CEMS MIM Programme
at the Corvinus University of Budapest
The seminar presents a fresh look at the desired professional profile of future international managers in different aspects of business. It provides a new vision of the roles and duties of management in the context of globalization.

Inspired by the CEMS MIM Qualifications Framework and the development works of the CEMS Business Ethics Faculty Group a definition of the “Future International Manager” is as follows.

**The Future International Manager**

(i) is a reflexive practitioner working in intercultural and international context,
(ii) is committed to environmental sustainability,
(iii) exercises social responsibility,
(iv) works with sensitivity toward gender and diversity issues,
(v) harmonizes information communication technologies with processes and organizational culture,
(vi) applies holistic perspective in problem solving,
(vii) cooperates with social and political actors,
(viii) is engaged in progressive entrepreneurship.

The seminar is based on the new CEMS book “The Future International Manager” to be published by Palgrave in 2009.
Laszlo Zsolnai is professor and director of the Business Ethics Center at the Corvinus University of Budapest. He is chairman of the Business Ethics Faculty Group of the CEMS. László Zsolnai was born in 1958, in Szentes, Hungary. He has a master’s in finance and a doctorate in sociology from the Budapest University of Economic Sciences. He received his Ph.D. and DSc degrees in economics from the Hungarian Academy of Sciences.

Laszlo Zsolnai has taught and worked at various universities including University of California at Berkeley, Georgetown University, University of Oxford, Bocconi University Milan, Norwegian School of Economics and Business Administration, Helsinki School of Economics, Vienna University of Economics and Business Administration, and Copenhagen Business School.

He is Editor-in-Chief of “Ethical Prospects” published by Springer. He also serves as Series Editor of “Frontiers of Business Ethics” at Peter Lang Academic Publisher in Oxford.
Laszlo Zsolnai’s books include:

ZSOLT BODA
Corvinus University of Budapest
Hungary

Zsolt Boda was born in 1969 in Budapest, Hungary. He holds an MA in economics and a Ph.D. in political science. He is research fellow at the Institute of Political Science, Hungarian Academy of Sciences, and associate professor at the Business Ethics Center, Corvinus University of Budapest.

He has co-edited and written books in Hungarian on corporate ethics, political theory, environmental politics and policy. He has published several papers in academic journals and books on international ethics involving the fair trade problematic, trade and environmental issues, and the politics of global environmentalism.
Zsolt Boda’s publications in English include:


Mary Ann Danowitz (BA, MEd, and EdD) is a visiting member of the faculty of the Vienna University of Economics and Business Administration in the Department of Management, Institute of Organizational Studies and Organizational Behaviour and Gender and Diversity Management Group. She specializes in gender and diversity management and equality, especially as they relate to organizational change. Her work includes gender and careers and leadership and governance with in depth attention to developments in the United States and the university sector.

Prior to coming the Vienna University of Economics and Business Administration as Fulbright Professor in 2007 she held professorial and managerial appointments at several U.S. universities including the University of Denver and Ohio State University. She has worked as a visiting scholar and consultant in Indonesia, Malaysia, Australia and Europe.
M.A. Danowitz’s most current publications include:


Knut Johannessen Ims is Professor in Business Ethics at the Norwegian School of Economics and Business Administration (NHH), Bergen Norway. He received his Ph.D. from the School of Economics and Legal Sciences, Gothenburg University, Sweden. He has taught different MBA courses in Ethics; “Ethical Action – Individual, Organization and Society”, and “Business Strategy and Business Ethics” for more than a decade. He has also taught Ph.D. courses in “System Development” and “Information and Management”. He is a member of the Business Ethics interfaculty group of the Community of European Management Schools (CEMS), and is Chairman of the Board of the Centre of Ethics and Economics at NHH.
Some of Knut Ims’s publications include:


Andras Nemeslaki graduated from the Technical University of Budapest and he holds a Ph.D. from the Hungarian Academy of Sciences. He is an Associate Professor at the Corvinus University of Budapest and the Head of the E-Commerce Research Group. He is also the CEMS Academic Director of Corvinus, and has been working in this positions for six years. His field of expertise and research interest is in e-business, information systems’ (IS) and project management. He has developed one of the first business oriented management information system curriculum in Hungary and has taught several IS related courses.

Dr. Nemeslaki has taught courses at several universities in Hungary and was also a Visiting Professor at the Case Western Reserve University in Cleveland, Ohio, University College Dublin, University of Cologne, Bocconi University Milano, University of Delaware, Lerner School of Business. Dr. Nemeslaki is also active in the CEMS Faculty Group of Enterprise Networking and ICT, he has been organizing Ph.D. workshops and block seminars in this field.
Andras Nemeslaki’s main publications are:

ELEANOR O’HIGGINS  
University College Dublin, Ireland and  
London School of Economics, United Kingdom

Eleanor O’Higgins (BA, MSc, MBA, Ph.D.) is on the faculty of the Business School at University College Dublin and a Visiting Fellow at the London School of Economics and Political Science. She specializes in teaching, research and publications in business ethics, corporate social responsibility, corporate governance and strategic management. She is the author of numerous papers in academic and professional journals, newspaper articles, book chapters and case studies.

She is a member of the Press Council of Ireland, a director of Transparency International Ireland, and of The Marine Institute. She is a member of the Business Ethics and of the Public Management & Governance interfaculty groups of the Community of European Management Schools (CEMS) and has held various leadership positions in the US Academy of Management. She is on the editorial boards of a number of international management journals.
Eleanor O’Higgins’ publications include:


ANTONIO TENCATI
Bocconi University, Milan
Italy

Antonio Tencati is Assistant Professor of Management and Corporate Social Responsibility at the Department of Management – CSR Unit of Bocconi University in Milan. He was born in 1968. He has a Degree in Business Administration at Bocconi University, Milan. Since 1993 he has been a researcher at SPACE (the European Research Centre of Bocconi University on Risk, Security, Occupational Health and Safety, Environment and Crisis Management). Since 2000 he has been a member of the Business Ethics Faculty Group of the CEMS (Community of European Management Schools). Since 2005 he has been an Assistant Professor at Bocconi University.

Antonio Tencati’s research areas include business management, management of sustainability and corporate social responsibility, environmental management, innovation and operations management.
Antonio Tencati’s publications include the following:


Irresponsible and insensitive behavior of business leaders worldwide show that business is an under-professionalized occupation today. In comparing business management with the more traditional professions of law and medicine we can find its shortcomings.

Criticism by outstanding business scholars show that something rotten in business education today. Sumantha Goshal points out that by propagating ideologically inspired amoral theories, business schools have actively freed their students from any sense of moral responsibility. Ian I. Mitroff claims that business schools faculty at best are guilty of having provided an environment where the Enrons and the Andersens of the world could take roots and flourish. At worst they are guilty of being active accomplices and co-conspirators in their criminal behavior.

Joel M. Podolny, dean of Yale School of Management emphasizes that occupations are defined as professions to the degree to which they serve society. And unless management lives up to that service standard, it frankly calls into question what business schools are actually doing.

Required reading:

Additional reading:
14.00–17.30 Achieving Environmental Sustainability

Antonio Tencati
Bocconi University Milan

According to the Living Planet Report 2006 released by WWF the planet’s resources have been used faster than they can be renewed. The latest data available (for 2003) indicate that humanity’s Ecological Footprint, our impact on the Earth, has more than tripled since 1961. Since the late 1980s, the mankind has been in overshoot: As of 2003 the Ecological Footprint has exceeded the Earth’s bio-capacity by about 25%. In parallel, the Living Planet Index shows a related, fast and continuing loss of biodiversity: Between 1970 and 2003 populations of vertebrate species have declined by about 30%.

These results have been confirmed by other publications, such as the Stern Report commissioned by the British Government and the Fourth Assessment Report issued by the Intergovernmental Panel on Climate Change (IPCC), and by the decision of the Norwegian Nobel Committee to share the Nobel Peace Prize for 2007 between the IPCC and Albert Arnold (Al) Gore Jr. “for their efforts to build up and disseminate greater knowledge about man-made climate change, and to lay the foundations for the measures that are needed to counteract such change”.

Therefore, although positive initiatives devoted to pollution control and protection of the environment have been increasing over the years at international (e.g., The Kyoto Protocol), regional (e.g., the EU Strategy for Sustainable Development), national (e.g., new regulations to promote renewable energy and eco-efficiency), local (e.g., Local Agendas 21) and corporate (involving not only big corporations but also SMEs and clusters) levels, these attempts have been ultimately ineffective and disappointing.
Our patterns of production and consumption are substantially unsustainable. It is not enough to intervene partially and separately, but a systemic approach is needed: Governments, companies and citizens have to include the ecological limits in their mindsets, choices and behaviors, act within the Earth’s carrying capacity, and collaborate to face the sustainability challenge

**Required reading:**

**Additional reading:**

**21.00** *An Inconvenient Truth*  
(Al Gore’s Movie)
Companies are engaging in a variety of activities that have hitherto been associated with the state/government or civil society, among these philanthropy and community investment, environmental management, workers rights and welfare, human rights, animal rights, corruption, corporate governance, and legal compliance.

Ethics involves higher costs but also brings special benefits. Benefits of socially responsible companies are as follows: (i) Opportunistic behavior can be avoided between owners and managers, (ii) Getting moral satisfaction employees are ready to work more for less salary, (iii) High quality new employees can be recruited, (iv) Customers’ loyalty can be gained, (v) The trust of sub-contractors can be established. Firms are compensated for the higher costs of their social responsible behavior by their ability to form commitments between owners, managers and employees and to establish trust relationships with customers and sub-contractors.

Required reading:

Additional reading:
Managing Gender and Diversity in Organizations

Mary Ann Danowitz
University of Economics and Business Administration

Few social issues have generated as much attention in the last few decades as diversity. Within the workplace organizations can no longer afford to ignore changes in the labor force or demographics of markets. The increasing participation of women, an aging population, and immigration are radically changing the future employment outlook. In order for organizations to deal with the complexities and realities of maintaining a competitive advantage, attracting and retaining the best talent, and reducing discrimination they must engage in diversity management.

Although diversity management and gender responsiveness have received much attention in the USA and have started to become serious issues in the European Union, companies seem to have difficulties committing to and implementing diversity management. Responsible and innovative management requires a comprehensive—business guided and socially conscience approach, which considers the organization’s mission and culture and its legal, political and social contexts in order to be inclusive and effective.

Required reading:
- Mary Ann Danowitz, Edeltraud Hanappi-Egger, and Roswitha Hofmann: “Managing Gender and Diversity in Organizations,” The Future International Manager, Chapter 4.

Group Exercise
Most assumptions in the way we use information communication technologies (ICT) in organizations stem from the post-war technology paradigms of the 1950s. Initially, information technology (IT) was separate from communication technology and supported data processing, number crunching and automation of repetitive tasks. This had lead to time and cost reduction of business processes. IT was only on the organizational level, its operation required sophisticated skills and knowledge, and has been isolated to a functional organizational unit.

Nowadays, IT has converged with communication technology; computers are connected and communication devices are computerized. Due to the development of the microelectronics and computer industry ICT is ubiquitous, easy to use, and powerful. It appears on all levels, organizational, individual and even in inter-organizational settings. There are more people playing Word of Warcraft or Second Life on-line role playing games on the internet than the number of inhabitants of some countries. In the Western hemisphere everybody has more than one mobile ICT device including the newborn infants.

ICT challenges the way managers and organizations work. Organizations are compelled to continually reassess and realign their strategies in response to changes in technology. We all experience day by day how ICT enriches our lives,
so we can see the creation of new industries and innovative forms of business models. During our session we will introduce some concepts about the inter-relationship of information technology and organizations, and show the key technology drivers from a managerial point of view. Then working in interactive sessions we will discuss how technology will impact managers’ work.

Required reading:


14.00–19.00 Excursion and Wine Tasting
THURSDAY

September 4, 2008

9.00–12.30 Holistic Problem Solving

Knut J. Ims
Norwegian School of Economics and Business Administration, Bergen

The module introduces the concept of holistic problem-solving inspired by Ian Mitroff. The main idea is to avoid solving the wrong problem precisely. As a frame of reference we will present a model that shows four perspectives on every problem: technical/scientific, interpersonal/social, systemic and existential. One challenge is to work with problems from multiple perspectives, and be aware of the importance of individual psychology, different professions, different organizational roles, which influence the perception of problems and the matching solutions.

Evidence indicates that there are a number of limits on each organizational member, who might rather be called “administrative man” than “economic man”. The “administrative man” shows bounded rationality, uses “rule of thumb” decision rules. In a system view, ethical, emotional, symbolic, and existential factors are to be taken into account. In particular the examination of relevant stakeholders is crucial for how we see and solve problems.

Required reading:


Additional reading:

Cooperating with Social and Political Actors

Zsolt Boda
Corvinus University of Budapest

Eleanor O’Higgins
University College Dublin and London School of Economics

Today businesses are operating under growing complexity. New and increasingly sophisticated technologies with unpredictable effects upon the life and health of people, deepening environmental problems and the challenge of sustainability, or the cultural diversity imposed by globalization contribute to the complexity companies must cope with. Businesses must deal with the increasingly diverse expectations of the stakeholders towards them. Responsible management requires the cooperation with, and inclusion of, different social actors in decision making. Companies should get prepared for working with civil society organizations, which is not necessarily an easy task.

Another problem is the relation of companies to different levels of governments. Businesses have increasing power to influence political decision making, on one hand. Pro-market policies, privatization of public services, PPPs represent new opportunities for companies to work closely with governments, on the other. These developments raise the issues of ethical lobbying and transparency in corporate-government relations. The governance problems of the global economy also underline the necessity of businesses, governments and civil society organizations working together in setting and enforcing norms on the global level.
Required reading:


Additional reading:

Shareholder value maximization and competitiveness are at the core of today’s business and economic policy. Companies seek to improve their productivity and try to gain competitive advantage. But these efforts often produce negative effects on various stakeholders at home and in abroad. Competitiveness involves self-interest and aggressivity and in most cases produces monetary results for the shareholders at the expense of other stakeholders.

Based on the arguments developed by the Lisbon Group chaired by Riccardo Petrella, London Business School professor, the late Sumantra Ghoshal, and Canadian management guru, Henry Mintzberg we criticize the one-dimensional pursuit of profit and competitiveness of contemporary business. We think that the exclusive focus on monetary results (especially short-term shareholder value) is detrimental for nature, society, future generations and finally for business itself.
In fact, the strength and sustainability of enterprises come from their ability to fit into the environmental, social and cultural context in which they operate. By creating values for all stakeholders the progressive enterprises can involve them and get deep support based on their commitment. This may lead to superior performance from a multiple-bottom-line perspective.

**Required reading:**


**Additional reading:**

SATURDAY

Saturday, September 6, 2008

10.00–12.00 Written Exam