



12<sup>th</sup> Annual BMDA Conference

**“SUCCESSFUL 21<sup>ST</sup> CENTURY ORGANIZATION”**

May 7-9, 2014 in Riga, Latvia



Hosted by  
Riga Technical University

## MEET THE CONFERENCE SPEAKERS



**Prof. Dr.Habil. Leonids Ribickis,**  
Rector of Riga Technical University  
Latvia



**Dr. Jagdish Parikh**  
*Keynote speaker*  
India



**Dr. Virginijus Kundrotas**  
President of BMDA,  
Dean of Adizes Graduate School



Assoc. Prof. Kārlis Agris  
Gross, Riga Technical  
University (Latvia), Monash  
University (Australia)



Prof. Rūta Kazlauskaitė,  
Editor in Chief, "Baltic  
Journal of  
Management" (UK)



Prof. Edita Gimžauskienė,  
Managing Editor,  
"Economics and  
Management" (Lithuania)



Assoc. prof. Tatjana  
Tambovceva, Managing  
Editor, "Economics and  
Business" (Latvia)



Dr. Maritana Sedysheva,  
CEO (Belgium)



Mangirdas Ciocys,  
Euromonitor International  
(Lithuania)



Marcin Dembowski, Regional  
Manager - Russia, Baltic  
States and CIS - Oxford  
University Press (UK)



Prof. Danica Purg, President  
of CEEMAN (Slovenia)



Dipl.-Kfm. Ekon. Mag.  
Henning Dettleff, Managing  
director and FIBAA Board  
member (Germany)



Domantas Uzpalis, CEO  
of Naive (Lithuania)



Janis Oslejs, CEO, Primekss  
Group (Latvia)



Greg Mathers, Adizes  
Associate, Managing  
Director of Adizes Latvia  
(Latvia)



Airida Zavadske, Project  
manager and expert , UAB  
"PRO Assess-  
ments" (Lithuania)



Leda Turai-Petrauskiene,  
Coaching expert (Lithuania)



Juris Gulbis, CEO  
of Lattelecom (Latvia)



Ilaria Vilkelis, International  
Executive coach and  
Strategy consultant (UK)



Dr. Renata Urbone, Chief  
Innovations Officer in  
Norway Registers  
Development (Norway)



Indrek Julge, Head of  
Corporate Banking, Vice  
President, Member of Board;  
SEB Bank (Latvia).



Business solution from  
UPB (the speaker will be  
confirmed at the later stage)  
(Latvia)



Business Solution from Cesu  
Alus (the speaker will be  
confirmed at the later stage)  
(Latvia)



Justas Kucinskas, member  
of the Board and Head of HR  
development at Arvi group;  
Board member of ISM  
University of Management  
and Economics (Lithuania)



Dr. Zvezdan Horvat, Senior  
Consultant, Adizes Institute,  
USA; CEO, Adizes South  
East Europe; Professional  
Director, Adizes East Europe  
(Serbia)



Alec Egan, Regional  
Manager, Southern and  
Eastern Europe at Emerald  
Group Publishing,  
Representative of Cengage  
(UK)

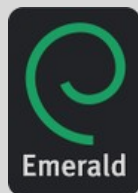


Arūnas Šikšta, Entrepreneur,  
CEO of International  
Business School at Vilnius  
University, former CEO of  
TEO (Lithuania)

### Company visits to



### CONFERENCE SPONSORS





How to keep the same leader when company grows and changes?  
How to compose the winning team in your organization?  
How to make people feel accountable?  
How to assure efficient work within your organization?  
How to notice and use opportunities in the market making "impossible things" possible?

**Come and get these and other Business Solutions from experienced international consultants and managers at the BMDA conference in Riga on May 7-9, 2014!**



**ONLINE REGISTRATION** is still **OPEN** at <http://www.bmda.net/BMDA/events/12th%20BMDA%20Conference%20registration>.

**For more information**, please contact BMDA Project Manager Ms. Rima Mockeviciute, Mob. +370 698 54438, e-mail: [projects@bmda.net](mailto:projects@bmda.net)

## AB "Linās" became the official sponsor of the BMDA Conference

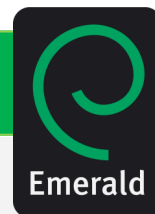


Following the long term collaboration , AB "Linās" became the official sponsor of the 12th Annual BMDA Conference.

AB "Linās" is the largest linen textiles producer in Lithuania and the Baltic States. Deep traditions and long-lived work experience are upheld since 1957 when Panevezys linen company was established. In 1993 Panevezys national enterprise "Linās" was reorganized into joint stock company "Linās".

For more information about AB "Linās", please visit <http://www.linās.lt>

## EMERALD RESEARCH AWARDS



### Apply for an Emerald award for the opportunity to receive international recognition and a cash prize

Emerald and the Baltic Management Development Association (BMDA) seek to promote excellence and innovation in management research by sponsoring the Emerald/BMDA Borderless Management Research Fund Award. The award will offer **€1,500** (or currency equivalent) to fund the winning research project.

In addition to the research fund it is also hoped that the findings of the research can be published in one of Emerald's many excellent management titles. Applications should address the dissemination of knowledge with a specific orientation toward benefit for the Baltic Sea Region.

**Eligibility.** Global submissions are encouraged.

**How to apply.** Each proposal **must be submitted using the online application** form at:

<http://ww2.emeraldinsight.com/awards/bmda.htm>

Full details of submission requirements and judging criteria can be viewed online at:

[http://www.emeraldgroupublishing.com/research/awards/bmda\\_case.htm](http://www.emeraldgroupublishing.com/research/awards/bmda_case.htm)

**Key dates.** The closing date for applications is **15 June 2014**. Winners will be announced in **September 2014**.

**The Emerald Research Fund Award will be promoted during the 12th Annual BMDA Conference on May 7-9 in Riga, Latvia.**

For further information, please contact: Emma Stevenson, Academic Relations Executive

Tel: +44(0) 1274 785198, E-mail: [estevenson@emeraldinsight.com](mailto:estevenson@emeraldinsight.com)

## EMERALD CASE COMPETITION



### Submit your case study for a chance to win \$1,000

This is Emerald's first competition in partnership with the BMDA and we encourage submissions from experts on all areas of management.

We are looking for original teaching cases, based on organizations within the Baltic region or based on protagonists from the Baltics. However, authors do not have to be based in the Baltic region to submit. Full details and guidelines for the competition can be viewed [online](#).

**Submissions** should be made via [ScholarOne](#) Manuscripts. When prompted, please select the *BMDA competition 2014* as the issue you are submitting to.

**Deadline: Submissions should be made no later than 1<sup>st</sup> August 2014.**

**The Prize.** The winning case will receive an award of \$1000; each of the winning authors will receive a certificate of recognition from Emerald Group Publishing Limited and subject to successful peer-review, have their case published as part of the Emerald Emerging Markets Case Studies (EEMCS) collection.

**The competition will be promoted during the 12<sup>th</sup> Annual BMDA Conference "Successful 21<sup>st</sup> Century Organization" on May 7-9, 2014 in Riga, Latvia.**



## Visit to Kazan Federal University

President of BMDA and Dean of Adizes Graduate School (USA) Dr. Virginijus Kundrotas delivered 3 days training on Adizes methodology to the group of Executives from various corporations, non-for profit organizations and higher education institutions in Kazan and neighboring areas.

The participants learned how, using Adizes Organizational transformation methodology, it is possible to manage their organizations more effectively and efficiently in fast changing environment.

## Presentation to Emerald Publishing

On 27th March, BMDA President and Dean of Adizes Graduate School (USA) Dr. Virginijus Kundrotas delivered a presentation to the representatives of Emerald Publishing on Adizes methodology. The presentation took place in ISM University of Management and Economics in Kaunas, Lithuania.



## NEWS FROM BMDA MEMBERS



### During International Business Week 2014 students gained valuable experience in marketing and project management



The International Business week was held at BA School of Business and Finance from 10<sup>th</sup> till 14<sup>th</sup> of March. There were 125 students from 7 countries (Denmark, Austria, Netherlands, Germany, France, Belgium and Czech). International students, students of BA School of Business and Finance as well as ERASMUS students who do the Bachelors degree programme "Business Administration", together with the students from "Innovation and Product Development" worked on two projects - Marketing and Project Management.

Project management groups were divided into teams. Each team had to make a development plan for Latvian enterprise *Manilla*. The representative from the company *Manilla* - Linda Lukstiņa gave the presentation providing information about the company.

[Read more](#)



## NOBANET strengthens university-business cooperation in SMEs' internationalization

NOBANET focuses on internationalization of small- and medium- sized enterprises (SMEs), a topic that has very high priority today in the main EU/ inter-regional /and national development plans. The project is led by Arcada UAS from Helsinki, Finland, and it has partners from all the Nordic and Baltic countries. NOBANET is financed by the Nordic Council of Ministers and the Lindstedt foundation.

The concrete objectives of NOBANET are to

- Develop new learning materials on internationalization of SMEs
- Implement real-life assignments on internationalization
- Develop partner HEIs curricula to include internationalization of SMEs
- Create sustainable models for cooperation between HEIs and SMEs

In the network, faculty, students and SMEs work together over national borders, supported by modern technologies and e-learning environments.

[Read more](#)



## IAB Flies Over the Horizon with kaspı bank



On April 7, 2014 International Academy of Business hosted a lecture organised as part of a joint project made by IAB and kaspı bank Flight over the Horizon\* under the bank's initiative About Finances in Simple Terms. The project will run from April, 7 to April, 30

Kseniya Yuzhaninova, Director of Centre for Entrepreneurship and Innovation Development at IAB, says that the project is fully compliant with the university's mission to "prepare socially responsible business leaders and dovetails with IAB's strategic task to become an entrepreneur-centric university.

«To attain this our students need certain skills and knowledge. Financial literacy is one of the first skills that young people need to have to manage their finances correctly and use financial instruments.

Another important factor of entrepreneur-centric university is its knowledge internationalization: overseas education should come to Kazakhstan through lecturers, business coaches and teachers.

[Read more](#)



## IAB tests fitness and endurance in Almaty Marathon



Over 25 members of students and staff of International Academy of Business will join the Almaty Marathon Courage to be the First on 20 April. The 42 km 195 m. route will start at the First President's Park and finish at the Central Stadium, traversing a few milestones including the Esentai River, Al-Farabi Avenue, Sain and Abay streets.

Alongside IAB team, who will run the full marathon and a 10km distance, International Academy of Business will be also represented by an Ekiden relay-race group of six.

The Almaty Marathon is divided into five sub-routes covering distances worth 42 195 m.; 21 km.; 10 km.; 3 km. and Ekiden relay-race (42 195 m.), which is further split into 6 legs.

President of IAB Assylbek Kozhakhmetov will spearhead the team of his family in completing the Ekiden race!

For IAB students and staff a «healthy lifestyle» is not mere words.

[Read more](#)



## IAB has become a member of Association to Advance Collegiate Schools of Business (AACSB)

International Academy of Business has joined Association to Advance Collegiate Schools of Business (AACSB) in March 2014. As of today, AACSB has more than 1350 member business schools in more than 80 countries.

AACSB International is a membership association of educational institutions, business, not-for-profit, and government organizations devoted to the advancement of higher education in business. Membership does not imply accreditation.

Benefits of the membership:

- Internationally recognized accreditation for undergraduate, master's, and doctoral programs in business and accounting (Note: Membership does not imply accreditation.).
- Conferences, seminars, symposiums, and webinars that provide global professional development opportunities for business school administrators and faculty.

[Read more](#)



## Critical Thinking in Education

Astana hosted an informal conference entitled Critical Thinking in Education of Kazakhstan.

In his annual State of the Nation Address the Kazakh President said that skills relating to critical thinking, independent research and profound analysis of information should be the results of pupils' learning. But how close is Kazakh education system to this requirement, how important is it to develop critical thinking in children and what is the right way of doing this? These and many other issues were discussed at the informal conference Critical Thinking in Education of Kazakhstan in Astana on March, 27.

Organised by nation-wide movement Kazakhstan-2050, the event involved education stakeholders, the media and public figures. Speakers, among them Kazakh Minister for Education and Science Aslan Sarinzhapov, Senator Byrganym Aitimova, Dean of Graduate School of Education at Nazarbayev University Timothy Raegan.

[Read more](#)



## IAB's job fair helps plan careers

The 11th Job Fair involving 52 companies, students, Master's students and IAB graduates took place at the Academy on March 27, 2014. The event was organised by the Academy's Careers Planning Centre.

IAB students have been given an opportunity to leave their CVs with representatives of companies, get consultancy over possible future employment and have a preliminary job interview.

When opening the job fair the University's Vice-Chancellor for Academic Affairs Nurzhamal Duisengulova thanked participating companies for their support in arranging the job fair. She also emphasized that companies don't only employ IAB graduates, but also help the students to do their work placements:

«We see in you partners who believe in IAB as a bona fide provider of human resources in the labour market», - N. Duisengulova said.

[Read more](#)





### Maths teachers upgrade skills at IAB



11th stage of unique social project Programme of Support of Village Schools by Universities\* has taken place at International Academy of Business. 15 maths teachers of North Kazakhstan region's Ayrtau district improved their skills as part of the project and took training within a period from March 26 to 30 called Special Content of Mathematic Education and Organisation of Learning Process in an Ungraded Village School.

As part of the programme the guests have visited unique workshops and trainings focused on improving the quality of maths education in ungraded village schools. Postgraduate in Teaching and consultant for Nursultan Nazarbayev Educational Foundation Fyodor Vasserman has made a presentation entitled Technologies of Education Quality Management in comprehensive schools *Bioinformatics and Synergetics*. Several schools of Almaty are operating in a trial mode based on his technology. [Read more](#)



### MBA Arūnas Šikšta gave a talk on the annual business leader conference EBIT



MBA Arūnas Šikšta head of IBS at VU talked on the subject: Companies which create three way value. In his speech he gave examples of his experiences from companies and countries around the world.

The director of International Business School at Vilnius University Arūnas Šikšta gave a talk on the annual business leader conference EBIT. On his speech the head of IBS at VU talked on the subject: Companies which create three way value, that also covered how some companies are not willing to share their profit with their employees. He said that this is an issue that has its roots starting in kindergartens and is linked with an absence of understanding that all employees contribute in to a company's profit. As an example of what could be achieved if the educational system is reformed MBA Arūnas Šikšta mention the case of Israel. All the leading technologies are developed by a country which doesn't have any natural resources, like Lithuania, but manages to be second in the world by their scientific research. [Read more](#)



### Kolping University of Applied Sciences International Applied Research Conference "CHALLENGES AND SOCIAL RESPONSIBILITY IN BUSINESS"



On March 27th, 2014, Kolping University of Applied Sciences held an international applied research conference „Challenges and Social Responsibility in Business“. This conference closed the 7th annual Kolping week which is organized by Kolping University of Applied Sciences. During this week Kolping University of Applied Sciences organized various seminars and events.

Presentations in the conference plenary sessions were made by the Chairman of European Foundation for Education prof. Dr. W. Schuster, University of Applied Sciences of Economy, Technology and Culture in Germany prof. Dr. H. Knodler, Head of Kaunas Chamber of Commerce, Industry and Crafts „Business Leader's Club“ and director of „Šėža and partneriai“ N. Šėža, and Head of "Disabled Enabled Hub" Š. Grigaliūnas who is also a graduate of Kolping University of Applied Sciences. [Read more](#)



### CSB's and GGSB-'s Dual MBA- program and successful graduate

On March 15, 30 of the CSB program students were awarded with diplomas from Grenoble university during its graduation ceremony. Caucasus School of Business (CSB) in partnership with three international accreditation (AACSB, EQUIS and AMBA) University - Grenoble Graduate School of Management (Grenoble Ecole de Management) - referred to as the Campus.

In partnership with the School of Business, CU offers the Master of Business Administration dual degree program (Dual GGSB-CSB MBA Program), under which Georgia as a country and students are able to obtain the highest quality service and European standard education and be awarded an internationally recognized university degree.

On March 15, 2014 30 of the CSB program students were awarded with diplomas from Grenoble university during its graduation ceremony.



### ACCA to provide free online courses for professional recognition

The University of Exeter will develop the first massive open online course (MOOC) to be sponsored and accredited by ACCA, called 'Discovering Business in Society'

FutureLearn today announces ACCA (the Association of Chartered Certified Accountants) as the first professional accountancy body to sponsor massive open online courses (MOOCs) on the social learning platform for professional recognition.

The global body for professional accountants will work with FutureLearn's world-renowned university partners to make cutting-edge learning content in the fields of accountancy, finance and business, available to FutureLearn's international learner base, online, free of charge. The first MOOC to launch as a result of this collaboration will be called Discovering Business in Society, developed by academics at the University of Exeter. Launching on FutureLearn in September 2014, the course is aimed at anyone interested in learning the principles of business. [Read more](#)



### IFRS in Ukraine Conference Highlights

On 20 March 2014 ACCA took part in the 3rd annual conference "IFRS in Ukraine: Practical Experience of Implementation", organised by Financial Analyst's – Service Ltd.

The event brought together near hundred heads of reporting departments, financial directors, IFRS managers, chief accountants, auditors and financial controllers. The delegates shared their experiences, analysis, summary and predictions on the future introduction of IFRS in Ukraine.

Nataliya Vovchuk, head of ACCA Ukraine, Baltic and Caucasus States, was one of the key speakers and the moderator of the first session. She opened the conference with the speech, covering trends and development of IFRS in Ukraine and in the neighbouring countries. In specifics, she compared different accounting systems, international accounting regulators, methods of IFRS implementation. [Read more](#)





### SURVEY «UKRAINE AFTER TOMORROW»



On the 6th of March Lviv Business School together with the company pro.mova presented the results of social project «Ukraine after tomorrow» according to the survey, which took place from 4 to February 10, 2014 at Independence Square in Kiev, as well as the results of an online survey, which was carried out from 7 to 14 February.

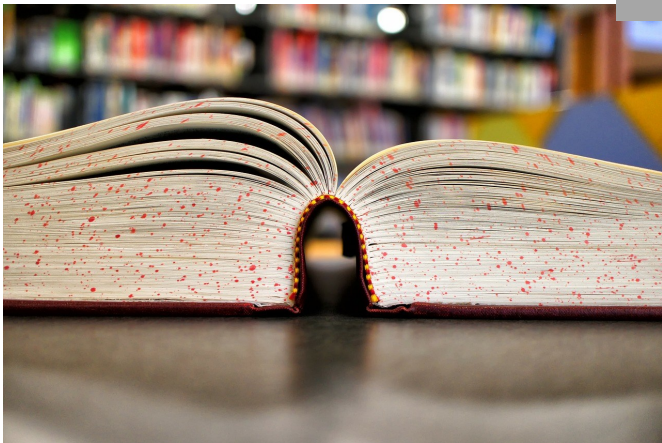
The project consisted of:

- A survey carried out directly on the Maidan in Kyiv: personal interviews, n=1350.
- Online survey of social network users: survey on [kwiksurveys.com](http://kwiksurveys.com), n=3194.

Questions were divided into two parts: the first related to the level of agreement with statements that interpret 12 European values (taken from the European Constitution) and some aspects of paternalism; the second part measured the readiness to act according to European values and the willingness to move away from paternalism. [Read more](#)



### Quality of Lomonosov MSU Business School' programme is proved by the EPAS re-accreditation



The Lomonosov MSU BS's Bachelor of Management programme was re-awarded recently with an EPAS accreditation for the next three years by European Foundation of Management Development (EFMD).

The four-year undergraduate programme combines the best academic traditions of Lomonosov MSU with the innovative approaches to teaching and organization of the study process of its students. It includes over 30 courses delivered in English, three months long internship at the leading Russian and international companies based in Moscow, classes from the international teaching staff and over 20 partner universities offering exchange programme for its students. This re-accreditation confirms that the School implements the effective strategy focusing on the development of the programme, its students and teaching staff according to the best international practices of business education and creating a deep value through the innovational approaches, high quality and internationalization of all the aspects of the learning process. [Read more](#)



### Lomonosov MSU Business School' corporate collaboration: Commercial Real Estate Management module for MSc. students



A Commercial Real Estate Management Module has started in 2014 for the group of MSc. students of the Lomonosov MSU BS.

The module was developed in collaboration with the Jones Lang LaSalle company in Moscow and successfully launched in 2010. It includes a set of courses on different aspects of commercial real estate management delivered in classes by the leading professionals and top-managers of Jones Lang LaSalle company, introduced to students through property tours and group projects developed for the Jones Lang LaSalle customers. The modules completes with the awarding of Jones Lang LaSalle certificates and an opportunity to receive an internship at JLL office in London.



### 20th CEEMAN Case Writing Competition

The jubilee 20th edition of the CEEMAN Case Writing Competition is organized in cooperation with Emerald Group Publishing, the world's largest international publisher in the area of management, known for its special focus on dynamically changing environments.

The aim of the competition is to encourage and promote the development of high-quality teaching case material relevant for the realities of transitional and emerging economies and at the same time promote the development of case-writing capabilities in those countries.

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

The co-organizers will support global exposure of the submitted high-quality cases through a direct link with the Emerald Emerging Markets Case Studies collection. All case submissions will be considered for international publication. [Read more](#)



### CEEMAN Champion Awards 2014

As in previous years, the CEEMAN Champion Awards 2014 will be adjudicated to individual faculty and administrators, associated with CEEMAN, for their outstanding achievements in *teaching, research, institutional management, and responsible management education*.

Award winners will be granted free attendance at the 22<sup>nd</sup> CEEMAN Annual Conference which will be held in Budapest, Hungary on 25-27 September, 2014. Hotel and travel expenses will be covered up to 1,000 euros for each award. Winners will officially receive the Award Cup (created by Gigodesign, Slovenia) at the conference gala dinner on 26 September 2014. If a submission involves multiple authors or a team, a team leader or representative should be selected to receive the award.

Submissions for the CEEMAN Champion Awards should consist of a maximum of five pages of text, excluding appendices and video material. They should be accompanied by a nomination or recommendation letter by the dean of the institution or an equivalent official. [Read more](#)



### Apply to the EFER European Entrepreneurship Colloquium

The EFER European Entrepreneurship Colloquium (EEC, now in its 11<sup>th</sup> year) is a one-week faculty training programme for academics, seeking to implement new methods, practices and approaches in their teaching. Upon completion of the programme, the academics will join a growing network of more than 500 entrepreneurship professors from 200 universities in 46 countries across the world.

**EEC 2014 will take place on 6-12 July at Vlerick Business School in Brussels, Leuven and Gent**, under the theme of teaching about the "Multiple Facets of Entrepreneurship". Contributors include leading academics from Harvard Business School, INSEAD, IE, TU Munich, University of Cambridge, ESMT Berlin and others.

Applications are open until **30 April 2013** on the EFER website ([www.efer.eu](http://www.efer.eu)).

There is a **30% discount** to Central and Eastern-European universities, which send 2 or more academics to the programme. More detailed information about the programme can be found [here](#).



### RABE Research Conference

On behalf of the International Academy of Business (IAB), the Russian Association of Business Education (RABE) and the Central Asian Foundation for Management Development (CAMAN), we are delighted to invite you to the international research and practical applications conference on 21st – 22nd of April 2014. The conference will facilitate the exchange of innovative ideas, knowledge and experience in business education.

On behalf of the International Academy of Business (IAB), the Russian Association of Business Education (RABE) and the Central Asian Foundation for Management Development (CAMAN), we are delighted to invite you to the international research and practical applications conference on **21<sup>st</sup> – 22<sup>nd</sup> of April 2014**. The conference will facilitate the exchange of innovative ideas, knowledge and experience in business education. The goal of the conference is to consolidate business community within the internationalisation strategy. [Read more](#)



### Soros Foundation Kazakhstan Research Contest

The Foundation has visited IAB to explain the purpose of its Public Policy Initiative and said that 10 best candidates who send their applications by 11pm Astana time on March 20 would enjoy two career-advancing workshops mentored by leading international and local public policy experts. The seminars will focus on policy analysis, data visualisation and development of advocacy tools to help them use the new knowledge in preparing analytical policy papers in 15 topic areas determined by the initiative groups.

The Foundation has visited IAB to explain the purpose of its Public Policy Initiative and said that 10 best candidates who send their applications by 11pm Astana time on March 20 would enjoy two career-advancing workshops mentored by leading international and local public policy experts. The seminars will focus on policy analysis, data visualisation and development of advocacy tools to help them use the new knowledge in preparing analytical policy papers in 15 topic areas determined by the initiative groups. [Read more](#)



12<sup>th</sup> Annual BMDA Conference

**“SUCCESSFUL 21<sup>ST</sup> CENTURY ORGANIZATION”**

May 7-9, 2014 in Riga, Latvia

## Baltic Management Development Association (BMDA)

E. Ožeškienės str. 18  
LT-44254 Kaunas,  
Lithuania

Tel: +370 37 302206  
Fax: +370 37205676  
E-mail:

[BMDA online:  
www.bmda.net](http://www.bmda.net)

