Managing Accelerating Changes: How to Succeed in Fast Changing Environment?  
CEEMAN Experience  

Milenko Gudić  
IMTA Managing Director, CEEMAN
CEEMAN Network

- Established in 1993
- 210 members (institutional, corporate, individual, exchange)
- 51 countries around the globe
3 Stages in CEEMAN History

• Learning from others
• Learning from each other
• Sharing with and offering to others
B-Schools Perception of Global Crisis

• What is at the core of crisis

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>48.6</td>
<td>35.4</td>
</tr>
<tr>
<td>Economic</td>
<td>60.5</td>
<td>15.1</td>
</tr>
<tr>
<td>Corporate account.</td>
<td>40.9</td>
<td>36.1</td>
</tr>
<tr>
<td>Corporate leadership</td>
<td>48.3</td>
<td>27.9</td>
</tr>
<tr>
<td>Ethics</td>
<td>34.9</td>
<td>42.4</td>
</tr>
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• It will be long-term 42.3 25.6
**B-Schools’ share in the overall responsibility**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Strongly agree</th>
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</thead>
<tbody>
<tr>
<td>– Professors rely too much on simplifying assumptions to drive their research and teaching</td>
<td>41.2</td>
<td>16.7</td>
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<td>– Business course are too biased towards the impact on the bottom line</td>
<td>37.5</td>
<td>14.4</td>
</tr>
<tr>
<td>– Business schools share a large part of the blame for the current crisis</td>
<td>28.9</td>
<td>8.4</td>
</tr>
</tbody>
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Milenko Gudić  
Eduniversal Convention, Lima, Peru, 2012
The Changing World

- Globalization
- Technological progress
- Structural changes
- Sectoral changes
- Institutional changes
- Demographic changes
- Sociological changes
- Psychological changes
- Crisis
Gause’s Principle of Competitive Exclusion

In 1934, Professor G.F. Gause of Moscow University, known as “the father of mathematical biology”, published the results of a set of experiments in which he put two very small animals (protozoan) of the same genus in a bottle and adequate supply of food. If the animals were of different species, they could survive and persist together. If they were of the same species, they could not. This observation led to Gause’s Principle of Competitive Exclusion. No two species can coexist that make their living in the identical way. Each must be different enough to have a unique advantage.

The continued existence of a number of competitors is proof for that their advantages over each other are mutually exclusive.
How to Achieve and Sustain Competitive Advantage?

• Be better than the others
  – Inclusiveness

• Be different from the others
  – Exclusiveness

• Be better than yourself
  – Grow and Improve

• Be different from yourself
  – Change and Innovate
The Business of Business Education

**Business Approach:**
- Vision
- Mission
- Strategy
- Innovation
- Risk

**Key aspects:**
- Programs
- Process
- Actors
- Organizational and Institutional

Faculty Development
IMTA
Multiple Role of Faculty

Figure 1: From "Magic Triangle" to "Magic Diamond" of B-Schools
IMTA – International Management Teachers Academy

- A major European faculty development program
- A new generation of management educators for a new generation of business leaders
  - 448 participants
  - 135 institutions
  - 37 countries

- Post-IMTA Educational material development program
  - Case writing module
  - Research and publishing module
CEEMAN IQA
International Quality Accreditation

A mark of excellence, locally and globally

- Focus on mission relevant to specific environment and context
- Abilities and resources to pursue and achieve school’s mission and focus
- Results achieved, innovations and impact made
- Social responsibility - PRME
CEEMAN Champion Awards

- Research
- Teaching
- Institutional Management
- Responsible Management Education
CEEMAN in global initiatives

- among the first signatories
- PRME Steering Committee member
- Host of the PRME 2013 Summit
- PRME Anti-poverty Working Group
  - Global Report on Fighting Poverty through Management Education: Challenges, Opportunities, Solutions
  - Collection of Best Practices and Inspirational Solutions
  - Two books with Greenleaf Publishing
Challenge:Future
global student competition

– Focus on innovation and sustainability
– Students addressing global and corporate challenges the world is facing today
– From September 2009 till now:
  • 5,500 students from 950 institutions in 146 countries registered
  • International Advisory Board, Youth Advisory Board, partners
  • Semi-finals voting ends March 7
  • Finals and Challenge:Future Summit in Bled in May

www.challengefuture.org

Milenko Gudić
The Philosophy of (Business) Education?

- Logic
- Aesthetics
- Ethics
- Organization of State
- Metaphysics
Welcome to CEEMAN !!!

• Your Window into Management Development in the Dynamically Changing World

• Growing together by learning together

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• [milenko.gudic@iedc.si](mailto:milenko.gudic@iedc.si)