

**Responding to Economic and Ecological Crisis: Economic  
Alternatives in Regional Perspective**

*Klagenfurt, 3 October 2009*

**Global Challenges and the Role of Business  
Education and Leadership Development**

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**CEEMAN**

# The Changing World

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- **Globalization**
- **Technological progress**
- **Structural changes**
- **Sectoral changes**
- **Institutional changes**
- **Demographic changes**
- **Sociological changes**
- **Psychological changes**

# Development Dilemmas

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- **Dilemma of Growth**
  - Materialism versus Quality of Life
- **Dilemma of Power**
  - Control versus Freedom
- **Dilemma of Profit**
  - Self-Interest versus Community

# What is at the core of the crisis?

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## What is at the core? Agree Strongly

• Financial	48.6	35.4
• Economic	60.5	15.1
• Corporate Account.	40.9	36.1
• Corporate Leadership	48.3	27.9
• Ethics	34.9	42.4

# Are B-Schools Ready for Change?

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- **The “Challenge Myopia”**
- **Self-complacency**
- **Quasi-monopolistic position**
- **Tradition and inertia driven culture**
- **Growing mediocrity**
- **Risk aversion**

# The Business of Business Education

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***Business Approach:***      ***Key aspects:***

**Vision**

**Programs**

**Mission**

**Process**

**Strategy**

**Actors**

**Innovation**

**Organizational and**

**Risk**

**Institutional**

**Rewards**

# IEDC-Bled School of Management

IEDC

Bled School of  
Management

*A School with a View*

- **1st business school in CEE (1986)**
- **Center of excellence**
- **Meeting place**
- **Change agent**
- **Internationally recognized innovator**
- **Regional and global partner**



# IEDC-Bled School of Management

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*A School with a View*

- **Executive MBA (1-year, 2-year)**
- **Presidents MBA**
- **General Management Program (GMP)**
- **Young Managers Program (I, II)**
- **Discover Management Program (DMP)**
- **Open enrolment seminars**
- **In-Company Programs**



# Responsible Leadership

IEDC

Bled School of  
Management

*A School with a View*

- **Business ethics from the start of the EMBA program**
- **CSR and Sustainable Development Course**
- **CEEMAN (1993)**
- **ELC (2002)**
- **UN Global Compact Slovenia (2007)**



# UN Global Compact Slovenia

IEDC

Bled School of  
Management

*A School with a View*

- **Conferences**
  - **Sustainable Development for National Competitiveness, October 2008**
- **Meetings**
  - **Becoming Sustainable in the Times of Crisis, April 2009**
- **1st School**
  - **CSR in CEE and SEE with LSPR, Feb. 2009**
- **Seminars**
  - **Sustainability for Competitive Advantage, September 2009**



# PRME

## Principles of Responsible Management Education

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- **UN Global Compact Leaders Summit, July 2007**
  - “The Principles for Responsible Management Education have the capacity to take the case for universal values and business into classrooms on every continent,” said UN Secretary-General Ban Ki-moon
- **Public Release, 7 April 2008**
  - More than 100 schools adopted PRME
  - CEEMAN among the main promoters
- **Global Forum on PRME, 4-5 December 2008**
- **PRME Working Group on Poverty, 2009**





## PRME

# Principles of Responsible Management Education

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1. **Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy
2. **Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact
3. **Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership



# PRME

## Principles of Responsible Management Education

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4. **Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value
5. **Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges
6. **Dialog:** We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

# CEEMAN Network

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- **Established in 1993**
- **176 members (institutional, corporate, individual, exchange)**
- **43 countries around the globe**



# 3 Stages in CEEMAN History

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- Learning from others
- Learning from each other
- Sharing with and offering to others



# CEEMAN Value Platform

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- **Celebrate diversity, respect for culture and values**
- **Foster creativity and innovation**
- **Fit into specific context and environment, make impact, and act as change agent**





# Programs and Activities

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- **Educating Educators – IMTA, CME**
- **CEEMAN Annual Conferences**
- **CEEMAN Deans and Directors Meetings**
- **Strengthening schools leadership capabilities (MBS)**
- **Developing operational excellence**
- **Accreditation – CEEMAN IQA**
- **CEEMAN ExEd events**
- **International research**
- **Case writing**
- **Publishing**
- **Networking with networks and learning partners**



# CEEMAN Research

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- **Assessing management training needs at the achieved transition (1998-2001)**
- **Poverty reduction and the role of management education, September 2008**
- **Business schools responses to global crisis, September 2009**





# IMTA – International Management Teachers Academy

- **A major European faculty development program**
- **A new generation of management educators for a new generation of business leaders**
  - 347 participants
  - 113 institutions
  - 32 countries
- **Post-IMTA Educational material development program**
  - Case writing module
  - Research and publishing module



# CEEMAN Conferences

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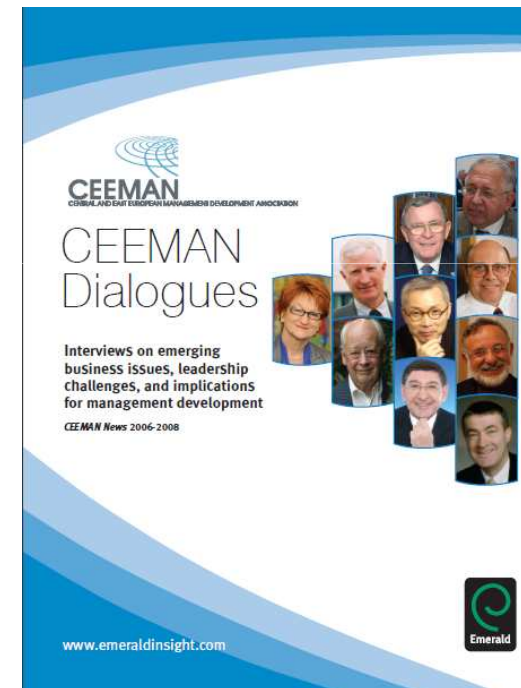
- Innovations in management education, Kiev, 2005
- Creating synergies between business schools and businesses, Berlin, 2006
- Globalization and its implications for management development, Istanbul, 2007
- Management education for the realities emerging markets, Tirana, 2008
- Local responses to global crisis, Riga, 2009
- *Managing diversity: European destiny & (EURAM 2008), Ljubljana, Bled, 2008*



*hope*

# CEEMAN Dialogues

- **Emerging business issues**
- **Leadership challenges**
- **Implications for management development**



# Welcome to Bled !!!

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**IEDC**

Bled School of  
Management

*A School with a View*

- **IEDC-Bled School of Management**
- *Growing together  
by learning together*
- **CEEMAN**
- *Challenge:Future  
Global student competition*

