest level consultation rights (ECOSOC) at the United Nations as well as formal consultation rights with UNESCO. It meets twice a year in various locations around the world. All IAUP members are invited and encouraged to attend these gatherings of higher education leaders, which afford unique opportunities for the development of international partnerships. The next IAUP semi-annual meeting will be held in Guadalajara, Mexico, on 15-18 March 2013.

More about IAUP: [www.iaup.org](http://www.iaup.org)

More about Caucasus University: [www.cu.edu.ge](http://www.cu.edu.ge)

IAUP meeting participants



## Central European University Business School Launches MBA Course That Starts New Ventures

Central European University (CEU) Business School in Budapest, Hungary, is further strengthening its commitment to entrepreneurship with a new course designed to give students an immersive, practical experience: creating their own companies. The three-credit course, called "Developing a New Venture", takes an advanced, novel approach by placing students in the school's new incubator, CEU InnovationsLab. The Lab was created in conjunction with the school's Innovation and Entrepreneurship Project, which is funded by a grant of USD 7.55 million from CEU founder and philanthropist George Soros. There the students learn the skills required to nurture a company, from a concept to a fully functional entity.

The course's creators are Mel Horwitch, CEU Business School dean; Gyorgy Bogel, professor of management; and Bala Mulloth, assistant professor of entrepreneurship and innovation management and faculty director of CEU InnovationsLab.

*"We shaped the course to mirror the process that today's entrepreneurs go through. We also provide students with the professional skills they need to create a new venture that is attractive to customers, talented employees, and investors",* explains Dean Horwitch.

The course is structured into five phases rather than typical bi-weekly or weekly class sessions. The five phases are Scoping and Viability, Team Creation and Business Plan Development, Building the Organization, Resource Building and Running the Venture, and Final Assessment.

Students pitching ideas for their companies at the kickoff of CEU Business School's Developing a New Venture course



Students self-organize into teams based on the company that they want to create. Each team, or rather company, goes through the phases at its own pace, much like an actual startup. Professors Bogel and Mulloth, the course's co-teachers, determine when a company is ready for the next phase. And rather than following a faculty-prescribed class schedule, the company teams decide when and for how long they will meet.

The students in effect become entrepreneurs in CEU InnovationsLab. They cultivate their ventures with the help of faculty and industry mentors.

Students who successfully complete the fifth phase of the Developing a New Venture course have the option of applying to CEU InnovationsLab. *"Seeding the Lab with these already-tested ventures means that they will enter the Lab at a more mature stage of development, improving their venture's potential for success and contributing to the entrepreneurial ecosystem that the Lab strives to build,"* says Professor Mulloth.

Students are required to be in the Developing a New Venture course for at least one full semester to receive credit. Still, if they wish, they can continue to work on their companies for a full academic year after they graduate. There is no grade other than pass/fail.

Thirty students in the executive MBA program began the first iteration of the course in October 2012. In January 2013 the course will be open to the school's full-time MBA students.

This new incubator-based course, as well as other activities sponsored by the school's Innovation and Entrepreneurship Project, aim to invigorate entrepreneurship in Budapest and the region more generally.

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## Responsible Management of Budget Cutting: GSBS Academics Offer Public Sector Policy Advice in an Age of Austerity

A research team led by Professor Darinka Asenova from Glasgow School for Business and Society (GSBS) is investigating the criteria, frameworks, and priority-setting processes being used by Scottish authorities in dealing with UK spending cuts and public service reconfiguration. The project "Spending Cuts: Mitigating Risks for Scotland's Disadvantaged Communities" is funded by the Joseph Rowntree Foundation (JRF) as part of the Living Through Austerity program. The research is based on a documentary analysis and five in-depth case studies with Scottish local authorities.

Our preliminary research results suggest that local authorities' (LA) decision-making does not take sufficient account of the risks faced by the most disadvantaged communities when services across the public sector are cut or reconfigured. We have identified a distinct lack of identification and mitigation of the significant social risks associated with the budget cuts and a lack of involvement of LA risk managers. In effect, LA decision making appears risk-neutral rather than being risk-aware. The research suggests the need for significant rethinking of the public services delivery model and the introduction of a new total-needs, risk-based approach, centered around protection of vulnerable and disadvantaged groups. Without such protection, long term social costs will almost certainly increase as public sector austerity measures are implemented in search of financial savings.

The results of the five Scottish case studies suggest that there is still a long way to go if social risk mitigation and the consideration of social impact is to be embedded within the decision-making processes, and that much more progress needs to be made much faster in this respect.

We have identified a lack of mechanisms for considering disadvantaged and vulnerable groups as services are cut back, perhaps exacerbated by a lack of political will or conflicting local priorities. To complement existing processes, we propose the development of a prototype decision-making framework which assesses the potentially adverse social impacts of service reconfiguration

in conditions of austerity. Drawing on best risk mitigation practice from local authority case studies, this social risk impact assessment model of decision making will complement the existing equalities impact assessment and other assessments while encompassing the groups that fall outside the boundaries of specific and statutory equality and poverty criteria.

Our research will provide timely information for all four UK territorial governments as well as individual LA and government departments. The identified criteria, frameworks, and priority-setting processes for risk-mitigation will support decision-making policy and practice across the UK and make up for a distinct lack of research and practical guidance for LA in risk-mitigation decision-making to protect disadvantaged communities.

*For further information, please visit: [www.gcu.ac.uk/mrsc](http://www.gcu.ac.uk/mrsc) or contact Researcher Claire McCann, [claire.mccann2@gcu.ac.uk](mailto:claire.mccann2@gcu.ac.uk), Tel +44 (0)141 331 8497, Principal Investigator Prof. Darinka Asenova, [d.asenova@gcu.ac.uk](mailto:d.asenova@gcu.ac.uk), or Co-Investigator Professor Stephen J. Bailey, [s.j.bailey@gcu.ac.uk](mailto:s.j.bailey@gcu.ac.uk).*

## HHL Leipzig Graduate School of Management, Germany

### **Best German Business School in the *Financial Times* Master Ranking**

With another considerable leap forward, HHL is headed for the top 10 in the world's leading "Masters in Management" ranking of the *Financial Times* (FT). Being listed for just the third time ever, HHL's Master in Management program (MSc) was ranked number 1 in Germany and 11th worldwide. It was number 19 in 2011 and 38 in 2010. In terms of career prospects for the alumni, the oldest business school in the German-speaking area came in second. In the assessment of focal points, HHL reached the first place in the field of "Entrepreneurship". HHL was among the top 10 also in "Corporate Strategy", "General Management", "Finance", and "Marketing".

### **Karl-KOLLE-Foundation Supports Students from Eastern Europe and Central Asia at HHL**

Academia and research are the focus of the Karl-KOLLE-Foundation, created in 1998 by the Dortmund-based entrepreneur Karl Kolle (1913-2008). In 2012 the foundation awarded scholarships to highly qualified Master students from Eastern Europe and Central Asia: Lubica Valentova (Slovakia), Omon Fayziev (Uzbekistan), Iurii Bystro (Ukraine), Pavel Neginsky (Belarus), and Alexandru Canariov (Romania). The KARL-Kolle scholarship complements the support by the German Academic Exchange Service (DAAD) within Stibet.

HHL students



Scholarship holder Alexandru Canariov, who previously worked in the area of software development and advertising, says: *"I joined the full-time MBA program of HHL to put together all my skills and experience and improve them with relevant knowledge, so as to create an even better mix of personal capabilities. The KARL-KOLLE scholarship helps me achieve this complex life-changing goal and opens new possibilities for me in the future by giving me the chance to acquire top quality education at this particular moment in my life".*

### Global Executive MBA Program by HHL and EADA Kicks Off

At the beginning of October, the first class of the new Global Executive MBA Program, designed by HHL and the Spanish Escuela de Alta Dirección y Administración (EADA), kicked off with 14 students representing eight different nationalities (Brazilian, Bulgarian, Colombian, German, Icelandic, Israeli, Russian and Spanish). The members of this diverse group of outstanding and highly motivated students have an average of 10 years of work experience in areas such as e-commerce, information technologies, green technology, tourism, retailing, consulting, media, and banking. The modular Global Executive MBA Program is offered completely in English. The program focuses on business practices in Western European countries (especially Germany and Spain). In addition, participants gain insights into the economies and cultures of the Chinese, Brazilian, and Indian markets, attending three international weeks at prestigious business schools in these countries.

[www.hhl.de/GEMBA](http://www.hhl.de/GEMBA)

### New HHL Research Report Proves Excellence in Theory and Practice

HHL published its *2012 Research Report*. It is embedded in the new HHL Future Concept. HHL Dean Prof. Andreas Pinkwart says: *"With our innovative future concept, we aim to sharpen our research profile on a long-term basis. To achieve this, we further developed our scientific structure to systematically consolidate our strengths and form new research focuses. One part of our strategy is to introduce a new type of research report presenting this new group structure and the new cross-group centers".*

[www.hhl.de/research-report-2012](http://www.hhl.de/research-report-2012)

## IEDC-Bled School of Management, Slovenia

### The MBA Program of IEDC Is One of the Four Most Innovative in the World

The Association of MBAs (AMBA) - an impartial international authority on postgraduate business education - organized a gala dinner in London on 17 October 2012. This was a prestigious gathering of business school leaders, distinguished MBA alumni, and journalists, at which IEDC-Bled School of Management gained great visibility. The MBA program of the IEDC is one of the 700 AMBA-accredited programs from 195 business schools in over 75 countries. It was distinguished with the MBA Innovation Award for being one of the four most innovative in the world. Dr. Ian Sutherland, Deputy Dean for Research at IEDC-Bled School of Management, explains: *"We have been awarded for our innovations in combining the arts with leadership and management education."*

### Annual Presidents' Forum With Top Management Thinker Henry Chesbrough

Prof. Henry Chesbrough of the University of California, Berkeley was invited by Studio Moderna and lectured to managers and leaders from 22 countries at the Annual Presidents' Forum of IEDC-Bled School of Management on 19 October 2012. Prof. Chesbrough is ranked on the Thinkers50 list, the most authoritative global ranking of management thinkers. He has written

*Danica Purg, IEDC President, and Sir Paul Judge, President of the Association of MBAs and chair of the award's judging panel*





extensively on the topic of innovation, but he is best known for his work on open innovation, a term that he helped popularize. *"Open innovation advises companies to make more use of external ideas and technologies in their own innovations, and allow unused internal ideas and technologies to be used by others for their innovations"*, Prof. Chesbrough said.

Dr. Danilo Türk, President of the Republic of Slovenia, gave an opening address at the Presidents' Forum. Sandi Češko, Founder and Chairman of the Studio Moderna Group; Wilfried Grommen, Account CTO at Hewlett Packard EMEA; Jožek Gruškovnjak, Director of Emerging Markets at Cisco Systems; and Iztok Seljak, President of the Management Board of Hidria, d.d. participated in an expert panel discussion.

In addition, the Presidents' Forum had a social responsibility function: part of the forum fees were donated to the IEDC Foundation for Developing Future Leaders.

The event generated great national and international media attention.

#### **News from South Africa: IEDC Establishes Its 15th Alumni Club**

IEDC has a long tradition of alumni clubs. Its first three clubs were established in 1992. With the establishment of an alumni club in Cape Town, South Africa, on 2 October 2012, IEDC demonstrates its determination to make a difference in the future business relationships between the African countries and Slovenia, Central and Eastern Europe, and Europe in general. Nontwenhle Mchunu, President of the IEDC Alumni Africa Club, said: *"The IEDC Alumni Africa Club comes at a time when our continent is ready to be a significant player in world."*

#### **IEDC Awards Five Successful Graduates**

On 20 October 2012, at the Unicredit Alumni Achievements Award Forum, IEDC distinguished five alumni with the AAA award. The winners in 2012 are: Melanie Seier Larsen (Slovenia), Ivana Gažić (Croatia), Jovan Šarenac (Serbia), Anwar Irmatov (Russia), and Ardian Hoxha (Kosovo). Dr. Arshad Ahmad, Chair of the AAA Program, said: *"The Alumni Achievement Award personifies outstanding achievements in one's career, service to the community, and contribution to IEDC's development."*

## **IMISP: Top Five News**

### **News No 1**

IMISP's 2012-2013 portfolio contains 62 open programs. This is a record for the business school, which started operating in 1989.

### **News No 2**

Business as a System, the IMISP winter school for teachers, will start on 28 January 2013 and will last three days. The school's tutors are Sergey Mordovin, IMISP Rector; Fedor Ragin, IMISP Vice-Rector; and other IMISP faculty.

The summer and winter schools for teachers and managers have become an IMISP tradition, going back to 1998. Since then, 13 projects have been carried out, involving more than 360 leaders, teachers, and administrators of business schools from Russia, Ukraine, Belarus, Estonia, Latvia, and Kazakhstan. The project is officially supported by the Russian Association of Business Education (RABE).

### **News No 3**

In October 2012, Eduniversal once again ranked IMISP among the four most well-known business schools of Russia.

### **News No 4**

At the end of 2012, IMISP launched the second group of the MBA YAMAL programs, bringing together 36 managers of the gas production and gas transportation systems of the Far North of Russia. IMISP is planning to start and complete another four editions of MBA/EMBA programs for different markets by the end of the 2012-2013 school year.

### **News No 5**

IMISP won two tenders for two Gazprom units in Tomsk, Siberia. IMISP consultants will develop the corporate project management system. The work started in October 2012 and will end in June 2013. It is supervised by Dr. Valery Funtov.

# ISM University of Management and Economics, Lithuania

## For the First Time in Lithuania: Strategic Management Society Conference

ISM hosted the Extension Day of the Strategic Management Society Annual Conference, titled "Strategic Innovation and Entrepreneurship in Transitioning Post-Socialist Economies." It was the first such meeting of world business strategy experts to take place in Central and Eastern Europe. A group of world-famous strategic management specialists visited ISM University of Management and Economics in Vilnius and shared their experience with Lithuanian researchers and chief executive officers, presenting the latest strategic management trends, concepts, and research outcomes.

*"This year the Annual International Conference of the Strategic Management Society took place in Prague, but the Extension Day was held in Vilnius. For Lithuania this conference was a chance to demonstrate that we are eager to be part of the most influential scientific society in the area of strategic management and apply state-of-the-art scientific research standards. Moreover, it is an opportunity to become a partner to the famous scientific society, gain insights from their experience, and learn how to apply the latest scientific research when taking important strategic decisions",* Dr. Modestas Gelbūda, Research Director of ISM University of Management and Economics, said.

## ISM Among the Best Business Universities in the Eduniversal Global Ranking

At the Eduniversal global university ranking congress, ISM University of Management and Economics was awarded four palms out of five. This is the fifth time that our institution has gained such an award. The University remains among the top 200 business universities globally. The ISM ranking is the highest in Lithuania and one of the highest in Eastern and Central Europe.

This year the Eduniversal congress was held in Lima, Peru. The highest category (five palms) – "Universal Business Schools" – was awarded to 100 leading institutions, such as Harvard Business School, London Business School, Copenhagen Business School, the business schools at the universities of Oxford and Cambridge, and BI Norwegian Business School (ISM's founder).

As ISM University of Management and Economics was awarded four palms, it got into the second highest category of the world's business universities: "Top Business Schools". Our university received four palms for the first time in 2008.

This year Eduniversal continues its initiative of "Best Masters" ranking that assesses master programs in business schools in 153 countries. The selected management and economics programs are divided into 30 areas. The university and school rankings will be announced in December.

Three ISM programs were included in the last stage of the assessment process. Our MSc in Financial Economics was among the 100 best in the area of finance. The International Marketing and Management Program was among the 200 best in the area of marketing, whereas the ISM Master of Management for Executives was one of the 200 highest ranking programs in the field of management.

ISM University of Management and Economics



# Jönköping International Business School, Sweden – Facing the Challenges of Accreditation

Jönköping International Business School (JIBS) is one of the most international business schools in Europe. It is a young, outward-looking, and progressive school that prepares students and professionals for an international career.

## National Accreditation

Högskoleverket (HSV) is the Swedish National Agency for Higher Education - the public authority that oversees higher education institutions in Sweden. In the past two years, almost all of JIBS programs have gone through the HSV review process.

## International Accreditations

The Bachelor of Science in Business and Economics - International Management program has held EPAS (EFMD Program Accreditation System) accreditation since 2008. In 2011, this accreditation was renewed and initial EPAS accreditation was earned for the one-year Master of Science in Business Administration program and the two-year program in Strategic Entrepreneurship.

In 2011, the JIBS Board made the strategic decision to seek both AACSB's (Association for the Advancement of Collegiate Schools of Business) international accreditation and that of EQUIS (EFMD Quality Improvement System).

## The Challenges of Accreditation

All of the accrediting bodies expect formal, documented processes to be in place that articulate the intended learning goals of all programs offered and the means by which JIBS ensures that its graduates meet those learning goals during their education.

To meet these expectations JIBS has put together an Educational Team (EDUTeam).

It is becoming knowledgeable in varying standards of the accrediting bodies via attendance at sponsored events. Based upon this knowledge, a comprehensive set of processes is being put into place which, when finalized, will meet the expectations of all the accrediting bodies while ensuring the quality of the management education being offered at JIBS.

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Jönköping International Business School



## 3EP International Summer Academy Successfully Held in Osijek

On 26-31 August 2012 Josip Juraj Strossmayer University in Osijek and the Faculty of Economics in Osijek organized a six-day international summer academy together with their international partners: the National Center for Entrepreneurship in Education, UK, the Turku School of Economics, Finland, and the Aarhus Entrepreneurship Center, Denmark. The summer academy is part of the European Entrepreneurship Educators Program (3EP) project, co-financed with funds from the European Union Competitiveness and Innovation Framework Program (CIP) in 2010-2012.

The project's goal is to increase the number of participants in entrepreneurship education at universities, improve the image of entrepreneurship in society, and enhance the attractiveness of entrepreneurship as a career. It also aims at encouraging creativity and innovation in education and training. The summer academy in Osijek is the third summer academy for university teachers, after those held in Finland and Denmark. It trains teachers from higher education institutions who teach entrepreneurship courses or want to incorporate into their courses content on which entrepreneurial competences depend.

Forty-nine teachers from Bosnia and Herzegovina, Croatia, Denmark, Estonia, Finland, Ireland, Montenegro, Norway, Slovakia, Slovenia, and UK participated in the Osijek summer academy. Like the participants of the previous summer

academies, those in Osijek had the opportunity to share their experiences, explore new approaches and pedagogical methods, and become part of a large network of European educators - the so-called 3EP fellows.

The summer academy program is designed to encourage teachers to stimulate entrepreneurial behavior, characteristics, and skills in their students through application of various teaching methods, such as use of Lego bricks, video clips, drama, one-minute presentations and roleplaying. During a week of workshops and lectures, the participants met top trainers, such as Paul Hannon, Director of the National Council for Entrepreneurship Education in UK. They also had the opportunity to implement modern pedagogical materials and methods, meet and collaborate with entrepreneurs and students, and solve some of the problems they face in their educational programs.

The summer academy in Osijek enabled the participants to understand the process of entrepreneurial education, use various pedagogical methods in their curricula, and prepare their universities and students for the complexities in the environment and the needs of the labor market.

Of course, not all the time was dedicated to hard work. Through AMAZING RACE: Treasure Hunt in Osijek, the participants were able to learn fun facts about the host city by visiting historical locations and solving entertaining tasks.

*JJ Strossmayer University international summer academy*



## The KMBS Alumni Community Investigates the “Israeli Breakthrough”

Sixty-five KMBS graduates participated in an international business tour in Israel on 14-17 October 2012. This trip is part of an annual study of countries that have made striking breakthroughs. Israel was chosen for two main reasons: its powerful national concept and its economic breakthrough over the last 20 years. The following facts were also deemed important:

- On the second day after Israel’s declaration of independence, five neighboring states declared war.
- Its territory has almost no metals, oil, or gas. It has little water or fertile soil.
- Israel’s GDP per capita is USD 30,000, ranking 28th in the world.
- Israel’s human development index is the 17th highest in the world.
- Four of the eight Israeli universities are among the top 100 in the world.
- Israel is one of the world leaders in the fields of agriculture, IT, pharmaceuticals, and alternative energy.
- Google, Microsoft, HP, Intel, Apple, and other hi-tech giants have moved their most advanced research and development labs to Israel.

The format of the business tour allowed the graduates to delve into Israel’s socio-political and economic breakthroughs. The alumni community met with prominent Israeli philosophers and politicians. To understand the economic breakthroughs, the graduates visited two well-known Israeli companies - Netafim (a world leader in artificial irrigation) and Better Place (a creator of infrastructure for electric vehicles). Many significant managerial conclusions were reached after the “Israeli breakthrough”, but we can identify the key takeaway points that intellectually impressed us about Israel.

The national concept generates incredibly powerful energy, more powerful than all instincts, including the life instinct. Without great ideas, a breakthrough is impossible.

The Israeli innovative technology is a result of external geopolitical pressures and internal national constraints. Israelis convert constraints into opportunities.

The only thing that Israelis have is their minds and they know how to use them. Incidentally, the close proximity of the authorities helps develop the creative potential of every citizen to a maximum.

We must dream boldly. One hundred years ago, the dream of an Israeli state was madness.

Today Israel is a developed country with USD 30,000 GDP per person and one of the highest human development indexes in the world.

Big dreams become reality after great efforts. The Israelis are well aware that they have only started to build their country although they have been doing that for 64 years. Yet, the nation is moving steadily forward, both politically and in the field of business.

In 2011, the KMBS graduates looked at Georgia’s breakthrough. They studied it with the help of Georgian businessmen, politicians, and experts, as well as the country’s president, Mikhail Saakashvili. Candidate countries for 2013 are currently being discussed. South Korea, Japan, and Turkey are some of the alternatives being considered.

## Lviv Business School, Ukraine

Participants of Lviv Business School's (LvBS) Key Executive MBA program visited Shanghai and Hong Kong to learn the specific features of doing business in the Asian region.

A ten-day international educational tour of an Asian country is an integral part of the Key Executive MBA program course called "The Practice of Business and Management in an International Environment." The participants received first-hand information about leading national and international companies in China, met teachers, and learned about the peculiarities of international business in China, the Pacific Region, and Asia. They also dove into China's exotic culture and extraordinary history.

As part of the tour, the participants took the workshop called "How European Countries Can Attract Chinese Investments" at China Europe International Business School (CEIBS). Among the speakers were representatives of different companies from several European countries (Bulgaria, Finland, Poland, and Slovakia) exemplifying progressive innovative ideas. Representatives of investment companies from these countries participated in the panel discussion of what it takes for foreign companies to be successful in China.

During the subsequent reception, the participants had a chance to meet the general consuls of Bulgaria, Ireland, Finland, Poland and Slovakia in Shanghai.

The educational tour also included the International Business program at HKUST Business

School in Hong Kong. This became a summary of all the information received by the participants during the time spent in Shanghai and Hong Kong. The program incorporated two courses: International Business in China and Doing Business in China: Alliance, Partnership and Strategies.

The participants were given an overview of the political, social, and market threats that foreign companies can expect as they try to enter the Chinese market. After receiving a general description of the situation in China, the participants worked on case studies.

All the participants received certificates for participation in the International Business Program for the Lviv Business School.

One of the participants shared the following impressions of the international educational tour: *"Only after coming back home did I completely realize the importance of such a tour. It allowed us not only to gain a deeper understanding of the philosophy and the business history of the second-largest economy in the world but also to touch upon the culture of China. Among other things, the meetings held during the trip and the courses at the CEIBS and HKUST Business School allowed me to make a significant input to my company's strategy for entering the Chinese market".*

Participants in Huaxi village



## New Project with a National Market Leader

On 9 October 2012, MIM-Kyiv launched its new project for the MTI Company - a national chain of multibrand footwear and apparel stores, and a consumer electronics retailer. This nine-months project is aimed at coping with the challenges that the company is currently facing. This will be done through the design and implementation of a number of new development projects, backed by a program in management. MIM's faculty and MTI executives will supervise the projects and teach courses in the program.

Mr. Serhiy Badritdinov, managing director of FMCG's goods division, said in his opening speech: *"Learning is a life-long undertaking. Investing in people's development and self development are the most important decisions. This project is a common place for global market leaders. It is the first time that our company has done this on such a wide scale"*. Ms. Olga Kayumova, head of HR, said: *"All of us need knowledge and skills. Honing skills is everyday work. We believe that you will acquire new knowledge and new skills that you will implement in your everyday activities"*. Both MIM-Kyiv faculty and MTI executives mentioned that they strongly believed in the success of the development projects that were ahead of these talented managers.

Regardless of the current uncertainty and instability, big companies are returning to long-term undertakings and investment in human capital. For MIM-Kyiv, this means a new stage in the development of the corporate partnerships network.

Olga Kayumova, MTI Head of HR



## The 10th Jubilee Autumn School of Pedagogy

### Elaborating on Key Trends of Further Development

The 10th Jubilee Autumn School of Pedagogy (faculty development workshop) was held at MIRBIS on 20-22 September 2012. The topic of the workshop was "A Road Map for the Future: New Perspectives for Business Education".

This year's two-day event brought together more than 200 participants: MIRBIS faculty as well as representatives of the Russian and international academic, government, and business communities. The agenda included a number of very interesting presentations by prominent politicians, experts, and scholars.

The speakers concluded that technology has brought the future closer to us and made it more tangible. Some of the questions asked during the sessions were what drastic changes are to be expected, what is the essence of higher education, what role should faculty play, and what students should be taught.

Anastasia Preobrazhenskaya of the Agency for Strategic Initiatives and V. S. Efimov, Director of the Center for Strategic Research and Development of the Siberian Federal University, outlined two perspectives on the future of education.

Mrs. Preobrazhenskaya's presentation identified the following trends: globalization of education and science, reorientation of education toward the demands of employees, development of practice-oriented education, gradual business

Team work at MIRBIS



privatization of the higher education system, individualization of education, changes in the establishments of higher education, focus on team education, growth of international mobility, coming of global players to Russia, and digitalization of the education content.

Mr. Efimov described two main future scenarios for higher schools in Russia. The first is worsening of the quality of high school education and a need to bridge the gap between secondary education and the academic standards of higher schools. The second scenario is stagnation of higher education as a result of the raw material foundation of Russia's national economy.

*"The mission of a higher school should run ahead of society. Only in this case will the economy need our graduates",* said Professor A. Sazanovich, Head of the MIRBIS Strategic Management MBA program. *"The task of a business school is not to generate standard managers, but to become an institute of social stability in society".*

*By Lesia Melnichenko, PhD (Marketing), Director of MIRBIS School of Pedagogy*

## Montreux School of Business, Switzerland

### First Graduation

MSB's first graduation ceremony took place on 21 July 2012. The formal ceremony, cocktail, and dinner were an opportunity for proud parents and friends to applaud the graduating students, meet the faculty, and listen to the invited speakers. MSB had the honor to have Dr. Peter Horn, President of the ACBSP - Accreditation Council for Business Schools and Programs, as a speaker for the first welcome speech.

A month earlier, this same graduating class participated in the nine-day Discover Management Program at the IEDC-Bled School of Management in Slovenia, which proved to be a highly successful and worthwhile experience. MSB plans to send their current master level students on the same program in 2013.

MSB appreciates the advice and guidance generously offered by Prof. Danica Purg, President of IEDC and CEEMAN, during the early formation of MSB. *"Prof. Purg's ideas and strong focus on high quality education were instrumental in setting a solid base for the school,"* says Mr. Aryn Lalani, President of MSB.

### MSB Year 2 Begins

The student population of MSB increased significantly in the school's second year of operation. The MSB is attracting students from many parts of the world, benefitting from its budding

Montreux School of Business Graduation, July 2012





reputation as a young and dynamic school that maintains a strong student focus and a holistic approach.

### ISO Certification

The MSB and all its academic programs were audited in order to be certified as ISO 9001:2008 compliant. MSB students, parents and collaborators can be assured that the MSB will continue to provide the high quality of education that we are already offering.

### Faculty News

MSB is fortunate to have multi-talented faculty and staff. Professor Yvonne Yuzek recently presented a paper on Service Science at the annual Online Conference in London. She is currently completing a book on this subject, due to be published in 2013.

### International Scholarship Training

Following an agreement with the government of Kazakhstan, MSB welcomed 25 professors from important universities for specialized training for 10 weeks. The program consists of intensive training with MSB professors as well as corporate and academic visits in the area of Montreux, Lausanne, and Geneva.

### Center for Language Studies

The Center for Language Studies at MSB opened its doors to students of English in September 2012. MSB offers advanced business communication courses that are designed to help students, adults, and business professionals to quickly acquire the oral and written communication skills they need to be successful academically and professionally. The other two languages taught at the Center are French and Spanish.

## RISEBA Celebrates Its 20th Anniversary

### A 20 Year Journey Towards the University Where Business Meets the Arts

On the occasion of its 20th anniversary, RISEBA organized a series of events to celebrate the accomplishments of the school, the achievements of its students, and the successes of its alumni.

As part of the anniversary program, the RISEBA Media and Architecture Centre H<sub>2</sub>O 6, the biggest media centre in the Baltic region, hosted an international forum "Business Meets the Arts". It started with a session called "In Search of Synergy Between Business and the Arts". Business lessons from creative industries were presented by Jamie Anderson of the Antwerp Management School and Jorg Joerg Reckhenrich from Strategic Creativity Consulting, Berlin. This was followed by "Secrets of the Genius" with Mikhail Kazinik, the outstanding personality of the world music culture, and presentations on "Creative Industries in the Age of Cultural Economy" by RISEBA professors, students, and alumni, who talked about RISEBA's expertise in the arts, technologies, innovation, and entrepreneurship.

RISEBA's alumni, students, partners, and faculty members celebrated the school's success over the last years at a RISEBA student party and alumni reunion that was the culmination of the anniversary celebration events.

*More information about RISEBA anniversary events is available at: [www.riseba.lv/en/riseba-20-gadi](http://www.riseba.lv/en/riseba-20-gadi)*

*Honorary Doctorate Degrees awarded to Prof. Jamie Anderson and Prof. Mikhail Kazinik*



## Rotterdam School of Management, Erasmus University, Netherlands



Kilimanjaro project 2012

### RSM Mount Kilimanjaro Heroines Reached the Top Again!

This incredible group of female MBA, EMBA, and One MBA students at Rotterdam School of Management, Erasmus University (RSM) did conquer the 5,895 meter Kilimanjaro summit in Tanzania.

Business women from companies such as ABN AMRO, and Coca-Cola Sabco joined the students on their way to the top. The group of 17 women represented 11 nationalities. They were 27 to 55 years old, with an average age of 36. To achieve their goal, the women were again led by Rebecca Stephens, the first British woman to climb Mount Everest.

The trip took place from 21 to 31 October 2012. It was the second RSM MBA Kilimanjaro Leadership Project, boosting the women's leadership and teamwork skills. They overcame physical and mental barriers in their trek, while experiencing leadership in ever changing environments.

The project is a special elective designed for female MBA participants to address the specific challenges that women face when climbing the corporate ladder. The Mount Kilimanjaro Women Empowering Women Leadership Elective was launched in 2011 to enhance leadership and networking capabilities. It was initiated by Dr Dianne Bevelander, RSM's Associate Dean of MBA programs.

The group kept a log of their journey, as they used the mountain as a classroom to reach new heights not only in altitude, but also in the upper levels or organizations.

### RSM Opens New Office in Amsterdam

RSM has opened a new office in Amsterdam, in the Viñoly Building, situated in the central part of Zuidas, the capital city's business district. The main goal is to bring the RSM's high-quality open and in-company executive education programs closer to the corporate world of Amsterdam.

Theo Backx, acting director of RSM's Executive Education and Organizational Development department (EEO), said the new office would offer RSM's broad portfolio of programs and help to create awareness of RSM in the Amsterdam area. *"There are a lot of commonalities between the Amsterdam business world and our RSM executive programs like those in finance, consultancy, accounting, leadership, etc."*, he said. *"RSM is dedicated to offering innovative lifelong learning programs for individuals and companies. We believe that by being closer to where business happens, we will enable companies to find solutions for the challenges they face."* RSM plans to deliver a number of its most popular executive education programs in Amsterdam in the coming months.

EEO's Bradley Lang has been appointed head of the new office. *"I'm delighted to lead this initiative. As this is a leading business school, it makes perfect sense for it to have a presence among so many top companies in the Amsterdam area,"* he said. He went on to explain that RSM's Amsterdam office would also connect businesses interested in recruiting with RSM's business graduates. The office will put prospective participants in direct contact with the admissions offices for RSM's MBA programs and Executive MSc programs.

More information at: [rsmamsterdam@rsm.nl](mailto:rsmamsterdam@rsm.nl)

# SBS Swiss Business School

## Third International CIVETS Forum Hosted by SBS in 2013

For the third time in a row, SBS Swiss Business School will host the international CIVETS forum on Thursday, 25 April 2013. As in the previous years, the forum will be organized by third year bachelor students who are inviting high-profile guest speakers from Columbia, Indonesia, Vietnam, Egypt, Turkey, and South Africa to discuss their experiences. We are looking forward to another successful CIVETS forum on our campus at Zurich Airport.

## Graduation Ceremony

Time flies... and another academic year at SBS Swiss Business School came to an end when the Gottlieb Duttwiler Institute opened its gates for the annual graduation ceremony on 15 September 2012.

The graduates of our Bachelor, Master, and Doctorate of Business Administration programs enjoyed the congratulatory speeches by Dr. Gerhard Pfister, President of Swiss Private Schools and Member of the Swiss Parliament, Dr. Charles Mercieca, Honorary President at SBS, and Mr. Robert Oudmayer, CEO of GE Money Bank Switzerland.

Mr. Peter Schärli and his trio set a counterpoint with their ambitious jazzy interludes.

## SBS MBA at BA School Riga Ranked Fifth Best in Eastern Europe

A further highlight in October was the Eduniversal ranking of the SBS MBA program in Global Finance and Banking offered by our partner, BA School of Business and Finance in Riga, which has been listed as the fifth best MBA program in Eastern Europe. We congratulate our partner in Riga.

## Internship

Internships are an important and essential part of the bachelor students' learning experience at SBS. Students in their first and second year completed internships at international companies in Switzerland and abroad, lasting between eight and 12 weeks. The industries included banking, sports, hotel, education, packaging, media, and construction.

The internships are intensive learning experiences for our students outside of the classroom. They help them extend their practical knowledge in an industry and give them an opportunity to put theory into practice.

## Academic Partners

This year, the School of Business and Finance in Riga successfully introduced our Bachelor of Business Administration program. After our very good experiences with partner universities offering our dual MBA and BA programs, we are looking for opportunities to widen our range of academic partners worldwide.

## The Center for Executive Education at the Tallinn School of Economics and Business Administration Launches a Production Management Academy

In October, the Center for Executive Education at the Tallinn School of Economics and Business Administration of the Tallinn University of Technology (TUT) launched a new production management development program, Production Management Academy. It will develop specialists in production management so as to increase the competences and competitiveness of production enterprises.

The program consists of eight modules and 16 training days, covering the following subjects: organizational development of a production company and process-focused management, product development and innovation, production management and planning, organization of production, development and utilization of production systems, metrology and measurement, product design and construction, quality management and quality control, management and optimization of production processes, change management in a company, and people management in a production company.

The program is made attractive by the presence of foreign lecturers. The topics cover production management development trends, a production game, and independent work in TUT labs. To ensure a connection between training and practice, the participants will visit local manufacturing enterprises. All program materials are available in an e-learning environment where the participants can study them in advance, acquaint themselves with problems to be solved

during the training course, and read the recommended literature.

The final papers will include all good ideas and suggestions for the development of the participants' companies. In this way, in addition to the knowledge and experiences that the employees acquire from the development program, their companies will get good practical ideas and hints as to how to optimize the production process. The training program will start with a seminar on general production management and future related subjects. All interested are welcome.

The Production Management Academy is an innovative and interactive training program. Its goal is to enhance production management competences. The lecturers are well-known experts combining academic rigor with strong practical skills and experience.

The program paves the way to the development of a new generation of production managers. With their updated knowledge, skills, experiences, and broadened views, they will enable enterprises to substantially increase their efficiency and competitive advantage. Production companies will have an opportunity to make better use of their talents and improve their production planning and management. At present, there is no such program in Estonia. It is definitely a golden opportunity for increased cooperation between enterprises and the university.

The program has earned a lot of attention and therefore the Center is already planning further activities.

*Additional information is available at:  
[www.ttu.ee/majandusteaduskonna-koolituskeskus](http://www.ttu.ee/majandusteaduskonna-koolituskeskus)*

*By Jaak Lavin and Triin Ploompuu, Center for Executive Education at the Tallinn School of Economics and Business Administration, TUT*

*Participants of the Production Management Academy*



## Ural-Siberian Institute of Business, Russia

### Do You Remember the Time?

Polls show that a community of successful businessmen and top managers is an important asset of an MBA program.

Modern entrepreneurs prefer business schools where prominent business people get together to talk to each other, create new projects, share managerial experiences, and develop business contacts. One of the main educational factors at a leading business school is the creation of an alumni club.

The number of Ural-Siberian Institute of Business (USIB) graduates has already exceeded 10,000, 1,200 of whom have graduated from the MBA program. The diploma projects are impressive. Some of them are implemented far beyond Russia.

The graduates of the MBA program adopt a high standard of personal development in business. They acquire a capacity for constant innovation at their companies. Many of them would like to know how they could update their knowledge so as to develop their business in accordance with their strategy.

USIB has created a unique set of services for alumni, and their employees and partners, called MaxiCase. It includes separate modules, master classes, and courses in the framework of the current MBA program. This will allow managers to stay abreast of modern business tools. The international format of the master courses will be useful to those MBA graduates (finance directors, marketing and sales directors, HR directors) and their employees who need to deepen their knowledge in a certain area.

### USIB Career Center

The USIB Career Center organizes meetings between USIB graduates and potential employers. The Career Center also sets up coaching sessions on career development for students and alumni.

Finally, the most pleasant duty of the alumni is to visit annual events such as the Summer Ball, the USIB Birthday, the Summit MBA, and congresses, forums and conferences that take place with the participation of USIB. Speaking during MBA classes helps the graduates to increase their business competences and find additional opportunities for growth.

## Warsaw School of Economics, Poland

### Warsaw School of Economics Launches Master Studies in Finance and Accounting

At the beginning of academic year 2012/2013, the Warsaw School of Economics (SGH) has started an English-language master's program in finance and accounting, extending the school's offer of programs in English. The Polish version of this program has been the favorite of the students at the Warsaw School of Economics. This year it has also been selected as one of the best academic programs in Poland. The school's authorities had been planning to launch the English-language version for quite a while. This became possible thanks to the Ernst & Young Academy of Business. The program was also granted an accreditation by the Association of Chartered Certified Accountants (ACCA). The association will also provide ACCA-qualified lecturers and trainers who will teach classes in addition to the SGH faculty. Besides the Master's degree, the graduates of the two-year program will receive exemptions from nine of ACCA's 14 required examinations. The tuition fee is EUR 2,550 per semester.

*"A joint program with such a renowned company is a prestigious project as well as an example of the opportunities that the new higher education law brings", commented Prof. Anna Karmańska, who was SGH Vice Rector for Teaching and Student Affairs at the time of signing the agreement with Ernst & Young. "We hope the new offer will also attract more students from abroad", Prof. Karmańska added.*

*Students have more and more opportunities to obtain advantageous certificates while studying at SGH*





*Tomasz Szapiro, new Rector of the Warsaw School of Economics*

Starting this year, the students of the Warsaw School of Economics also have a chance to participate in special program tracks that were designed with the Chartered Institute of Management Accountants. The program of SGH&CIMA Certificate in Business Accounting is for bachelor students, while the target group of the SGH&CIMA Diploma in Management Accounting and the SGH&CIMA Advanced Diploma in Management Accounting are students on master's programs. The new offer is available in both Polish and English. The biggest benefit for students is a chance of obtaining a renowned certificate while completing a regular course of studies at the Warsaw School of Economics.

*"We have observed that applicants and students alike are looking for study programs that allow them to gain practical skills that employers are looking for. When we create study programs at SGH, we really underscore how important it is to keep the academic character of the program. That is why we choose only those program options that provide a balance of knowledge, skills, and social competence. Only combining all of them creates fundamentals for professional creative thinking about business problems and the environment in which these problems exist and can be solved,"* commented Prof. Anna Karmańska, coordinator of the SGH&CIMA project at the Warsaw School of Economics.

#### **Warsaw School of Economics Has a New Rector**

Prof. Tomasz Szapiro took office on 1 September 2012 as the new Rector of the Warsaw School of Economics (SGH). The election took place in May earlier this year. Prof. Szapiro is the Head of Division of Decision Analysis and Support at the Institute of Econometrics of the Collegium of Economic Analysis at the Warsaw School of Economics. The new academic year started with a series of events, including a lecture by Nobel Prize laureate Prof. Thomas C. Schelling, an expert in game theory.

## **Baltic Management Development Association**

#### **11<sup>th</sup> Annual BMDA Conference**

The Baltic Management Development Association (BMDA) invites you to the 11<sup>th</sup> Annual BMDA Conference "The Role of Management Empowering Innovations and Creativity", which will take place on 9-10 May 2013 in Kaunas, Lithuania. It will be hosted by Kaunas University of Technology. The exceptional goal of the conference is to unite two different worlds – those of art and technology - in the eyes of management and discuss how they influence one another, creating innovative solutions in various fields.

Looking from different perspectives, many world-famous keynote speakers and other professionals will present their approaches to identifying connections between management, technology, art, innovation, and creativity. Presentations of cases on winning strategies from business schools and corporations, as well as other issues, will also be analyzed.

The conference will be hosted by Kaunas University of Technology, which is well known in Europe for its creative approach and innovations in robotics, nano-technology and science. The university works successfully with various business sectors and has a lot of insights to share regarding different perspectives from art and technology.

The program features visits to successful companies, roundtables, and panel discussions. The participants will also have great networking opportunities during the joyful gala dinner.

*For more information please visit: [www.bmda.net](http://www.bmda.net) or contact BMDA coordinator Goda Sadzeviciute, [coordinator@bmda.net](mailto:coordinator@bmda.net).*



*11th Annual BMDA Conference will be hosted by  
Kaunas University of Technology*

### **Successful Launch of the International Academic Conference "Social Technologies'12: Development of Social Technologies in the Complex World"**

BMDA in cooperation with the Faculty of Social Informatics at Mykolas Romeris University organized an annual international academic conference focusing on conceptual design, methodological foundation, and practical implementation of social software for managing sustainable development and long-term effectiveness. Prof. Neven Vreck of the Faculty of Organization and Informatics at Zagreb University, Prof. Bulent Ozel of Istanbul Bilgi University, Turkey, and other interesting speakers, gave colorful speeches.

## **Global Business School Network, US**

In December 2012, the Global Business School Network (GBSN) will bring international experts from GBSN member schools, including MIT Sloan School of Management and Haas School of Business at University of California, Berkeley, to University Tun Abdul Razak (UNIRAZAK) in Kuala Lumpur, Malaysia, to present a two-day workshop on action-based learning. This will ultimately lead to the construction of a new course for the fall of 2013.

GBSN is a non-profit organization with a mission to build management education capacity for the developing world by linking business school faculty and administrators around the globe to promote cross-border collaboration and knowledge-sharing.

Action-based learning is a style of teaching that educates students by placing a real-life, ill-defined and multi-faceted problem in front of them, asking the students to apply their knowledge of theory to actual practice. Instead of learning about management through a lecture or classroom discussion, students work in small groups to tackle a real issue of a client in the business environment, continuously observing, analyzing, reflecting, and experimenting. This teaching method develops students' ability to think creatively and independently, make decisions and change their mind midstream based on new information, and continually reflect on, and assess, the situation. Additionally, soft skills such as critical thinking, decision making, teamwork, and communications are developed through this process.

At UNIRAZAK, workshop participants will work with peer mentors to learn the benefits of incorporating action-based learning into their curriculum, and what is required of the school, faculty, and students to make it successful. GBSN will then coordinate follow-up support for program development to help the university realize its plan.

Workshop participants will address financial considerations. They will learn how to identify resources and initial partner organizations, incor-

porate learning objectives into an action-based approach, and develop a work plan for the implementation of a pilot program. At the end of the two-day workshop, participants will be able to draft an outline for an action-based learning program at UNIRAZAK.

After the workshop, a team of four MBA students will spend a semester helping to create UNIRAZAK's new action-based learning course. The team will work with faculty virtually throughout the spring semester and will then travel to Kuala Lumpur in May 2013 to finalize the overall model. The university will test the pilot program in the fall of 2013.

GBSN designs capacity-building programs like this one to combine international best practice with local relevance, ensuring that management education in the developing world meets the needs of students, industry, and society. In addition, this program will serve as a model for other schools in the developing world, looking for ways to modernize their pedagogy.

For more information go to:  
[www.gbsnonline.org/events](http://www.gbsnonline.org/events)

## A Message from the STLHE President

*Dear Colleagues,*

*The Society for Teaching and Learning in Higher Education (STLHE) is Canada's voice advocating for the improvement of student learning for the past 32 years. It has over 800 individual members and 55 institutional post secondary institutions who participate in a range of scholarly activities. It also hosts one of the world's largest award programs that recognize teaching excellence, leadership, collaboration, innovation and lifetime achievement.*

*STLHE is also known for its Canadian Journal for the Scholarship of Teaching and Learning, Collected Essays on Learning and Teaching, a bi-annual Newsletter and its signature publication of Green Guides that support teachers on specific topics to improve student learning.*

*The work of STLHE members comes to life in its annual June Conference. 825 people from over 15 countries and 77 institutions gathered in Montreal to celebrate the conference theme: "Learning Without Boundaries – Apprentissage sans limites."*

### **Embracing Change**

*In a recent post, Bill Tierney, President of the American Educational Research Association, identified several challenges that resonate in the face of change. These include new ways of how we publish and communicate; re-imagining annual meetings; offering (and examining) massive online open courses that already reach millions of learners around the world for free; and improving our reach to multiple constituencies.*

*These questions and challenges are of vital importance. We left the meeting with a clearer understanding of the conversations that needed to occur knowing that a much bigger audience must be engaged. Could we imagine an event that would be the forum for ideas and change?*





Arshad Ahmad

### **The Future of Learning – a Question for Everyone**

Imagine a global event whose focus is on the student experience and concerns about the future of learning in post-secondary education. We are imagining an invitational event, which brings together one hundred plus university leaders, academic and governmental policy makers, educational business leaders and prominent thinkers with international reputations to meet in Montreal in 2015.

Unlike a typical conference format where papers are presented, could such an event be more intimate? Could it encourage active engagement of all participants using a plenary/panel followed by comments and questions? What if a high profile group of presenters were to be present? What if they included people like Gordon Brown (former UK Prime Minister, UN Special Envoy on Higher Education), Sir Ken Robinson (author and advisor on education), Leymah Gbowee (2011 Nobel Laureate for Women's Rights and Peace-Building), Mary Robinson (former President of Ireland, UN High Commissioner of Human Rights), David Johnston (Governor General of Canada), and Inge Thulin (President and CEO of 3M)?

These inspirational speakers could spark the kind of conversations we are imagining with participants who would be the agents of change - the ministers of education, chancellors, presidents, and entrepreneurs who influence large audiences.

Would you and your organization join us to participate in hosting the first worldwide learning and teaching forum?

Best wishes,

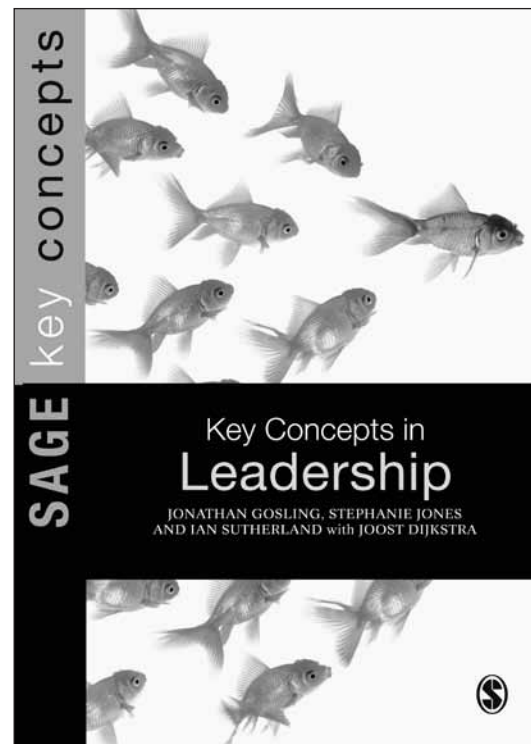
Arshad Ahmad, President, STLHE  
3M National Teaching Fellow  
[www.stlhe.ca](http://www.stlhe.ca)

## **Key Concepts in Leadership**

*Key Concepts in Leadership* is a wide-ranging, interdisciplinary and evocative approach to introducing readers to the concept of leadership - one of the most hotly debated topics today - through real-world examples, questions, and theories. The book bridges contemporary leadership thinking and practical action. Across 33 unique entries, Jonathan Gosling, Ian Sutherland and Stephanie Jones compare and contrast a multitude of leadership ideas, inviting individuals to think deeply about their own beliefs, approaches, and actions around leadership. For practicing managers, students of leadership and all those who have ever questioned leadership, this book is an essential resource.

More information on the book:

[www.uk.sagepub.com/books/book234615](http://www.uk.sagepub.com/books/book234615)



# Opportunity to contribute to books on Fighting Poverty as a Challenge for Business and Management Education

## **Book 1. Socially Responsive Organizations and the Challenge of Poverty**

Greenleaf Publishing invites contributions to a forthcoming title, which will be the first in a series on Fighting Poverty as a Challenge for Business and Management Education.

Book 1 will be a combination of case studies and current action research describing how businesses and civil society organizations are working to alleviate poverty in local and global communities. It will be an edited collection with global perspectives and intends to provide conceptual and research rationales for why management education and management institutions must address the issue of poverty. The book responds to one of the major findings from the PRME Working Group on Poverty research that the topic of poverty still lacks a strong business case for management educators and program/institutional administrators.

The distinctive features of this book are that it will: (1) include small and medium-sized (SME) businesses examples; (2) deal with the issue of poverty as a human rights violation; (3) explore the issue of absolute versus relative poverty; (4) deal with leadership challenges in organizations committed to poverty alleviation; and (5) discuss the issues in terms of management education's responsibility for setting new management, research, institutional and intellectual agendas.

The topic list below is suggestive of the broad range of categories under which we are accepting contributions. The list is not exhaustive, however, and the editors welcome topics not mentioned here that contribute to understanding from various theoretical, geographic and organizational perspectives.

## **Contributions**

This project aims to develop a comprehensive understanding of the topic. As such, submissions based on different approaches, whether reflexive, empirical, hands-on or applied theory, will be considered. Theory papers should be between 4,000 and 6,000 words and case studies between 2,500 and 4,000 words in length. Papers that provide national, regional and community perspectives that are under-represented in the published literature to date are also encouraged. Papers must be submitted, without exception, as per the editorial guidelines, available from Greenleaf Publishing. Please submit abstracts of no more than 300 words to: [prme-povertygp@gmail.com](mailto:prme-povertygp@gmail.com).

## **Timeline**

- Abstract submission: 11 January 2013
- Selection of abstracts and contact with successful contributors: 4 March 2013
- Full chapter submission: 10 June 2013
- Workshop for participating authors (at 2013 PRME Summit in Bled): 24 September 2013
- Final chapter submission: 31 October 2013
- Publication provisionally tabled (PRME Global Forum): Spring/Summer 2014

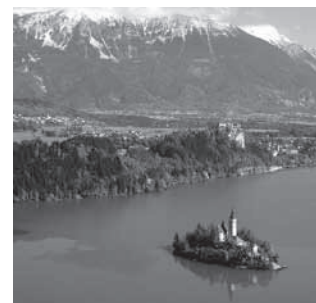
## **Book 2. Responsible Management Education: The Challenge of Poverty**

Book 2 will be collection of innovative teaching and program/module ideas to help faculty integrate the topic of poverty into their own teaching and gain support for the legitimacy of poverty as an important management education topic in their institutions. The call for papers for Book 2 will be discussed at the 2013 PRME Summit in Bled, Slovenia, on 25-27 September 2013 and disseminated in October 2013. Details and deadlines for submissions for this title will be communicated to authors at a later date.

*For further information, or to discuss ideas for contributions, please contact the Guest Editors: Milenko Gudić, CEEMAN ([milenko.gudic@ceeman.org](mailto:milenko.gudic@ceeman.org)); Carole Parkes, Aston Business School ([c.l.parkes@aston.ac.uk](mailto:c.l.parkes@aston.ac.uk)); and Al Rosenbloom, Dominican University ([right2al@comcast.net](mailto:right2al@comcast.net)).*

## FORTHCOMING CEEMAN EVENTS

- **Program Management Seminar**  
3-5 April 2013  
Bled, Slovenia
- **CEEMAN ExEd Forum**  
18-19 April 2013  
Kiev, Ukraine
- **IMTA - International Management Teachers Academy**  
2-14 June 2013  
Bled, Slovenia
- **2013 PRME Summit**  
25-26 September 2013  
Bled, Slovenia
- **21st CEEMAN Annual Conference**  
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