

CEEMAN *news*



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Developing Multifunctional Leaders for a Turbulent Decade
An interview with Vladimir Mau

Are Business Schools Afraid of Action?

Faculty Development for Management Education That Matters

Content

A Word from President of CEEMAN

- 3 Developing Multifunctional Leaders for a Turbulent Decade
An interview with Vladimir Mau

From the CEEMAN office

- 7 Are Business Schools Afraid of Action?
8 PRME Anti-Poverty Working Group in Rio+20 Events and Beyond
9 Feedback from IMTA 2012 Participants and Their Institutions
11 Faculty Development for Management Education That Matters
12 New Insights Into Business Issues and Leadership Challenges in Dynamically Changing Markets
12 Outstanding Individual Achievements in Management Education at CEEMAN Member Institutions
13 New Initiatives in Challenge:Future

Welcome new members

- 14 The Association of Business Schools
15 CEED Slovenia – Center for Entrepreneurship and Executive Development
16 IDRAC International School of Management, France
17 Ivane Javakishvili Tbilisi State University, Georgia

News from our members

- 17 ALBA Graduate Business School, Greece
18 ESB Business Cup
19 European University Pushes for a Sustainable World
20 New Challenges To Financial Education
21 Nobel Laureate Appointed Chancellor of Glasgow Caledonian University, Scotland
22 Loïck Roche Appointed Dean of Grenoble Ecole de Management
23 HHL Leipzig Graduate School of Management
24 IEDC – Bled School of Management, Slovenia
25 International Institute of Business, Ukraine
26 IMISP: International Projects in the Summer
27 ISM University of Management and Economics, Lithuania
28 Graduation Ceremony at Kyiv-Mohyla Business School (KMBS)
29 Kozminski University, Poland
30 Lviv Business School launches a Master of Science in Innovations and Entrepreneurship -
Training for Success
31 Global Competitiveness: Challenges for Businesses, Government and Society
32 Nyenrode Business University Signs Partnership Agreement with Achmea, ABN AMRO,
and McKinsey & Company for "Lean Training and Research Center"
33 Improving the Quality of University Professors
34 Rotterdam School of Management, Erasmus University, the Netherlands
35 SBS Swiss Business School
36 "Live Case" on USIB's MBA

News from partner associations

- 37 BMDA – Baltic Management Development Association
38 In Defence of Capitalism Rejuvenated – Capitalism 2.0

Books

- 39 *How to Face The Challenges of Developing Markets*

A Word from President of CEEMAN



Dear Colleagues and Friends,

This autumn issue of *CEEMAN News* comes out at the beginning of the new academic season and in time for the 20th CEEMAN Annual Conference on "Business and Educational Challenges in Dynamically Changing Environments". For the first time, we have our central annual event in Africa, with the University of Stellenbosch Business School (USB) as the co-organizer and our host. We are really excited about the new learning experience with the "rainbow nation" of South Africa and its pearl cities of Cape Town and Johannesburg.

Business and educational challenges go hand-in-hand with the respective opportunities, which are traditionally in the very center of CEEMAN's focus and attention. To turn challenges into opportunities, we also need to reflect on, and dream about, "the future we want", the motto of the 3rd PRME Global Forum held in June in Rio de Janeiro. While the "official" Rio+20 Conference, which gathered numerous heads of states and governments, disappointed many stakeholders as it did not lead to agreement on many pressing issues related to sustainable development, the business and educational gatherings generated more optimism.

All forum participants shared a strong passion and agreed on what different stakeholders, and specifically management educators, could do for a healthier, more equitable, and more prosperous world for all. However, the business panel in Rio also asked whether business schools were afraid of action. In other words, are they, as institutions, willing and ready to change themselves in order to be better able to help other stakeholders to improve and change?

This is also related to the challenges of management education institution building. They might be even more complex in dynamically changing environments, yet they can also be seen as

opportunities. I am looking forward to a vivid discussion on this at our upcoming 20th CEEMAN Annual Conference and Deans and Directors Meeting at USB in Bellville near Cape Town. The conference will be accompanied and enriched by several other events, including a pre-conference seminar for deans on "Leading Through Adversity and in a Changing Socio-Economic Landscape", held at another great South African management school – Gordon Institute of Business Science (GIBS) in Johannesburg, as well as the CEEMAN Annual Meeting and announcement of the results of the CEEMAN Champion Awards and Case Writing Competition.

The nominations for the CEEMAN Champion Awards in teaching, research, institutional management, and responsible management education indicate that there are many remarkable achievements and innovations among the CEEMAN members. They once again confirm the importance and far-reaching effect of CEEMAN's decision to reward outstanding achievements in areas that are critical for success in business education and leadership development.

The same applies to the CEEMAN Case Writing Competition, held in cooperation with Emerald, which continues to support CEEMAN's efforts to develop the case-writing capabilities of faculty while producing high-class educational materials that are relevant to dynamically changing environments.

On behalf of all of us, I would like to warmly welcome the new CEEMAN members: IDRAC International School of Management, France; Ivane Javakhishvili Tbilisi State University, Faculty of Economics and Business, Georgia; and the Association of Business Schools, UK, that have joined us as of June. I am sure that they will benefit from, as well as contribute to, our exciting experience of growing together by learning together.

Welcome to CEEMAN, welcome to the 20th CEEMAN Annual Conference in South Africa, where we will discuss business and educational challenges in dynamically changing environments and the related management education institution-building challenges. I am sure you all share my strong belief that turning challenges into opportunities requires also turning passion into action. CEEMAN and its members are capable of doing this. They are not afraid of action - on the contrary! This was my concluding message to the participants of the 3rd Global Forum in Rio, which was also an invitation for them to join us at the 20th CEEMAN Annual Conference in South Africa and the 2013 PRME Summit, which CEEMAN will host in June 2013 in Bled, Slovenia.

I am convinced that the learning outcomes from our annual conference in South Africa and pre-conference seminar will be another great learning experience with CEEMAN. You are welcome to join us!

Yours,



Danica Purg

Developing Multifunctional Leaders for a Turbulent Decade



Vladimir Mau

An interview with Vladimir Mau

by Milenko Gudić

The world has been facing new business, leadership, and educational challenges. Some of them are universal, while others are contextual. The emerging environments are specific from a twofold perspective. They have been experiencing dynamic economic growth and dramatic social change in the last couple of decades, yet their business education and leadership development institutions have a much shorter tradition than their counterparts in the established economies. In such a context, the above-mentioned challenges may have different magnitudes and dimensions, but they also provide different opportunities.

These issues are at the center of the discussion at the 20th CEEMAN Annual Conference on "Business and Educational Challenges in Dynamically Changing Environments" and the related Deans and Directors Meeting on "Management Development Institution Building in Growth Economies", taking place in Cape Town, South Africa, where Prof. Vladimir Mau, Rector of the Presidential Academy of National Economy and Public Administration (RANEPA), is a keynote speaker.

Prof. Mau has two doctorates: in the history of economic thought, from the Institute of Economics, RAS, Moscow, and in applied economics, from the Pierre Mendez University in Grenoble, France. Dr. Mau focused his research on a comparative analysis of economic policy and political economy as well as on the political economy of economic reforms, Russian constitutional economy issues, and transformational economic development.

Dr. Mau is recognized by the Russian Federation as a distinguished economist. Since 1991, he has contributed to the development and implementation of Russian economic reforms. He served as an advisor and aid to Russia's prime minister (1992) and the first deputy prime minister (1993-1994). From 1997 through 2000, he headed the Working Center for Economic Reforms under the Government of the Russian Federation. He is currently a member of the Presidential Council on Science, Technology, and Education, the Government Commission on Economic Development and Integration, and the Government Commission on Administrative Reform.

Dr. Mau is the right person to express his views and ideas on the dramatic changes across the world. He reflects on emerging business issues and leadership challenges, as well as the implications of the complexity and turbulence that we are witnessing on business education and leadership development.

Having led the biggest merger in the management development industry in Russia, Dr. Mau's insights on institution-building challenges and opportunities provide very interesting and inspirational food for thought. This is so because the goal of this merger is to draw synergies from the integration of business education and leadership development with education in public administration and leadership.

Milenko Gudić: While the world has not yet recovered from the crisis that emerged in 2008, experts around the globe share the opinion that we are entering an even more dramatic and challenging period. How do you see the major trends that will be shaping the world both in the short-run and in a longer perspective? What are the main business challenges?

Vladimir Mau: This structural crisis gives rise to a serious intellectual challenge. The crisis is a powerful stimulus to rethink existing economic and political doctrines, be they domestic or global.

At present, we are approaching the end of the first phase of the global crisis. We have already become fully aware of its depth and severity. A rather lengthy period of instability lies ahead. We have entered a turbulent decade, a period of economic and political instability in the development of the entire world and of individual states. Resolving these issues will require an intellectual breakthrough.

There is still much to be done in order to determine an appropriate structure for the post-crisis world order to redistribute economic forces and

allocate roles to be played by different countries and regions. The key issue is the future of the arrangement that certain commentators have named "The Group of Two" (G2), whereas Niall Ferguson, rather provocatively, called it "Chimerica" (China + America). This is a kind of symbiosis between an economy based on production and an economy based on consumption.

What we observe is a global imbalance. It has replaced relationships that for a whole decade were regarded as the foundation of a stable and balanced system of world economic growth. Now it is the developing markets that have become centers for savings whereas the USA and other developed countries have become predominantly consumers. If a G2 system does emerge, this will determine many things - both the methods that will be applied in designing an exit from the crisis and the actual configuration of the post-crisis world.

A new model of economic regulation will require a transformation of the system of financial settlements, which will create a new configuration of the world's reserve currencies. Firstly, the USD is expected to retain its leading position, while the roles of the Euro and several other traditional regional reserve currencies will strengthen. Secondly, the role of the artificial currency for international settlements (SDR) as a world reserve currency will become more important. Third, a new reserve currency will appear - either as an alternative to the USD and the Euro or as their equal counterpart. Many analysts believe that this will be the Chinese yuan. Fourthly, regional reserve currencies will become more prominent and some new currencies of this type might emerge, such as the Russian ruble. It is assumed that the existence of multiple reserve currencies will contribute to the overall global tendency toward multi-polarity and be conducive to greater responsibility on the part of the monetary authorities of the countries involved, in so far as the reserve currencies will be competing.

MG: If the process of achieving and sustaining global competitiveness is "resource-driven", "efficiency-driven" or "innovation driven", how would you position Russia and the other BRIC countries in this respect at this point of time and in the coming future? Russia has traditionally been known for its achievement and contribution to scientific discoveries and advancements, yet it has lagged behind in terms of translating these achievements and breakthroughs into commercial innovations and innovation-based entrepreneurship. Are things changing in this respect?

VM: The BRIC nations are quite diverse. China achieves global competitiveness through the well-known model of catch-up industrialization. This involves intensive channeling of cheap labor

into the industrial sector of the economy. The same model is observed in India.

As Russia's economic model is commodity-based, it is strongly sensitive to the price dynamics of raw materials. The price of Russia's labor is relatively expensive and close to that of the developed world while its institutional foundation is still developing. This peculiarity of the Russian economy substantially reduces its global competitiveness. Brazil is in between the Chinese and the Russian economic patterns, combining natural resource dependence and gradual industrial development.

I would say, only few countries are able to stay at the cutting edge of innovations, and convert ideas and research into viable projects. Here we are not talking about adoption and adaptation of existing knowledge as in Japan, but about a real capability to generate innovations and commercialize them. In this sense, the overwhelming majority of countries, including the most developed, are not innovative. What prevents Russia from adopting innovations is its substantial income from the oil and gas industry. There are no examples of countries with commodity-based economies that are active innovators. When there are substantial revenues from one particular sector of the economy, there is no need to seek huge profits in other sectors, which demand more efforts and additional investments.

...only few countries are able to stay at the cutting edge of innovations, and convert ideas and research into viable projects

MG: What are the main challenges and opportunities for business leadership in Russia? Related to this is the question on whether the high economic growth rates in Russia and BRIC in general result from a relatively low base and abundant resources. Or is the success of these countries also due to some secret? Can they teach the world some interesting leadership lessons? As business schools need to respond to all this, what are the main challenges and opportunities for them? Does Russia face any context and culture-specific challenges and opportunities?

VM: Russia has great opportunities and some barriers to business leadership at the same time. Both of them are closely linked to the lack of rule of law. On the one hand, this provides an opportunity to demonstrate leadership, but on the other, it involves high risks. The same refers to all

BRIC nations. Speaking of growth rates, Russia's rate is higher than that of Germany, but lower than China's. Russia's growth is partly connected to its natural resources, with some additional demand created by them.

Education, as well as healthcare, is in the process of active internationalization. To have the world's best schools we need to meet "the world's best" demand

From my point of view, business schools need to be guided by global demand. Education, as well as healthcare, is in the process of active internationalization. To have the world's best schools we need to meet "the world's best" demand. The business education market is global, and a customer has a wide range of offers to choose from. He can select any school that suits his preferences in terms of location and intellectual potential. As a result, the main opportunities and challenges for schools in emerging markets are strongly affected by the globalization process. The competition for the best students and best faculties is global; it creates new opportunities for development.

MG: It seems that the role of the state will increase in the future, while new partnerships with businesses will be needed to simultaneously respond to two different challenges: achieving and sustaining a competitive advantage, while building appropriate social harmony. What could business schools in Russia do to enable business and political leaders to speak the same language, collaborate more effectively, and create the necessary synergies?

VM: I would say the increasing role of the state is a myth. This has become obvious now, after the first phase of the crisis has ended. The commitment to stronger regulatory functions is likely to remain, but at the global level there is no entity that is fully responsible for international regulation.

In view of this, business schools should attempt to enter the educational market of public administration. The most successful leaders today change their career tracks every 7-10 years. They move from the private sector of the economy to the state administration and back. So it has become strategically important to combine

education for civil servants with education for businessmen, to develop innovative programs for the education and training of multifunctional leaders, socially responsible and faithful to the values of sustainable public administration and business. This understanding has created a solid basis for the RANEPA merger, which brought together the major Russian business and public administration universities.

MG: How important is the role of the state in Russia when it comes to business education and leadership development? Observing from the outside, one notices that this role has significantly changed in the last two decades. At present, there seems to be a major restructuring of the business education industry in Russia. What is the idea behind this and what strategy is being pursued?

VM: Russian business schools were already out of their infancy period when they started following in their foreign peers' footsteps. Now they are entering the stage of international competition. They are not among top 100 best schools in the world yet, but they recognize the importance and value of international accreditations by AACSB, EFMD, AMBA, CEEMAN, and other organizations. Thus, they accept the terms of global competitiveness. In particular, the business schools of the Russian Presidential Academy are already accredited by at least one of the world's leading accreditation associations. And the best of them either have, or are close to, the so called "Triple Crown" accreditation.

...it has become strategically important to combine education for civil servants with education for businessmen, to develop innovative programs for the education and training of multifunctional leaders

As for relationships that exist between business and the government, they are important, but their role should not be exaggerated. There is a problem of limited rule of law, which I already mentioned. It is not a problem of state interference in the economy.

MG: The Academy of National Economy and RAGS are merging to create the largest insti-

tution in business, public management, and leadership development in your country. What are the main institution-building and leadership challenges that you personally and your team are facing in this unprecedented process?

VM: Two well-known Russian universities - the Academy of National Economy under the Government of the Russian Federation and the Russian Academy of Public Administration - have already merged, creating the biggest university of Russia and Europe: the Russian Presidential Academy, with 160,000 students and 68 campuses across the country. Significant discrepancies in corporate cultures have made the process of integration challenging. However, I want to stress that it was the right time to merge and that the strategic decision for the merger is in line with one of the major trends in education: collaboration between business schools and schools of public administration.

MG: How important is the role of faculty development for your institution and for the business education sector in Russia in general? What are the main trends, challenges, and opportunities?

(Students) want their professors to be talented teachers and trainers, researchers, and practitioners at the same time

VM: Undoubtedly, faculty selection and development are always crucial. But I assume that students are not less important to a university. The Russian Presidential Academy pays a lot of attention to the quality of the students enrolled. We believe that one can accurately estimate the quality of a program's content and the quality of teaching by the quality of the students. If the best students prefer a particular school of business, most probably it is a great school of business. And today's students of the Russian Presidential Academy create a demand for the best faculties in Russia. They want their professors to be talented teachers and trainers, researchers, and practitioners at the same time.

This is why the Russian Presidential Academy cooperates on a regular basis with leading training, coaching, and consulting companies, and actively recruits their representatives to the classrooms. For instance, at the IBS-Moscow Business School of the Russian Presidential Academy, up to 40% of the MBA program content is taught by practitioners – representatives of real business and functioning managers. Many of them have

studied at the Russian Presidential Academy. Now they have become top executives who want to share their experience with the new generation of Russian managers. We value this type of faculty very highly. They bring the real practice of management to the class.

One more trend: the faculty market is becoming more international. We try to benefit from all available resources to attract the world's best faculty to teach at the Academy and to collaborate with us in the field of research.

MG: RANEPAs as a whole, as well as the business schools that work under its umbrella, have been actively involved in various forms of experience exchange and collaboration, both nationally and internationally. How do you assess the results achieved and how important will this be in the future? In this respect, how do you see the role of CEEMAN?

VM: As a consequence of an active involvement of our business schools in the ongoing global processes, our education is becoming more international, occupying its own position on the global market.

At the beginning of the 1990s, CEEMAN helped the young Russian business schools take a significant first step in the field of international collaboration. And two decades later, this renowned organization is creating a bridge that links business education in Russia with European business education.

Are Business Schools Afraid of Action?

3rd Global Forum for Responsible Management Education

The 3rd Global Forum for Responsible Management Education “The Future We Want” was held on 14-15 June in Rio de Janeiro, Brazil. More than 300 deans and faculty members from all over the world met to discuss what different stakeholders, and specifically management educators, could do for a healthier, more equitable and prosperous world for all.

The forum was held in the context of the Rio+20 Conference, which gathered heads of states and governments, and a series of numerous action-oriented meetings of close to 50,000 people representing NGOs, farmers, youth, scientists, business, academia, and other sectors. Among them was also the Rio+20 Corporate Sustainability Forum that gathered more than 2,500 sustainability-supportive businesses from all over the world.

Organized by the PRME Secretariat of the UN Global Compact Office with the active support of the PRME participant institutions (including CEEMAN members), and the PRME Steering Committee (including CEEMAN), the 3rd Global Forum particularly addressed the following questions:

- What is the role of management education in society for the future we want?
- How can the Principles for Responsible Management Education facilitate individual and systemic change within higher education as the community mobilizes action toward achieving the Rio+20 vision on sustainable development?

The 3rd Global Forum marked a new stage in PRME’s evolution. Its participants agreed on a concrete strategic outcomes plan to help develop the initiative further for the years to come. Among the main recommendations are to form a leadership group to incentivize PRME signatory schools to go further in their implementation of sustainability principles, and to launch PRME chapters to better engage management education communities on a local and regional level. The Forum also approved

the *Rio Declaration on the Contribution of Higher Education Institutions and Management Schools to the Future We Want: A Roadmap for Management Education to 2020*.

The event highlighted the role of external stakeholders on management education. It was encouraging to see that other main international accreditation bodies are planning to embed sustainability criteria into accreditation, as CEEMAN did already years ago. Similar voices were heard also from the *Financial Times*, whose representative made clear that ranking systems need to gradually adapt and include responsible education and research in the ranking criteria for business schools.

The Global Forum played an instrumental role: it alerted the UN’s leadership to the role that educational institutions have in enabling sustainable development. The other major contributors to that effect are the Higher Education Sustainability Initiative, and the resulting Declaration on Higher Education and Sustainable Development, which provided almost one third of all voluntary commitments at Rio+20. The Higher Education Sustainability Initiative was launched or supported by UN organizations dedicated to education for sustainable development (UNESCO, UNEP, and UNU), the UN Global Compact, and the PRME Secretariat and Steering Committee.

As a member of the PRME Steering Committee, CEEMAN has also been actively involved in the conceptualization and preparation of the Third Global Forum. In addition, CEEMAN provided several discussion leaders who guided the discussion at the roundtables of the Forum, took stock and reported on the roundtable discussions and recommendations.

CEEMAN member institutions’ best practices were also presented in the *Inspirational Guide* - a forum resource material that reviewed inspirational innovations in the area of responsible management education.

Among the resource materials for the 3rd Global Forum, there were also two deliverables from the CEEMAN-led PRME Anti-Poverty Working Group: The WG Report on *Fighting Poverty*

Danica Purg (left) presenting her reflections on the 3rd PRME Global Forum in Rio





PRME Summit 2013 will take place in Bled, Slovenia on 20-21 June

Through Management Education: Challenges, Opportunities and Solutions, and the related *Collection of Best Practices and Inspirational Solutions*. These deliverables were also presented and discussed at the Rio+20 Corporate Sustainability Forum.

In the concluding session of the 3rd Global Forum CEEMAN's President Danica Purg was invited to reflect on the outcomes of the event.

Commenting on a rather provocative question raised at the Forum's business panel "Are Business Schools Afraid of Action?", she referred also to CEEMAN member institutions and their experiences. In this respect, she pointed out that CEEMAN members were among the first signatories of PRME. CEEMAN was the first major accreditation body to include PRME in its accreditation system and criteria, while CEEMAN member institutions are among the innovators in management education for sustainability and responsible leadership.

In this context, Purg also announced that the 2013 PRME Summit, to be co-organized and hosted by CEEMAN, will be an excellent opportunity not only to show that business schools are not afraid of action, but also to demonstrate that they are acting as important change agents for the future we want. Among other things, they do that through a search for new ways of developing leaders, which will be the topic of the event to be held on 20-21 June in Bled, Slovenia.

PRME Anti-Poverty Working Group in Rio+20 Events and Beyond

The CEEMAN-led PRME Working Group on Poverty as a Challenge to Management Education provided important inputs to the series of events in the context of the Rio+20 Conference held in June in Rio de Janeiro, Brazil.

Its report on *Fighting Poverty Through Management Education: Challenges, Opportunities, and Solutions*, based on a CEEMAN/PRME global survey, received 435 submissions from 70 countries. That report and the related *Collection of Best Practices and Inspirational Solutions* were among the key resource materials of the 3rd PRME Global Forum held on 14-15 June. In his opening address to the Forum, George Kell, Executive Director of the UN Global Compact, referred to these deliverables as "phenomenal work" done by the PRME Anti-Poverty Group, while Angel Cabrera, Master of the Ceremonies at the 3rd Global Forum, invited all present members of the Working Group to stand up from their seats in the conference room to receive an applause of recognition for their contribution to PRME.

In the Rio Declaration of the 3rd Global Forum, these deliverables and recommendations are mentioned among the documents that support the emerging vision for the future of management and leadership education.

The Working Group's documents also represent a highly valuable input into the Rio+20 Corporate Sustainability Forum (CSF) in the session on *The Foundations for Sustainability Leadership: Responsible Management and Leadership Education*, held on 16 June in the stream that dealt with poverty reduction through business action. The *Overview and Outcomes of the Rio+20 Corporate Sustainability Forum*, as the final document of the CSF, specifically mentions this work in Chapter VIII on *Education for Sustainable Development and Responsible Management Education*.

Following the session, Milenko Gudić and AI Rosenbloom, co-chairs of the Working Group, had meetings with several international publishers interested in establishing partnerships with PRME and CEEMAN to publish a series of books,



Milenko Gudić (center) with Working Group members
Katrin Muff and Ajai Prakash in Rio

articles, reports and other materials on fighting poverty through management education.

The results of the events in Rio and Boston will contribute to the future activities of the Working Group, whose current priorities include:

- Further building the case for businesses and management development institutions to include poverty-related issues into their respective strategies and programs.
- Promoting the *Collection of Best Practices and Inspirational Solutions* and contributing to its further growth and development into an online platform for experience sharing among management educators around the globe.
- Identifying deliverables to be prepared for, and presented at, the 2013 PRME Summit, scheduled for 20-21 June 2013 in Bled, Slovenia.
- Organizing an international conference/workshop on Fighting Poverty thorough Management Education in conjunction with the PRME 2013 Summit in which the Working Group as a whole, as well as its individual members, will present and share the results of their respective work.
- Contributing to the PRME Regional Meetings and the PRME Regional Chapters to be established in the main regions of the world.

Jonas Haertle, Head of PRME Secretariat, and Milenko Gudić, IMTA Managing Director, who is chairing the PRME Working Group, were among the organizers and presenters in the PRME-sponsored All Academy Theme session on the Informal Economy, Poverty and Responsible Management Education, organized in the framework of the 2012 Academy of Management Annual Meeting, held on 3-7 August in Boston, USA. Participants in the session expressed high interest in the PRME Anti-Poverty Working Group, its reports, current activities, and future plans.

The Working Group has grown to include 92 members from 79 institutions from 37 countries from all continents. All those who are interested in joining are kindly invited to contact Milenko Gudić, IMTA Managing Director at milenko.gudic@ceeman.org

Feedback from IMTA 2012 Participants and Their Institutions

The 13th edition of the International Management Teachers Academy (IMTA 2012) was held on 10-22 June in Bled, Slovenia. The program was attended by 36 management educators from 26 institutions in a record number of 19 countries, including, for the first time, the Czech Republic, Japan, and Sweden. Eight institutions from eight countries were represented by faculty members for the first time.

Feedback received from the institutional leaders of some of these business schools illustrates that IMTA not only met their high expectation but also went beyond.

"(Our three participants) were as thrilled as I had hoped they would be! Thanks for making it happen. I took a risk and it worked. Great start of our institutional relationship."

Johan Roos, Dean and CEO, Jönköping International Business School, Sweden

"I met with Charles and he clearly enjoyed and greatly benefitted from the course. I am hopeful that this will begin the process of a more sustained Bentley engagement."

Mike Page, Vice President for Academic Affairs and Dean of Business and the McCallum Graduate School, Bentley University, USA

Leaders of the institutions that regularly send their participants to IMTA confirm their continuous trust that this experience provides benefits beyond the development of individual capabilities by substantially contributing to overall institutional development.

Working in teams





Presenting the group work

"Spasibo! It is a pleasure to cooperate with you. And I hope that many of our young and bright professors of the Russian Presidential Academy would study on your great program."

Sergey Myasoedov, Vice-Rector, Academy of the Russian President; Dean, IBS-Moscow; President of the Russian Association of Business Education (RABE), Russia

The IMTA participants realize the broad impact of this faculty development program and are willing to contribute to promoting IMTA in their respective environments and beyond.

"I felt fortunate for having this experience (of attending IMTA) and I truly believe that programs like these can create a great impact on participants, businesses, and society."

Gisleine Silveira, DBA student, Swiss Business School, Switzerland

"Every minute during the two weeks was worth so much that I could not even blink. I thank all the people for making the event so fruitful. I am preparing to write an article introducing IMTA 2012. It can have a major impact on Japanese academia and Japanese business circles."

Ichiro Noro, Professor, Seiwa University, Japan

The IMTA participants' feedback also shows how highly they value the fact that the world-class content is delivered in a very friendly, mutually supportive, collaborative, and inspirational learning environment:

"The world class experience and professionalism of all the IMTA faculty members ...and staff... have been awesome. This is by far the best learning experience I have had and it would not have been possible without the generous sacrifice of your time and commitment. Meeting and interacting with such a diverse group of colleagues from around the world has been truly rewarding. We quickly bonded together and became one family. The sharing of ideas on teaching and research via different methods is certainly going to enhance my teaching and scholarship."

Charles Malgwi, Senior Lecturer, Bentley University, USA

"Thank you so much for these two weeks. There is only one word that could sum up the organization, the program, the faculty, the atmosphere, etc. – PERFECT! I guess, I make everyone in my office crazy by constantly talking about IMTA ☺"

Omar Lüthi, Director Undergraduate Programs, European University AG, Switzerland

The feedback received from the IMTA 2012 participants, who are heavily involved in the management of their institutions (for instance by sending colleagues to previous editions of IMTA), provides an interesting insight into a more complex perception of IMTA:

"Thank you for the outstanding job done before, during, and after IMTA. These two weeks were some of the most important in my professional life. They will doubtlessly impact my future. I will do my best to be an active participant of the IMTA Alumni Association".

Natalia Makayeva, Executive MBA Program Director, IPM Business School, Belarus

Through the IMTA Alumni Association, IMTA alumni further strengthen their personal and institutional communication and collaboration, including joint research, faculty and student exchange, and other programs. IMTA Alumni Conferences, organized on an annual basis, bring them together to discuss important issues related to faculty development and its impact on institutional development and enhancement of the quality of management development in general.

IMTA alumni also continue receiving various forms of post-program support and access to IMTA related programs, such as IMTA Module on Case Writing, IMTA Module on Research and Publishing, Consultancy for Management Educators and some others.

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

IMTA 2012 participants and faculty



Faculty Development for Management Education That Matters



JB Kassirjian

IMTA 2013 - International Management Teachers Academy Welcomes Applications

The 14th edition of the CEEMAN International Management Teachers Academy (IMTA) will take place in Bled, Slovenia, on 2-14 June 2013.

This major faculty development program of CEEMAN has been run 13 times. Its goal is to assist the creation of a new generation of management educators for a new generation of business leaders. By now close to 450 management faculty from 135 business schools, universities, and other management development institutions from 37 countries from around the globe, have taken the program to improve their educational methods, teaching philosophy and strategy, educational tools, and learning materials. IMTA also enables faculty to enhance their research methodologies and skills, integrate their research efforts into the development of their educational activities, including case writing, course design, and curricula development. They also improved competences and skills related to specific managerial disciplines.

An integral part of the program are inputs related to other aspects of the participants' profession, such as consulting, administration, and social responsibility. The exchange of ideas and experiences with colleagues from other countries has proved to be a valuable source of learning and establishing personal friendships, and professional contacts and networks.

IMTA 2013 Program

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

- Finance: **Jim Ellert**, Emeritus Professor and former dean of faculty, IMD, Switzerland, Visiting Professor, IEDC-Bled School of Management, Slovenia, IMTA Academic Director
- Leadership and Change Management: **JB Kassirjian** - 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, CEEMAN IQA Director.

Following CEEMAN's commitment to the principles of responsible management education and the interest expressed by its members and the PRME movement, IMTA 2013 is also offering a new disciplinary track on Business in Society.

Interest in the track was expressed already last year and additionally confirmed by the IMTA 2012 participants, who for the first time had a session on Management Education That Matters. The session included a lecture from the Coca-Cola Sustainability Chair at the IEDC-Bled School of Management, Nadya Zhexembayeva (IMTA alumna), on how to integrate sustainability issues into business competitiveness and management education, while Milenko Gudić, IMTA Managing Director, provided feedback from the 3rd PRME Global Forum, held in June 2012 in Rio, and future PRME-related activities planned for IMTA alumni.

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

When and How to Apply

Candidates are invited to submit their applications by 15 February 2013 in accordance with the information and instructions available at www.ceeman.org/imta.

New Insights Into Business Issues and Leadership Challenges in Dynamically Changing Markets

18th CEEMAN Case Writing Competition in Cooperation with Emerald

The 18th CEEMAN Case Writing Competition attracted again an impressive number of submissions from all over the world. 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 USA) 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 and 12 countries were shortlisted for evaluation by the jury, consisting of Vladimir Nanut, MIB School of Management, Italy; Al Rosenbloom, Dominican University, USA; and Leif Sjoblom, IMD, Switzerland.

The shortlisted cases focused on issues in the fields of Strategy and General Management; Human Resource Management or Organizational Behavior; Economics, Politics, and Business Environment; Marketing; Finance, Accounting and Control; and Entrepreneurship.

The total prize money was €4,000, with prizes to be awarded to the overall winner (€2,500) and the first and second runners-up (€1,000 and €500 respectively). The winners will also receive scholarships for attending one of CEEMAN's faculty development programs, while the author of the best case will be invited as a guest to the 20th CEEMAN Annual Conference in Cape Town, South Africa, on 24-26 September 2012, to receive the award at the conference gala dinner on 28 September. The top-10 case authors will also receive a 12-month free subscription to an Emerald subject collection.

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

Outstanding Individual Achievements in Management Education at CEEMAN Member Institutions

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.

The nominations were made for outstanding individual achievements in advancing the quality of business education and management development among CEEMAN members in areas that are considered critical for success in management education: research, teaching, institutional management, and responsible management education.

The third call for the CEEMAN Champion Awards received 15 nominations from nine institutions in eight countries (Austria, France, Kazakhstan, Latvia, Russia, Slovenia, Switzerland, and the UK). They included also two runner-up nominations from 2011, transferred to 2012 by decision of the Jury.

CEEMAN Champion Award cup



The following nominations were considered for the awards:

■ Teaching category:

- Barbara Stampf, University of Applied Sciences (Fachhochschule Karnten), Austria
- Arthur Lindemanis, RISEBA, Latvia
- Tatiana Issyk, International Academy of Business, Kazakhstan
- Marie Anners, Konstantin Bobkov, and Natalia Bobkova, Baikal International Business School, Russia
- Luca Gatti and Ian Sutherland, IEDC-Bled School of Management, Slovenia
- George Kohrieser, IMD-Lausanne, Switzerland

■ Research category:

- Tatiana Issyk, International Academy of Business, Kazakhstan
- Natalia Iudalevich, Baikal International Business School, Russia
- Francisco Ripoll-Saragosi, Eurasia Open Institute, Russia
- Bettina Buechel, IMD-Lausanne, Switzerland

■ Institutional management category:

- Dominique Turpin, IMD-Lausanne, Switzerland
- Peter McKiernan, University of Strathclyde, UK (nomination from 2011)

■ Responsible management education category:

- Bernard Belletante and Jean-Christophe Carteron, Euromed Management, France
- Nadya Zhexembayeva, IEDC-Bled School of Management, Slovenia (nomination from 2011)
- Francisco Szekely, IMD-Lausanne, Switzerland

The nominations were reviewed by the CEEMAN 2012 Champion Awards Jury composed of Jim Ellert, CEEMAN Board Member and IMTA Academic Director; Arshad Ahmad, Member of the IMTA Faculty Team and President of the Society for Teaching and Learning in Higher Education, Canada, and Milenko Gudić, IMTA Managing Director.

The winners of the CEEMAN 2012 Champion Awards will be announced and awarded at a special ceremony during the gala dinner of the 20th CEEMAN Annual Conference in Cape Town, South Africa on 28 September.

New Initiatives in Challenge:Future

Youth Addressing World's Burning Issues

While the United Nation's Environmental Program Report has revealed that only four out of the 90 most important environmental goals show significant progress, while CO2 emissions are the highest in history and youth unemployment is reaching new peaks every month, it looks like the Rio+20 failed to get any halfway useful commitment agreed upon. Growing concern about our future has prompted many youths to question what they can do to take action. In response, Challenge:Future (CF), with an already existing global youth community of 24,000 members from 202 countries, will address the world's burning issues through impact projects, new online competitions, and a custom-built "Impact Now" calculator, featuring personalized action planning and progress at multiple levels: personal, school, organizational, geographical, and more.

Inspired by the wisdom, knowledge, and experiences of the prominent CF Advisory Board, CF Alumni have selected three themes for the Impact Agenda in 2012/13:

- The World Beyond Extreme Poverty
- Mitigation of Climate Change and
- Youth Unemployment

Developing a comprehensive program for youth, schools and universities, organizing competitions and an "outreach program" of educational workshops and hands-on activities to support local action, CF will launch the Main Competition 2013 at the beginning of the school year 2012/2013. In addition, with the latest "Go to New York" competition, CF has offered a great opportunity for youth to attend the World Business Forum in New York, one of the top world business events of the year.

EU Funding Approved for CEEMAN and Challenge:Future

With strong support from CEEMAN, Challenge:Future has succeeded in attracting EU funding through the Youth in Action 2012 program, for its "Create Future with Creating Jobs"

project, which aims to establish new transnational partnerships for providing real skills, leadership opportunities, and experiences to global youth so as to strengthen their employability prospects.

The project is engaging various youth organizations from 10 countries: Slovenia, Denmark, Latvia, Turkey, Romania, India, Nigeria, Uganda, Rwanda, and Singapore. Its goal is to tackle youth employability issues through skills development, to encourage youth creativity and entrepreneurship, to stimulate youth participation in volunteering projects, to empower and educate youth through best practice examples, exchange of ideas, and cultural diversity, and to increase interpersonal and intercultural understanding, solidarity, and European awareness. It foresees a number of activities, including local projects and events in partner countries, virtual collaboration through online competitions and mentoring. Its main event is an international conference planned for September 2013 in Slovenia. The expected outcome of this initiative is at least two real-life projects per partner, such as volunteering, a social start-up or an entrepreneurship project.

The Association of Business Schools

The Association of Business Schools (ABS) is the voice for UK business schools and independent management colleges. It sets the agenda for business and management education in the UK within an increasingly international environment. It develops influential policies and promotes, communicates, and lobbies on these at local, regional, national, and international levels as appropriate.

The Association provides a central vehicle to help members promote common interests in business and management education, respond efficiently to key policy issues, develop institutional capacity, and share best methods and practice.

This year the ABS is celebrating its 20th anniversary, with over 117 UK business schools and schools of management as members and partnerships spanning the globe. There has never been a more exciting time to get involved. We have a new chief executive, Paul Marshall, who has put in place a new strategic plan and membership benefit statement and is driving the organization forward.

We have recently held a series of policy network meetings with major players in the field of business and management in higher education, including members and stakeholders such as the Foundation for Management Development, Chartered Management Institute, National Union of Students, and MP's and senior members of the business school community.

A policy network brochure entitled *Business Schools Seizing the Future* will be available shortly; it is due to be launched at all of the major party conferences at which the ABS will be holding fringe events for the first time.

ABS has also created an Innovation Taskforce, to provide evidence of how UK business schools are supporting the government's agenda in the BIS report *Innovation and Research for Growth*.

Our flagship event, the ABS annual conference on *Innovation for Growth*, will be held on 15-16 October at Warwick University.

We are also holding our inaugural Business and Management Education Leadership Summit in KL in November.

ABS also runs eight unique capacity building programs tailored specifically to staff working in business schools, including the International Deans' Program, run in collaboration with EFMD and the Development Program for marketers.

There have been just under 2,000 participants since the programs started in 2000.

For further information please contact: Vicky Robinson, Director of Communications, vrobinson@the-abs.org.uk, Tel +44 (0)7884 002785, or follow us on Twitter @Londonabs

CEED Slovenia – Center for Entrepreneurship and Executive Development

Center for Entrepreneurship and Executive Development (CEED) is focused on the exchange of know-how and experiences among entrepreneurs, while also providing them with a network of peers and other useful contacts. CEED's objectives are to:

- Inspire entrepreneurs to "take their businesses to the next (growth) level" through personal and professional development.
- Support entrepreneurs in accessing the finance they need for business growth by preparing them for attracting investments and connecting with investors.
- Encourage entrepreneurs to expand internationally and develop new markets by providing market know-how and expanding their networks.
- Promote entrepreneurship and entrepreneurial experiences by synergizing efforts with key entrepreneurial stakeholders.

Currently, the network of CEED centers spreads over 11 countries, mainly in Eastern and Southern Europe, while our headquarters are in Washington.

The CEED capacity improvement programs and services are:

- uniquely practical, with programs led by successful entrepreneurs or experts with day-to-day experiences;
- powerfully enriching, with network learning events included in all programs to broaden perspectives and provide the connections needed to drive business growth;
- actionable, with mentors, coaches and consultants integrated to help translate learning to action plans that deliver results;
- innovative, connecting CEED's SME finance pedigree (SEAF) and its connections to the wider global corporate, financial, and academic communities.

We make an extra effort to know our clients so that the right program, training, networking event, regional forum, or specific matchmaking activity is chosen and that the connections that translate to real business are efficiently made.

www.ceed-slovenia.org

IDRAC International School of Management, France

School Profile

IDRAC is the only French business school with seven campus sites in France: Lyon, Montpellier, Paris, Nantes, Toulouse, Nice, and Grenoble. Its board of directors is advised by 29 executive examiners. Fourteen international academics are external members of the Scientific Committee. With 45 years of experience, 30% growth in the past three years and over 5,000 students, the school has today established a solid reputation. On an international level, IDRAC has developed strong collaboration with 89 partners in 37 countries in the fields of common research projects, accommodation of international PhD students, student and staff academic exchanges, joint or dual degree awards.

Academic Excellence and Practical Training: 95% of Employers Are Satisfied

The strength of IDRAC is its ability to combine theory with practice. Business games, internships and group projects provide our students with the knowledge, expertise, and life skills required for developing professional competences. Each semester, our students join one of the 2,500 companies in our network, where they carry out projects in accordance with our academic criteria. Today, 17 faculty members actively contribute to developing our research focus on refining business models, thus intensifying our connections with the business world.

IDRAC campus



IDRAC's students are tutored by faculty members to build self-confidence, as well as leadership and entrepreneurship skills to prepare them for the world of international business.

An Ambitious and Innovative Educational Itinerary

IDRAC offers a portfolio of business programs strongly oriented toward marketing and management. They include pathways fully taught in English.

Full time programs:

- A three-year Bachelor program
- Master degrees
- MBA program

Plus an intensive business summer school and a gap-year program to prepare international students for the French "Grandes Ecoles".

All curricula are based on central themes such as:

- Development of personal skills, autonomy, open-mindedness, an ability to evolve and adapt to change, and learning to be managed before becoming a manager,
- Development of skills by acquiring work methods as well as academic and professional know-how,
- A customized itinerary - assisting students with their professional and personal projects - leading to professional integration A choice of occupation and a field of specialization,
- A weekly schedule of approximately 18-20 contact hours in accordance with international standards.

Select Your Campus

IDRAC offers an attractive possibility to study at seven locations in France. In each city it has built medium-sized campuses allowing students to work in a friendly environment, fully equipped with an amphitheater, computer rooms, library facilities (with online resources), visual equipment and a virtual desk.

Contact: *Bénédicte Favre, Director of International Development,*
benedicte.favre@idraclyon.com,
Tel +33 4 72 85 72 71

Ivane Javakhishvili Tbilisi State University, Georgia

Welcome to Ivane Javakhishvili Tbilisi State University (TSU) - the oldest university in Georgia! Research and high quality instruction together with extensive international networks make TSU highly demanded nationwide.

Tbilisi State University is an active member of leading international education networks and is proud of its alumni - prominent professors, scientists, and graduates who have successfully integrated into the European community and gained worldwide recognition.

TSU offers a wide variety of degree programs at undergraduate, graduate, and doctoral levels and short courses in English, attracting students from all over the world. The internalization of TSU is fast-paced, aiming to create a multicultural environment that will enhance teaching and research opportunities. TSU promotes equality in education and believes in engaging and valuing all students and staff.

www.tsu.ge

Ivane Javakhishvili Tbilisi State University



ALBA Graduate Business School, Greece

HR Metrics Survey

An innovative survey has been introduced for the first time in Greece by the Applied Research & Innovation Department of ALBA Graduate Business School at the American College of Greece. The HR Metrics Survey aims at providing HR Managers with the tools they need to quantify their work results and make difficult decisions related to human capital. It is the first time in Greece that HR managers will be provided with an analytical guide on how to calculate HR metrics and quantify their key performance indicators. ALBA is interested in exploring the usage of HR metrics in Greece but also wants to map the human capital in Greece for the first time.

MOVE-ON: Professional Learning for Adults on the Move

ALBA Graduate Business School at the American College of Greece is currently piloting an iPhone learning application addressed to executives who wish to use their idle time to learn and advance their careers. The application has been developed by the EU-funded project MOVE-ON (LLP - Leonardo da Vinci Program) and currently offers three courses: Finance, Project Management and Negotiations.

The MOVE-ON project aims at providing new mobile learning opportunities to adults, organized in short individual "episodes" consisting of coherent learning units that can be exploited while being at "non-places" (free-time, hobby-time, or simply on the way home from work!). The attractiveness of the learning process is achieved through a novel pedagogy based on constructivism and innovation: ICT-based, media-rich material customized for a variety of devices, within short learning episodes, coherently integrated to achieve specific learning professional objectives. This will ensure that adults who do not have enough free time but wish to continue their education are supported with adequate and innovative learning pathways and opportunities for the acquisition of competences and valuable professional skills while on the move or at "non-places".

ALBA Graduate Business School has been actively contributing in the designing and developing phases, as well as during the development of the content of two of the project's three courses – Financial Management and Negotiations.

You can find more information at move-on.exodussa.com.

GECO: Improving Gender Equality Competences

A high-profile European Conference in Gender Equality is organized by ALBA Graduate Business School at the American College of Greece as part of the GECO project in Athens on September 13, 2012, with the participation of highly acknowledged academics, practitioners, and policy makers.

GECO is a EU-funded project (LLP - Leonardo da Vinci Program), implemented by a seven-member consortium. Its main goal is to inspire and motivate decision-makers to improve gender equality in their own organizations. As its main outcome, the GeCo project has developed a European toolkit with practical examples of gender equality measures that aims to support organizations in developing such programs. The toolkit provides detailed examples and describes change processes that have been successfully implemented across Europe. It currently includes 77 good examples from nine European countries (Germany, UK, Austria, Czech Republic, Lithuania, Greece, Portugal, Switzerland, and Luxemburg).

The Toolbox is available at www.gender-competence.eu.

ALBA's new campus



ESB Business Cup

Sustainability is a corporate philosophy continuously gaining importance in today's business world. The major challenge is to align economic objectives of corporate activity with broader social and environmental aims. The ESB Business Cup enables students to deal with this controversial topic in order to develop and enhance solutions.

The Cup is a case-study competition targeted at Bachelor students in Europe who study business, management, economics, industrial engineering, business informatics, or similar subjects. It was successfully launched last year and is going to take place again this year between October and December. This year's topic is "SMART CITY – How intelligent will cities need to be?"

The preliminary round takes place on-line. The final will be held at ESB Business School on the campus of Reutlingen University in Reutlingen.

The preliminary round consists of an online company simulation. Every team represents a company that has to take some decisions in a changing environment, while always keeping an eye on sustainability. During the simulation, teams are going to have a sustainability index reflecting the decisions that the team makes. The team with the best index will win this round.

For the next round, all teams are going to be divided into four different groups. The top three in every group will be invited to the finals, in addition to four teams chosen by the sponsoring companies.

The final round will take place in two consecutive days. On the first day, participants will be trained in solving a case and presenting their results professionally. The final event of the day is a get-together with corporate sponsors. In the morning of the second day, the teams will do a case study. Afterwards, the top five teams will be selected for the final in the afternoon and will present their results to the public and the jury. The event will end with an award ceremony, at which the winning team will receive a prize of 1,000 Euros, and a party.

More information at www.esb-cup.de

European University Pushes for a Sustainable World



EU sustainability award

This year, the European University (EU) focuses closely on sustainability. The projected 90% increase in global energy consumption, coal use, and CO2 emissions over the next 20 years as well as a global population expansion of 78 million people a year, have pushed the need for sustainability solutions to the forefront of global economic and political agendas. These facts make it crucial for business schools to incorporate education about green practices into their curricula.

In the fall of 2012, European University will debut its Bachelor of Arts in Sustainability Management. The six-semester program will focus on communication, finance and marketing in the fields of ecology, corporate sustainability, and social responsibility.

Apart from having its own program, EU recently became a member of the ILO-Business Schools Initiative. Led by ILO Multinational Enterprises, the program's objective is to promote the teaching of sustainable and responsible business practices among business schools. The result of this partnership is that from October 25-27, 2012, EU will be offering a short course to its MBA students and anyone else who is interested in receiving a certificate in sustainability, titled "Introducing Sustainability Into the Supply Chain". This is an 18-hour course that will teach future entrepreneurs about sustainability, the impact of globalization in production systems, and regulatory and legal environments in global supply chains. It will also look at certifications and the role of agencies and NGOs.

In addition to the partnership with the ILO, EU has partnered with the Earth Focus Foundation, whose goal is to empower youth to take on roles in which they actively create a more sustainable world. Beginning in 2013, EU and Earth Focus will develop and host an annual conference aimed at the next generation in order to brainstorm and implement future sustainability solutions.

Beyond the ILO program, MBA students who want to continue to explore career opportunities in the ever growing fields of corporate sustainability and corporate social responsibility have

an opportunity to do so as a result of another of EU's collaborations, this time with Green Cross International. This organization is dedicated to responding to the combined challenges of security, poverty, and environmental degradation to ensure a sustainable and secure future. For the past two years, Green Cross has been visiting EU campuses to promote their mission to MBA students as well as offering internships and opportunities for students to get actively involved in their organization.

EU is not just promoting sustainability. It also actively recognizes people who make sustainability the core of all their activities. At its Munich campus commencement ceremony on June 9, 2012, EU President, Dr. Dirk Craen presented a sustainability award to EU alumnus Amit Yudan who has dedicated 22 years of his life to the creation of electric power grids, which in the future will promote the use of electric cars in Europe.

New Challenges To Financial Education

The rising role of human capital is a driver of innovative development strategy implementation. It imposes new requirements on professional education focusing on the ability to generate breakthrough ideas. At the Russian Presidential Academy of National Economy and Public Administration, financial education is provided through the educational programs of the Department of Banking and Finance (DBF). DBF carries out a range of undergraduate and graduate programs in economics, management, and finance, as well as postgraduate programs: "Finance, Monetary Issues and Credit" and "Accounting and Statistics".

The key success factors of the DBF educational programs are:

- Faculty that consists of respected experts with extensive academic and managerial experience in the national and international financial and stock exchange industry. Many of them graduated from American and European business schools;
- The integrative nature of the educational programs and compliance with the requirements of the International Accounting Education Standards Board;
- Membership of strategic alliances of educational and professional organizations;
- A good fit between the syllabus and the demands of the business environment at all educational levels;
- Students who qualify for internationally recognized professional certification in the framework of core educational programs.

In 2012, DBF became CIMA's (Chartered Institute of Managerial Accountants, UK) official computer-based assessment center. A group of young DBF professors was trained and examined by CIMA, and gained the right to teach CIMA courses in English. Accounting, analysis, auditing and foreign language syllabuses were synchronized in order to improve the students' business skills.

In 2011, two leading international professional bodies - the AICPA (Association of International

Certified Professional Accountants) and CIMA - formed a global professional body: Chartered Global Management Accountant (CGMA). This automatically qualifies the CIMA members for the CGMA designation and enhances their chances of career development. Qualifying professionals in accordance with international requirements is extremely important in the Russian economy in a period of transition to International Financial Reporting Standards and accumulation of experience in this area.

Today, the managerial function is becoming increasingly complicated. Business schools face the challenging task of facilitating the professional development of leaders through a multidisciplinary approach, advanced managerial tools, and information technologies. As a compulsory part of their studies, DBF students qualify for a Microsoft certificate of mastery of a comprehensive business management software package, called Microsoft Dynamics Navision (ERP-2).

In 2012, DBF introduced an MBA in Business, Accounting and Law, which appeared to be a new specialization in Russian business education. The program focuses on interdisciplinary competences development for comprehensive managerial decision making. Across the world, 164 business schools have similar MBA and DBA programs accredited by the AACSB.

By Seda Nasibyan, PhD, Dean of the Department of Banking and Finance, The Russian Presidential Academy of National Economy and Public Administration

Seda Nasibyan



Nobel Laureate Appointed Chancellor of Glasgow Caledonian University, Scotland



Muhammad Yunus

The world thought leader in social business and international anti-poverty campaigner, Prof. Muhammad Yunus, is to be the new Chancellor of Glasgow Caledonian University (GSU).

Prof. Yunus is the founder of the Grameen Bank, a global movement dedicated to alleviating poverty through micro-lending to those with the very least in society. His work has inspired young people around the world to devote themselves to social causes.

University Principal and Vice Chancellor, Prof. Pamela Gillies said: *"The University is truly honored and delighted that Prof. Muhammad Yunus has accepted our invitation to become Chancellor. Prof. Yunus and the University have a shared commitment to promoting educational opportunities for talented young people from the most difficult of circumstances. He has pledged his inspirational leadership in support of the University's undertaking to harness our intellectual, social and emotional capital and collaborate with others to find solutions to some of society's most pressing challenges. The whole University community warmly welcomes our new Chancellor, one of the world's outstanding thought leaders."*

In accepting the invitation to take on the role of Chancellor, Prof. Yunus said: *"I would like to thank Glasgow Caledonian University for inviting me to accept this prestigious position. I look forward to building on the fruitful relationship that has already been established and has produced benefits which are helping to improve the quality of life for people in both our countries."*

Prof. Yunus already has a well-established working partnership with Glasgow Caledonian University. During a visit at the University in March 2012, he announced details of a new charity: the Grameen Scotland Foundation. The Foundation, supported by the Scottish Government, is the cornerstone of a microfinance bank branch in Glasgow designed to alleviate the economic, health and social inequalities in some of Scotland's poorest communities. It will be precisely modeled on the Grameen Bank, founded in 1976 by Prof. Yunus in Bangladesh, now operating in 100 countries, including the USA.

The announcement of the Foundation is the latest collaboration between GCU and Prof. Yunus. In 2010, GCU opened the Grameen Caledonian College of Nursing in Bangladesh to help bring nurse and midwifery training to an international standard in a country that is desperately short of nurses. GCU set up the Yunus Centre for Social Business and Health the same year. It researches the impact of microcredit on the health and well-being of communities in Scotland and overseas.

The appointment of Prof. Yunus as Chancellor of Glasgow Caledonian University (GCU) reflects the University's commitment to work "for the common good" and adhere to the UN's Principles for Responsible Management Education (PRME). It further demonstrates GCU's long-term mission to deliver sustainable economic and social benefits to communities both locally and across the world.

Fortune magazine named Nobel Laureate Muhammad Yunus one of the 12 greatest entrepreneurs of our time - the only social entrepreneur to make that influential list.

For more information see:
www.gcu.ac.uk/yunuscentre/

Loïck Roche Appointed Dean of Grenoble Ecole de Management



Loïck Roche

Grenoble Ecole de Management (GEM) has a new governance structure: Loïck Roche is appointed Dean while Thierry Grange, former Dean, becomes President of the Strategic Board of Grenoble Ecole de Management.

Established in 1984 by Grenoble's Chamber of Commerce and Industry, Grenoble Ecole de Management is ranked in the top national and international business schools' rankings. The School has based its development strategy on three major pillars: Management of Technology and Innovation, Geopolitics, and Innovative Pedagogy.

New Governance

To continue its legacy and anticipate the changes that impact its environment and future, the School has put in place a new governance model, based on those of international schools similar to GEM in terms of rankings and size.

The School is now governed by an existing Board of Directors and a new Strategic Board in order to combine operational and strategic planning and leadership. These boards are led by Loïck Roche, who becomes Dean of the School, and Thierry Grange, who has been appointed President of the Strategic Board.

Loïck Roche: Profile of the New Dean of Grenoble Ecole de Management

A graduate of ESSEC, Loïck Roche holds a PhD in Psychology, a PhD in Philosophy and a post-doctorate degree (HDR – Accreditation to supervise research) in Management Sciences. He began his career as a consultant in Human Resources and Organizations in 1988. In 1995, he joined Grenoble Ecole de Management as a research faculty member. Since 1995, he has also held the positions of Management and Technology Department Manager (1996 - 2000), Faculty Dean (2001 - 2009), Associate Dean for Academic Research and Faculty (2002 - 2012), Associate Director (2004 - 2012), Director of the Doctoral School (2006 - 2011), and Vice-Dean (2011 - 2012).

Since 1 July 2012, he has been Dean of Grenoble Ecole de Management.

Loïck Roche is an expert in management, well-being at work, and business performance. He is also the author or co-author of over 30 books.

Loïck Roche, the new Dean of Grenoble Ecole de Management, said: *"Our environment is undergoing major transformations. International competition grows relentlessly every year, and we must be thrilled about it. In France, new trends are changing the environment of schools and universities. A radical reform is taking place in terms of teaching methods and course content. Businesses, students, and executive education participants are no longer accepting the faculty member as the sole guardian of knowledge and the classroom as the only place to learn.*

"While we have nearly 7,000 students, 1,200 employees, 130 academic partners worldwide, and an effective international positioning, we needed to innovate in terms of our governance, in order to maintain our efficiency and secure our future."

While continuing his commitment to the US and European accreditation bodies AACSB and EFMD, Thierry Grange becomes President of the Strategic Board of Grenoble Ecole de Management. The mission of this board is to measure the fit between the strategy of the School and its objectives, and to assess new strategic development opportunities in France and abroad.

Thierry Grange co-founded Grenoble Ecole de Management, known as ESC Grenoble at the time, in 1984. He held functions such as professor, visiting-faculty (USA, Europe, Russia, China, and Africa), Director of Pedagogy and International Development, and Dean and Director from 2002 to 2012.

HHL Leipzig Graduate School of Management



Horst Albach

HHL Summer Program on EU Enlargement

The Summer Program at HHL Graduate School of Management has taken place every year since 1997, providing students with practice-oriented knowledge and relevant skills that they need to build up business relations in the enlarged European Union, especially in Central and Eastern Europe. This year, the course took place in Leipzig and Prague between June 9 and 20. It has proven to be very popular with students from Australia, Iceland, North America, Spain, and South Africa. Most of the participants come from HHL partner universities such as the University of Chicago Booth School of Business, Emory University (both in the USA), Stellenbosch University (South Africa) or the University of Adelaide (Australia).

www.hhl.de/summer

2012 HHL Forum: Rethinking Leadership – Dynamic Competition and Sustainability

Following the 2011 HHL Forum entitled “Rethinking Management – What Have We Learned from Recent Crises?”, HHL Leipzig Graduate School of Management is going to analyze the conflict between competition and sustainability on November 22, 2012. What are the consequences for company leadership? What could a future leadership model look like? The 2012 HHL Forum will address these questions with a particular focus on the following three leadership-relevant

topics: financial reporting, capital markets, and future planning. René Obermann, CEO of Deutsche Telekom AG, will be among the speakers.

www.hhl.de/hhl-forum

Heribert Meffert and Horst Albach Awarded Honorary Professorships at HHL

HHL has awarded honorary professorships in business administration to the two doyens of German business administration, Prof. Horst Albach and Prof. Heribert Meffert. In this way, Germany’s oldest business school acknowledges the scientists’ contribution to the establishment of the HHL Center for Advanced Studies in Management (CASiM), among other things. The letters of appointment were presented to Prof. Albach and Prof. Meffert during the CASiM conference “The Role of Trust in Business Economics” held in Leipzig on June 28, 2012. The participants of the conference discussed fundamental trust-related topics in three discussion rounds: on “Trust and the Theory of the Firm”, “Trust in Markets” and “Trust in Innovations”. They focused on customer trust in food trade, trust in brands, the impact of social media on trust in market transactions, and trust within innovation and technology processes.

www.hhl.de/casim-conference-2012

Ranking Confirms Euro*MBA Among the World’s Top 10

The 2012 global ranking of distance online MBAs undertaken by the QS Intelligence Unit has ranked the Euro*MBA among the top 10 programs of its kind worldwide. With almost 30 different nationalities among its students and a world-class faculty of more than 200 professors from its partner schools, the Euro*MBA performed strongly on most criteria. The Euro*MBA program is AMBA-accredited. The Euro*MBA partner schools and universities are AACSB and/or EQUIS accredited.

www.hhl.de/euromba

Heribert Meffert



IEDC – Bled School of Management, Slovenia

From January to July: 2,349 Participants, 70 Countries, 425 Seminar Days and an Olympic Medal

In the period from January to July 2012, longer study programs, seminars, and other special events organized by IEDC – Bled School of Management were attended by 2,439 participants from 70 countries. The total number of participants since the establishment of IEDC (or its predecessor, the Brdo Center) now stands at 62,482. In the first half of the year, the school organized 96 seminars and events and 425 seminar days in total. IEDC also drew national and international media attention, which indicates that the School is gaining prominence on the world business education map and has a good media image. Speaking on television, Prof. Henry Mintzberg, one of the world's top management thinkers, praised our educational approach by saying that "IEDC put Slovenia on the world map of managers' education," and that IEDC is "the center of intellectual tourism of Slovenia".

IEDC is also very proud that our alumnus Luka Špik won a bronze Olympic medal in rowing together with his colleague Iztok Čop, who also comes from Bled.

Contact IEDC in order to get a full report on activities or upload it from our webpage www.iedc.si

10th ELC Conference: The EU and Turkey

The European Leadership Centre (ELC), established by IEDC in 2002 to promote European leadership, organized its central event in 2012: the 10th ELC conference entitled "The EU and Turkey: Business and Political Leadership for a Common Future" (7-8 June). The conference attracted 70 leaders from 16 countries. It was chaired by Prof. Pierre Casse, Leadership Chair at IEDC and professor at Moscow School of Management. The event enabled 15 prominent speakers to share their views. Among them were Dr. Joshua Walker of the German Marshall Fund; Dr. Murat Yulek, Dean of the Faculty of Business Administration at the THK; Mr. Gökhan Bozkurt, CEO of Turk Telekom; and Mr. Amer Bukvić, President of BBI. The fruitful discussion was encouraged by a challenging question: how to build a strategic alliance between the EU and Turkey. It was followed by practical ideas for action. The ELC Conference also attracted the media's attention. *Delo*, the main Slovene daily newspaper, published an in-depth interview with Mr. Gökhan Bozkurt, CEO of Turk Telekom, and the conference made the cover of *Business Magazine* (Bosnia and Herzegovina).

An Honorable Visit by John C. Reid of the Coca-Cola Company

In June, John C. Reid, Vice President of Corporate Social Responsibility at the Coca-Cola Company, visited IEDC. His host, Prof. Danica Purg, President of IEDC, expressed her deep gratitude to the Coca-Cola Company that established the Coca-Cola Chair of Sustainable Development at IEDC two years ago. It is led by Dr. Nadya Zhexembayeva, IEDC faculty member and Vice-President of the United Nations Global Compact Slovenia. The Coca-Cola Company and IEDC have run a successful partnership since 2008, when the Coca-Cola Chair of Marketing at IEDC was established. This was the first Chair financed by Coca-Cola in the CEE region and the third in the world.

John C. Reid and Danica Purg



International Institute of Business, Ukraine

The International Institute of Business (IIB) is Seeking International Partners to Add a Cross-Cultural Perspective to Its Research on “Leadership, Management and Social Responsibility”

The long-term research project “Leadership, Management and Social Responsibility in Business Organizations” was jointly initiated by the IIB - a leading business school in Ukraine - and the Ukraine Polish Foundation for Management Research. The primary stage was completed in 2011. The results demonstrated what leaders and their subordinates understand by terms like “modern leadership” and “social responsibility.” The project is now progressing to the next stage: an investigation of leaders’ characteristics, leadership styles, and distinguishing aspects of social responsibility in business organizations and leadership practices across European countries.

The IIB is highly interested in partnering with other representatives of CEE business schools on this project. This collaboration would provide richer information, adding an international perspective to the project.

The project’s objectives are:

- To develop theoretical grounds of socially responsible leadership across cultures;
- To define the personal characteristics and skills of leaders and compare them across the CEE countries;
- To use corporate social responsibility tools for leadership and management development so as to increase social awareness and form a global corporate vision.
- To define what specific types of skills play an important part in effective leadership and management given the international European perspective.

The cross-cultural analysis in the framework of the research project will highlight differences and commonalities in leadership style as well as the social and cultural aspects of leaders’ values and behaviors.

The goal of this collaborative research initiative is to make strong partnerships with educational organizations from different CEE countries and encourage innovation as a response to the changing world. A further research stage will elaborate on the results of Stage 1. These will be provided upon request to the organizations interested in developing this research cooperation.

Universities, business schools, or other organizations interested in joint research, should contact Olga Galushko at Olga.Galushko@iib.com.ua and Olena Kovalchuk at Olena.Kovalchuk@iib.com.ua.

The IIB Improves Corporate Governance in Ukraine

The Corporate Governance Centre of the IIB, together with the Center for International Private Enterprise (CIPE), is successfully implementing the project called “Improvement of Corporate Governance in Private and Family Companies”.

A Code of Corporate Governance for Ukrainian Private and Family Companies has been developed as part of this project for the first time in Ukraine. The Code has been approved by the Professional Association of Corporate Governance of Ukraine and recommended for implementation in Ukrainian companies. Alexander Okunev, director of IIB’s Corporate Governance Centre, has also developed a questionnaire for self-evaluation that may help companies evaluate the level of their corporate governance.

The Code, as well as the questionnaire, became part of the textbook *Corporate Governance in Private and Family Companies*, published by the IIB and distributed free of charge to students. Apart from the Code and the questionnaire, the textbook also contains translated documents describing best international practices of corporate governance for private and family companies.

The IIB has also organized a series of roundtables in the regions of Ukraine and a conference in Kyiv on the project’s subject. During the conference, various companies and business organizations in Ukraine presented their views on how corporate governance can be improved in private and family companies, and the experience of other countries in this area was analyzed. The list of speakers at the conference included graduates of the IIB’s Executive MBA program who co-own successful family companies.

All the materials of the project are available at the IIB’s website: www.iib.com.ua/cipe

IMISP: International Projects in the Summer

In the summer of 2012, IMISP has organized two international study tours. The business school offered its guests exciting studies and a rich cultural program.

The IMISP guests came from two international programs: Austrian and German participants of the Master in ERP Systems Program of Kufstein School of Applied Sciences (Tyrol, Austria) and British, Dutch, Chinese, Indian, and Pakistani participants of the BBA Program of the University of Bath (UK).

IMISP's key advantages in such educational tours are its close connections with regional businesses as well as its ability to organize unique visits to modern, innovative companies.

In June and July 2012, the IMISP guests visited:

- The Nissan Manufacturing plant, which has recently started production in Russia
- The Optogan Plant, one of the few in the world and the only one in Russia to possess technologies that allow a full cycle of production of light-emitting diodes
- Containerships, a Finnish family-owned company that has one of the largest container terminal parks in Russia
- Yota (Skartel), a company providing the fastest 4G mobile Internet in Russia
- KPMG, the North-West regional center of one of the world's largest auditor firms

- Bookvoed, the largest book-selling network in Russia's Northwest.
- Geropharm, one of the top-20 Russian pharmaceutical producers.

As a result of the company visits, the students prepared and presented small consulting projects.

IMISP has also organized a number of exclusive lectures such as "Doing Business in Russia: 25 Years of Thorny Challenges" and "Five Periods of Russia's Romanov Tsars History; History Lessons and Models for the Future".

Educational tours for foreign students are not IMISP's key business. The school traditionally serves large and medium-sized Russian companies yet it also responds to requests from European colleagues, enhancing its high international reputation.

Bath University students visiting the Ortogan Plant in St Petersburg



ISM University of Management and Economics, Lithuania

ISM President Nerijus Pačėsa Appointed to Second Term

The Board of ISM University of Management and Economics appointed Assoc. Prof. Nerijus Pačėsa president of the university for a second four-year term. Dr. Pačėsa has been with ISM since 2002 and has headed the university as of July 2008.

With Nerijus Pačėsa acting as president, ISM ended high up in the international business university ratings for three consecutive years and is currently among the 300 strongest business universities in the world. Last year, the university launched a new study-funding program, ISM Excellent 100, which is partially financed by local business entities. Moreover, last year ISM started upgrading its quality management system, and obtained 1.5 million litas from the EU structural funds for that purpose. Teachers, administrative staff, students, graduates, and employers participated in the process of upgrading the university's quality management system.

Summer Studies in Lithuania Attract Foreign Students

This summer, over 100 Bachelor and Master students from Germany, Indonesia, Japan, Macedonia, Nigeria, Russia, Portugal, Switzerland, Ukraine, USA, and a number of other countries, gathered in Vilnius to learn about economics, marketing, and project management in the Baltics by participating in two summer

study programs offered by the ISM University of Management and Economics.

"This year, for the first time ever, we designed our summer study program – ISM Summer University in the Baltics – for foreign students. Since we cooperate with universities all over the world, we have more and more foreign students who are interested in studying in Lithuania. Summer study programs offer a wonderful opportunity for foreign students to get to know Lithuania and learn more about international business. Over the past few years, we have strengthened our relations with universities in the USA. As a result already this year we have had students from the USA and they accounted for one third of the ISM Summer University participants," Prof. Viltė Auruškevičienė, Dean of Studies of ISM University of Management and Economics, said.

Courses at the ISM Summer University started at the beginning of July and lasted three weeks. Students had the opportunity to attend lectures on international marketing and project management, visit Lithuanian companies, as well as the coast and Trakai, and get to know the history of Lithuania and Lithuanian traditions. The participants of the summer study program also visited the headquarters of Skype, located in Tallinn, Estonia.

Other foreign students attended the International Baltic Summer School organized annually by three business schools operating in the Baltics. The fourth International Baltic Summer School was jointly organized by the ISM University of Management and Economics, the Stockholm School of Economics in Riga (SSE Riga) and the Tallinn School of Economics and Business Management. This year the International Baltic Summer School was attended by 40 foreign students.

The participants of the Baltic Summer School attended lectures on entrepreneurship, economics, logistics, and the real estate market of the Baltic countries. They also had meetings with the chief executives of Swedbank and Vilnius International Airport.

Nerijus Pačėsa



Graduation Ceremony at Kyiv-Mohyla Business School (KMBS)



Intellectual leader of the event Lyubomyra Burlachuk (right)

This year, the graduation ceremony for participants of the 11th generation of the KMBS Executive MBA program, the second generation of KMBS Master in Banking and Finance program, and the first graduates of the new KMBS Master in Business Leadership program was really special.

It was held in the famous historical 100-year-old building in Kyiv, "The Actor's House", where KMBS graduates, KMBS faculty, and important guests participated in their last open intellectual class on "Systems Thinking and Ideas of Development in Instrumental Music of Baroque, Classicism and Romanticism".

This exciting intellectual event was held in partnership with the brilliant National Chamber Orchestra "Kyiv Soloists" conducted by the laureate of the national Shevchenko prize, artistic director and chief conductor of the celebrated Academic National Symphony Orchestra of Ukraine, Volodymyr Sirenko. The originator of this innovative idea and intellectual leader of the event was Lyubomyra Burlachuk, Associate Dean for International Affairs at KMBS.

Classical music is a great metaphor for everything – business, education, and life in general. This academic year, participants of the KMBS MBA programs have already had an opportunity to think of the symphony and sonata forms as deep metaphors for systems thinking and change management. They have also reflected on conducting a symphony orchestra as a rich and powerful metaphor for strategic leadership,

First graduates of the new KMBS Master in Business Leadership Program



taking part in the newly launched courses specially developed by Lyubomyra Burlachuk for the KMBS MBA programs participants.

The core idea of her intellectual open class for KMBS graduates was to demonstrate how the evolution of systems thinking and the idea of development in philosophy, sciences, and religion impacted the evolution of music forms and conducting styles over 300 years – from the baroque period in 1600-1750, through the classical period in 1750-1810, to Romanticism in 1810-1910 – and how this paradigm of thinking influenced the development of management theory and leadership styles at the beginning of the 20th century.

For the first time, the KMBS faculty was enriched with new outstanding teachers, transformational leaders and visionaries Antonio Vivaldi, Johannes Sebastian Bach, Wolfgang Amadeus Mozart, and Pyotr Ilyich Tchaikovsky.

The National Chamber Orchestra "Kyiv Soloists" and its charismatic chief conductor Volodymyr Sirenko taught the KMBS graduates unforgettable lessons: how soloists and laureates of international and national competitions can work together in one great team and create true harmony,

The KMBS graduates got a unique opportunity to listen to presentations on the evolution of music forms. They watched the process of music making, enjoying the intellectual, aesthetic and emotional power of music, and satisfied their curiosity to learn new things through informal communication with the musicians and conductors during the break. They even sang together the old French canon "Frère Jacques" in four voices for the first time in their lives, realizing how one of the most ancient ways of development can be implemented in music.

After the conclusion of the intellectual open class, the KMBS graduates and those of the National University of Kyiv-Mohyla Academy (NaUKMA) received their degrees at a traditional solemn Convocation Ceremony held at the Cultural and Arts Center of the National University of Kyiv-Mohyla Academy.

Kozminski University, Poland



Andrzej K. Kozminski (left), President Lech Walesa, and Witold T. Bielecki at the ISBEE Congress

Prof. Hermann Simon Awarded Honorary Doctorate of Kozminski University

Prof. Hermann Simon, a world-famous management scholar, accomplished business practitioner and founder of Simon-Kucher & Partners, has been awarded the doctorate honoris causa degree by Kozminski University, a leading business school in Central and Eastern Europe. It is only the second honorary doctorate granted by Kozminski University since its foundation in 1993.

The ceremony of awarding the Honorary Doctorate to Prof. Simon was held at Kozminski University on 14 July. According to Prof. Andrzej K. Kozminski, President of Kozminski University and advisor of the honorary degree, the reputation of Prof. Simon speaks for itself. He is an outstanding academic, author of more than 30 books and 1,000 articles, founder of a successful management consultancy and the world's leading authority on such fundamental themes as pricing and lasting leadership in niche markets.

Prof. Simon commented on his recognition: *"I feel honored and grateful for this degree. When I compare our time with the first four decades of my life, I see that we have made huge progress and live in peace today. Kozminski University has become a role model in this process and has taken advantage of it. It is now the leading business school in CEE countries, which is an extraordinary achievement. I am proud to be able to contribute a little to this great institution and to further progress in Poland."*

Hermann Simon



The World Congress of Business Ethics in Warsaw

Responsibility as a special challenge for contemporary companies and their management was the main subject of the Fifth World Congress of Business Ethics, organized by the International Society of Business Economics and Ethics (ISBEE) and Kozminski University. The Congress, titled "Tradition and New Horizons; Towards the Virtue of Responsibility", was held in Warsaw on 12-14 July.

More than 100 lectures and debates, featuring eminent speakers and panelists, took place during the congress. Lech Walesa, former president of Poland and legendary Solidarity leader, as well as Nobel Peace Prize laureate, was an honorary guest and keynote speaker. The Warsaw meeting was aimed at setting directions for the development of management education, especially in the area of business ethics and corporate social responsibility during the ongoing global economic crisis.

Kozminski University was among the pioneers in Polish business education. Its Business Ethics Center, established and headed by Prof. Wojciech Gasparski, is noted for many achievements that have contributed significantly to the development of the discipline. In recognition of Poland's role in teaching business ethics, the International Society of Business Economics and Ethics (ISBEE) asked Kozminski University to organize its most important event, the World Congress of Business Ethics, which takes place every four years.

According to Prof. Gasparski, this four-year interval is not the only reason why the ISBEE Congress could be rightly compared to the Olympic Games. The other reasons are the caliber of the speakers and the scope of subjects covered during the debates in Warsaw.

Lviv Business School launches a Master of Science in Innovations and Entrepreneurship - Training for Success



Students at work

The program in Innovation and Entrepreneurship at Lviv Business School of the Ukrainian Catholic University addresses one of the core issues in the economy: How can we understand favorable change, and what can we do to achieve it? The program is designed to provide students with a thorough understanding of innovation and entrepreneurship and the tools to act upon those insights.

The first group has already started the course. The students are 22 to 25 years old: young managers and entrepreneurs either thinking of their own start-ups or developing a project at their employers' organizations.

Students on the program will gain insights and improve their skills in understanding business and innovation, project management, and entrepreneurial and intrapreneurial activities.

As a result of the program, students will:

- Experience their own creativity as they learn to discover opportunities that will allow them to harness their talents
- Discover a contemporary approach to management, integrating the elements of organizational knowledge
- Utilize their greatest skills, learn to innovate and make their own fortune within existing organizations or in their own start-up
- Make a difference: create economic prosperity and add value to society
- Make connections: build highly effective relations within a vast network of already existing business contacts at Lviv Business School

Students will gain a good understanding of the factors that affect the process of innovation and the way in which they interact and shape the outcome of the process. This makes it easier to understand how projects can be carried out successfully. Some important elements that form a central part of the syllabus are theories of innovation, leadership, organizational behavior, and strategy. Students will also gain an insight into financing, legislation, marketing, and technology.

All students will also maintain an innovative entrepreneurial portfolio, including a set of completed entrepreneurship-related and innovative experiences and projects.

The program is run by Lviv Business School of the Ukrainian Catholic University in close partnership with national and multinational companies. Business leaders will be sharing their experience through master classes, open lectures, and business cases, as well as offering real projects to be done by students. Also, an Ideas Lab will be working to support students thinking of starting up their companies. The Ideas Lab will be providing space as well as tutoring opportunities for students.

Global Competitiveness: Challenges for Businesses, Government and Society

International Roundtable at MIM-Kyiv

On June 8, the International Management Institute MIM-Kyiv conducted a roundtable on "Global Competitiveness in the Context of Capital Intellectualization". Leading Ukrainian and international experts discussed data from the IMD World Competitiveness Yearbook 2012 (IMD WCY 2012) and the drivers of Ukraine's competitiveness in today's global context. *Den*, a leading daily, was an information sponsor of the event.

"Business shapes a country's competitiveness," said Dr. Volodymyr Danko, MIM's professor of international business. *"The newest trends in the research on competitiveness show that knowledge of how value for the end consumer is formed is a key business advantage. It is clear that in today's world knowledge and intellectual capacity are cornerstones on the road to success. An educated work force and managers who are capable of innovation are crucial for business growth. Creation of an environment that facilitates the intellectualization of capital is a crucial factor for a country's competitiveness,"* Dr. Danko said when presenting the rating results.

Innovations and new technologies require governmental support. Yet, the government of Ukraine is not ready to invest in innovation. Prof. Ihor Mansurov, Director of the Institute of Economics, identified the main impediments to innovation: a lack of expertise, legislation gaps, insufficient financing, inadequate infrastructure, and more.

Government support is really important for making a country competitive. The Polish experience is especially important for Ukraine. It proves that the government has quite a few macroeconomic and regulatory strings that can be used to reinforce the country's competitiveness. Prof. Elżbieta Kawecka-Wyrzykowska, Vice Rector (International Cooperation) said, *"The main drivers of the Polish economic success were the country's membership of the EU, its well-balanced tax policies, the investment stimuli, the gradual reduction of governmental expenditure, and the flexible currency rate."*

Governmental support means anything but preferences. *"The government's policy should aim at promoting competition rather than establishing special conditions,"* said Mr. Viktor Pynzenyk, Head of the Ukrainian Reform Support Foundation and ex-minister of finance. Mr. Viktor Ivanchyk, General Director for Astarta-Kyiv and MIM-Kyiv MBA agreed with Mr. Pynzenyk. *"After talking with people working in agriculture, we came to the conclusion that it is time to stop backing that sector. The government should not interfere with big business. Medium and small businesses need government support. And the government's administration of agriculture does more harm than good,"* said Mr. Ivanchyk.

The IT industry is another business that relies on intellect. *"On the one hand, the IT sector has a good potential in because of the global demand for high-tech, high-quality engineering talent and good fiscal policies in the area,"* said Mr. Oleksandr Kardakov, founder of a number of successful IT companies in Ukraine, Chairman of the Board of Oktava Capital, and an MIM-Kyiv graduate. *"On the other hand, Ukraine's IT people work for foreign markets because domestic demand is extremely low. We need governmental policies in the area of high-tech implementation. So far, neither the establishment nor business can make the most of IT in their everyday work."*

Managerial expertise is another crucial factor in a country's competitiveness. Prof. Iryna Tykhomyrova, President of MIM-Kyiv, and Prof. Elena Lobanova, Dean of the Russian Presidential Academy of National Economy and Public Administration (Russia), led the discussion about human capital and managerial expertise. *"Countries ranked high in the IMD WCY 2012 have leading business schools that are also ranked high. In Ukraine, business education is not developed yet and regulators make our lives somewhat more complicated,"* said Prof. Tykhomyrova. Prof. Lobanova said that government support might diminish the value of the MBA degree. For that reason, international accreditations are a good way to make business education meet international standards.

Thus, national business competitiveness is a complex issue that requires solutions on the level of government, business, and society. As Mr. Vitaliy Gayduk, member of the MIM-Kyiv Board of Directors said, *"It is not a government issue. It is our vision of where we are going and what will happen to us tomorrow."*

Nyenrode Business University Signs Partnership Agreement with Achmea, ABN AMRO, and McKinsey & Company for “Lean Training and Research Center”

We are pleased to announce that Nyenrode has signed a partnership agreement with insurance group Achmea, banking group ABN AMRO, and the McKinsey & Company consultancy for the foundation of a “Lean Training and Research Center” on the Nyenrode campus.

In general the partnership aims to improve the competitive position of Dutch-based companies by enhancing efficiency and productivity. This will be accomplished by establishing a highly effective experiential training and research center on lean management and a global network of lean management experts and academics.

The training center involves a physical set-up of a factory and an office environment furnished with real machinery and office equipment and processes. A manufacturing operation is simulated in the factory and a bank branch operation is simulated in the office environment to demonstrate the lean management principles. The training center is based on a McKinsey model. McKinsey has set up several model offices and factories in other countries: France, Germany, Italy, Morocco, and the United States.

The partners moreover will establish a research program in the area of lean management. Nyenrode and partners aim to become a significant international source for the advancement of lean management and related fields of interest, such as leadership, entrepreneurship, and IT.

Lean management has shown its value for service oriented organizations with dramatic effi-

ciency gains and better customer service. Lean is not a technique or a tool (such as Kaizen or Six Sigma), but a philosophy that must be interwoven in the DNA of an organization: from operational level to top management. Lean avoids waste-generating activities that do not add value while customer service is paramount. Avoiding waste while maintaining high service levels - in the broadest sense - enhances the competitiveness of organizations.

For more information please contact: Training Program: Prof. Jacques Reijniers, j.reijniers@nyenrode.nl, Research Program: Prof. Venu Venugopal, v.venugopal@nyenrode.nl.

Workstations Model Factory Office simulation



Improving the Quality of University Professors

The Professional Profile of Professors at the Plekhanov University of Economics

During the 2011-2012 academic year, the Plekhanov University of Economics sponsored a scientific research project entitled "Development of the Professional Profile of Plekhanov University Professors" This project was initiated by the rector, Prof. Victor I. Grishin. The main objectives of the project were to further develop the quality assurance process and improve the quality of teaching and research at the Plekhanov University.

A cross-functional team of professors and administrators was organized to do this project. Prof. Irina Skorobogatykh, head of the Chair of Marketing, was supervisor and administrator of the research. Prof. Olga Saginova, head of the Comparative Economics and Entrepreneurship Department, was the executive manager of the project. Both professors have deep understanding and experience of academic program management. They also have vast international experience from teaching and managing partnerships with foreign institutions. Two IMTA alumni from the Plekhanov University took part in this project: Galina Selianskaya (IMTA 2009) and Zhanna Musatova (IMTA 2012). Both contributed ideas and impressions from their IMTA experiences and involvement with CEEMAN.

The project team took a complex approach to business research. They analyzed external and internal documents regulating the process of professor selection and recruitment, as well as faculty career development.

The project team also conducted a deep analysis of the modern practice of university professor talent development, including Western experiences and advanced experiences of Russian business schools and universities. Looking for benchmarks, the researchers used the experience of Vienna University of Economics (WU, Austria), University of Reading (UK), and several American universities with which the Plekhanov University of Economics has close partnerships, as well as universities with which the Plekhanov University can be compared. Researchers used video-conference techniques to carry

out in-depth expert interviews with American colleagues. Data about the best practices of Russian schools were collected through meetings with the administrators and professors of the Graduate School of Management (University of St Petersburg), and Scientific University: Higher School of Economics (Moscow).

During this project, researchers conducted several surveys. Questionnaires were distributed among young faculty, heads of departments, and chairs, students from different departments, and participants of post-graduate programs. Data were also collected via in-depth expert interviews with the rector and the vice-rectors of the university.

As a result, the profile of the Plekhanov University professors was developed and presented at the meeting of the University Academic Board. Academic performance evaluation processes for the purpose of selection, recruitment, and promotion were also developed. The specifics of this project are based on a combination of Russian tradition, modern Western techniques and an understanding that the new and existing teaching staff of the Plekhanov University should be aware of the values of the oldest economic university in Russia (in 2012 it celebrated 105th anniversary). This new complex approach aimed to improve the teaching and academic quality of professors and their positioning within professional societies in Russia and abroad. Moreover, research and publications activities will be implemented in 2012-2016 by all the faculties and schools at the Plekhanov University of Economics. We hope these results will help maintain the process of quality assurance in teaching, research, and academic services

By Prof. Irina I. Skorobogatykh, Head of the Chair of Marketing, Plekhanov Russian University of Economics, iskorobogatykh@yahoo.com

Rotterdam School of Management, Erasmus University, the Netherlands

Second Edition of the Mount Kilimanjaro Elective

From 21 to 29 October 2012, using the mountain as a classroom and a metaphor for business, 15 women will experience leadership in ever-changing environments while climbing Mount Kilimanjaro. During this RSM MBA elective course, these women will need to work together and lead each other through difficult terrain to push past physical and mental barriers on their trek to the 5,895-meter summit. Called the RSM MBA Kilimanjaro Leadership Project, this successful Mount Kilimanjaro elective is taking place for the second time. This year, a number of businesswomen, keen to address the challenges experienced by women progressing into senior management positions, will be joining our MBA students on the mountain. The climbers will again be led by Rebecca Stephens, the first British woman to climb the Seven Summits - Mount Everest and the highest mountains on every continent.

The RSM MBA Kilimanjaro project is a women-only special elective designed to enhance leadership and networking capabilities for female MBA participants. The Mount Kilimanjaro Women-Empowering-Women Leadership Elective ran for the first time in 2011 and aimed to address the specific challenges that women face when climbing the corporate ladder. This is a subject of great interest to the project's initiator Dr Dianne Bevelander, RSM's Associate Dean of MBA Programs, who has actively researched the subject in her paper "Ms Trust: Gender, Networks, and Trust - Implications for Management and Education", which has been published in the *Journal Academy of Management, Learning and Education*.

To learn more about this elective, see: www.rsm.nl/kili

Turning Leaders Into Sustainable Champions

During a five-day (ICS) open program on "Innovation in Corporate Sustainability" organized by RSM this autumn, Gail Whiteman, Professor of Sustainability and Climate Change, will show leaders the impact of climate change, using the unspoiled outdoors to demonstrate the great need for change. She will take business leaders to the Alps.

By using the outdoors as a classroom for the ICS program, Prof. Whiteman hopes to disrupt leaders' routines and break the usual thinking patterns. Business leaders will be schooled in natural sciences: how chemical and biological systems work and how they are affected by firms' activities. This relates to the "Planetary Boundaries" framework describing the limits of natural systems - such as the nitrogen cycle and freshwater depletion - and how they will become imbalanced when overused. Such systemic imbalance has an impact on climate change, rates of biodiversity loss, and perhaps humans' ability to live on this planet.

Prof. Whiteman hopes that understanding how these systems work will help leaders see their firms' activities in context. *"It takes people from being 'light green' to being 'really green'. It's the difference between knowing there are sustainable activities within the company, and realizing that 'we really have to make a change because we are all on one planet - and we have only one planet.'"*

To learn more about RSM's "Innovation in Corporate Sustainability" open program visit www.rsm.nl/ICS, where you can also request an information brochure.

Participants of the second edition of the Mount Kilimanjaro elective



SBS Swiss Business School

Launching of the *SBS Journal of Applied Business Research*

SBS is proud to announce the edition of the first volume of the *SBS Journal of Applied Business Research (SBS-JABR)* in September 2012. The Journal contributes to the creation of "State of the Art" academic and professional knowledge under a fully international dimension and is based on a peer-to-peer revision process in accordance with traditional academic practices.

SBS-JABR is a refereed, multidisciplinary journal targeting academics, business managers, CEOs, doctor of business administration, doctoral candidates, and graduates. The journal covers areas for applied research papers and case studies in the fields of general business, human resources, marketing, sales management, finance, and international business.

Editor in chief of *SBS-JABR* is Dr. Jorge Mongay, Director of Research at SBS Swiss Business School, professor of International Business and Marketing Management at ESIC Business & Marketing School, Autonomous University of Barcelona (UAB) and Arcadia University (USA).

For more information see <http://jabr.sbs.edu/>

A Lifetime Experience at IMTA

Gisleine Silveira represented SBS Swiss Business School at the 13th CEEMAN International Management Teachers Academy in Bled. She enjoyed the interactive and productive learning process and the very special team atmosphere. In her own words, this was a "lifetime experience". We are looking forward to sending another faculty member to IMTA in 2013.

SBS Dual BBA in Riga

Dr. Wolfs, academic dean of SBS, congratulates the BA School of Business and Finance in Riga on its 20 years of existence as a Latvian state school of finance and banking. SBS Swiss Business School has enhanced its collaboration with the BA School. The Latvian partner business school is now also offering the SBS Bachelor of Business Administration in International Management as a dual degree.

Summer Program in International Finance

Students from nine countries from Africa, South America, and Europe participated in the annual two-week SBS Summer Program in International Finance in July 2012.

The highlights included company visits to Bloomberg in Zurich, including a demonstration of the Bloomberg Terminal computer system, as well as Gazprombank (Switzerland) Ltd. and its treasury and risk management departments. Stephan Gardner, Investor Relations at Credit Suisse, was a guest speaker on the summer program.

The SBS Summer Program 2013 will take place from 8 to 19 July.

<http://www.sbs.edu/programs/oep/summer>

SBS London 2012 Olympics Raffle

On the occasion of the 2012 London Olympics, SBS Swiss Business School provided a free scholarship covering the tuition fees for Semester 1 and 2 for one BBA applicant and a full scholarship, covering all tuition fees, to one Full-Time MBA applicant. The winners of the two scholarships were selected by lottery, drawn on Monday 13 August 2012.

Gisleine Silveira at IMTA



“Live Case” on USIB’s MBA

An innovative educational format called “Live Case” was successfully tested during the training of business students on the MBA program of the Ural-Siberian Institute of Business (USIB). The testing took place several months ago and the new approach has now become part of the program.

“Live Case” facilitates the achievement of the educational purpose of the program. Students analyze a business case based on a real company, playing the role of consultants. Using their knowledge and skills, they offer appropriate solutions to the company.

Project work on MBA programs is normal practice across the world. USIB’s students do such work in companies in different fields of activity as part of the Change Management module. The new format enables students and graduates of the business school to act as customers of “Live Case”.

Elena Shuyskaya, sales and marketing director of the international exhibition center Yekaterinburg Expo, said: *“I take a positive view of such training methods as I’m a graduate of USIB. This experience was of utmost importance to me, because it was an opportunity to apply my knowledge in practice. Today, we saw our project from all angles. Some of our opinions were confirmed and some of our expectations were met. Our project is difficult, but the students performed at a high level. We heard some remarkable ideas that we will surely implement. We can study and discuss possibilities for further cooperation with USIB. We have plans for active growth, and today’s results will contribute to our development”.*

USIB’s MBA students conducted “Live Case” projects for the International Exhibition Center Yekaterinburg Expo (the venue of INNOPROM - the largest industry exhibition of Russia), Open Innovation Inc. (a business incubator looking for ideas and solutions through open competitions), Angelo Airport Hotel Ekaterinburg, and several other major companies in the Ural-Siberian region.

The “Live Case” format and the Change Management course are the best illustration of

our MBA program as they evidence the knowledge received by the students, and the depth of their understanding of managerial functions and tools.

Business education is often accused of being too theoretical. USIB denies this fact. The “Live Case” format is a bright example of practical use of knowledge in real business. It is an excellent opportunity for entrepreneurs to receive feedback about their companies and expert recommendations for strategic transformations, business process optimization, and other business developments.

BMDA – Baltic Management Development Association

Annual International Academic Conference: “Social Technologies’ 12: Development of Social Technologies in the Complex World”

The Baltic Management Development Association (BMDA) and the Faculty of Social Informatics at Mykolas Romeris University, invite you to the Annual International Academic Conference “Social Technologies’ 12: Development of Social Technologies in the Complex World”, which will take place at Mykolas Romeris University, Vilnius, Lithuania on 25-26 October 2012. For those who will not be able to attend the conference in person, virtual presentations will be available. This international conference is focused on conceptual design, methodological foundation, and practical implementation of social software for managing sustainable development and long-term effectiveness, enhancing social macro and mega systems.

Prof. Neven Vrcek from the Faculty of Organization and Informatics at Zagreb University will deliver a speech on “Information Sciences - Entering Fundamentals of Higher Education”. Assoc. Prof. Bulent Ozel from Istanbul Bilgi University, Turkey, will talk on “Simulating Social Interactions: Knowledge Diffusion via Collaboration”.

The following main topics in the field of social technologies will be discussed:

- Social technologies in business organization management;
- Social technologies in public management;
- The legal environment of social technologies;
- Social process modelling and perspectives for the development of society;
- Social technologies in the processes of teaching and learning.

*For more information please visit
www.mruni.eu/soctech2012*

International Student Conference: “Theory and Practice: Student Insights”

An international student conference “Theory and Practice: Student Insights” is being organized by the Baltic Management Development Association (BMDA) and Kolping College. It will take place in Kaunas, Lithuania, on 15 November, 2012. The conference is an exceptional event enhancing students’ ability to apply theoretical and practical knowledge by analyzing different subjects. This conference will not only enable bachelor students to get involved in scientific activities but will also provide an opportunity for students from Lithuania and foreign countries to get together, share their experiences, have a good time, and use a unique opportunity to prepare for participation in other research and practical events.

The conference topics include:

- The role of young specialists in the development of law;
- The importance of social work studies in modern society: student experiences and prospects;
- Challenges to the business community during a period of uncertainty;
- The importance of language studies.

For more information and registration for the event, please visit www.bmda.net or contact BMDA project manager Augute Paliulioniene at augute@bmda.net

In Defence of Capitalism Rejuvenated – Capitalism 2.0

“We are confronted with a fundamental question: are the financial meltdown and the debt crisis direct and necessary consequences of capitalism?”

During the past 30 years, “maximizing shareholder value” and the pursuit of growth by companies and governments have unquestionably become our dominant economic creeds with a strong impact on management practice. But now the unintended consequences of capitalism have brought management practice and global economics into a devastating collision although capitalism is the most effective economic system for the creation of wealth and societal advancement that has ever existed, and despite the fact that the principles of capitalism have been used mostly for positive economic ends.

Inevitably, many have begun to question the underlying values of the capitalist system in the face of a series of crises marked by the collapse of the Lehman Brothers in 2008: the near-shattered world financial system followed by a severe economic downturn across the advanced economies and the surfacing of a sovereign-debt disaster that has been building up during the past 30 years.

The Drucker Society will host a Global Peter Drucker Forum on November 15 and 16 in Vienna under the title “Capitalism 2.0”. It will examine the role played by management in a capitalist paradigm and bring into focus the key questions that must be addressed before consideration is given to casting capitalism aside.

Michael Jensen and William Meckling, authors of the famous agency theory, can rightly claim that their paper changed the way corporations have operated: how they have been governed, how their top executives have been compensated, what strategic priorities they have set, and how they have dealt with their human resources. We will also ask whether the recent worldwide economic crisis would have played out in the same fashion had the legacy of agency theory, “maximizing shareholder value”, not become the largely undisputed rallying cry of the corporate elite and the financial markets.

As you can probably tell, I am part of today’s growing chorus of critics of “maximizing shareholder value.” However, I remember well that when Lou Gerstner announced in 1993 that “shareholder value” would become one of IBM’s core principles, it made a lot of sense to me as a way to bring the company back to life.

The problem is that many corporations have driven this concept to an extreme. They have engaged in knee-jerk cost cutting when all slack has already been removed from the system. What is more, pursuing profit as the purpose of business seems to have become the norm. The concepts of growth and shareholder value have no scale, or measure of how much is enough. Growth and maximization of shareholder value have become concepts without natural or other limits.

Peter Drucker, of course, had a very different view: The purpose of business is to create a customer. Roger L. Martin, dean of the University of Toronto’s Rotman School of Management (the conference opening keynote speaker) has demonstrated how the shareholder-is-king mindset has diverted corporations from having a proper customer focus. Hence, the big question: can a better and stronger form of capitalism - Capitalism 2.0 - be created to provide us with the means to set up the economic foundation for a liveable world for all? What is more - what would its underlying management model and management philosophy be?

The good thing is that there are already many good alternative models to learn from and build upon. Examples are the quietly successful and sustainable businesses in the German *Mittelstand*, the co-operatives that support the livelihoods of almost half the world’s population, non-profit non-governmental organizations, or for-profit businesses that have developed alternative models, such as those that are employee-owned. All these have governance models based on democracy and co-operation or are self-managed.

Rather than be defensive and turn inward, managers must play a key role in the creation of a new capitalism. We need to ask what went wrong, can it be reformed and, if so, what is the role of managers?

By Dr Richard Straub, President of the Peter Drucker Society Europe and Director of Corporate Services and EU Affairs at EFMD

How to Face The Challenges of Developing Markets



Olaf Ploetner

For many western companies, the challenging times did not start with the Euro crisis but have developed steadily over the past decades. New strategies and technologies have emerged, low-cost competitors have gained more customers, and new markets have changed the old balance of the economic world. Olaf Ploetner, Dean of Executive Education at ESMT European School of Management and Technology, has explored the situation of leading technology-based companies in global B2B markets. In his recent book *Counter Strategies in Global Markets*, he explains how and why the former undisputed giants need to adopt new strategies that fit the changing economic landscape, although it may be a difficult process.

Companies like Siemens, GE, Alstom, and Mitsubishi, which have a strong focus in advanced premium goods and technology, are losing ground as new competitors enter the market. A similar development has already taken place in areas like the textile industry, with the known effect that many of the European companies have simply disappeared. The companies that are under pressure in the global technology market now need to think beyond the very characteristics that previously made them strong. Dr. Ploetner highlights two main strategies that can help these B2B companies regain their power and defend their leading positions: no-frills technology and complex service solutions.

If a company chooses to serve the fast-growing customer segments, especially those in Asia, it has to realize that its existing products are often of little use. This customer base is looking for rock-bottom prices above all. Anybody who wants to succeed here needs to develop special low-cost products associated with no-frills technology. The most successful products are created by people who understand the customers and live where the product will be sold, not thousands of miles away. Therefore, it is crucial that the firm also moves its relevant R&D department to the emerging markets – often a painful process for traditional Western technology firms.

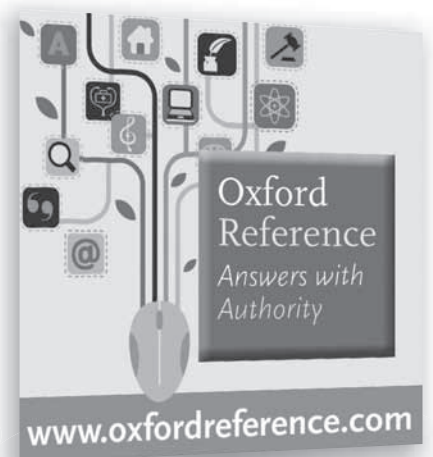
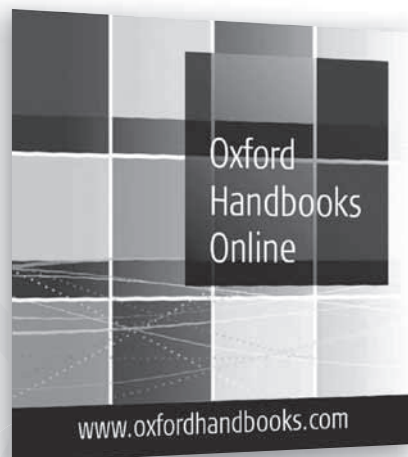
Dr. Ploetner also champions another strategy: complex service solutions (CSS). This strategy

is not easy to implement. CSS concentrates on raising the barriers to market entry for competitors and does so by providing services that cannot be simply copied. One main challenge here lies in marketing, as there is no simple product to sell. But it gets even more complicated: CSS can only work if sales and production cooperate much closer than is usually the case and remove the border that often exists between these two lines of business.

No matter which path of growth a company chooses, the new situation will always bring change on many levels, be it product development, pricing, branding, sales force management, or company culture. *Counter Strategies in Global Markets* provides a first blueprint for global B2B companies that are determined to continue prospering in developing markets.

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FORTHCOMING CEEMAN EVENTS

- **Program Management Seminar**
3-5 April 2013
Bled, Slovenia
- **IMTA - International Management Teachers Academy**
2-14 June 2013
Bled, Slovenia
- **PRME Summit**
20-21 June 2013
Bled, Slovenia
- **21st CEEMAN Annual Conference and
20th CEEMAN Anniversary Celebration**
26-27 September 2013
Bled, Slovenia




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