

# The future international manager

**CEMS – Blocked Seminar**

*organized by the*

**Group for Gender and Diversity Management**

**Department Management**

**Vienna University of Economics and Business**

**September 27 – October 1, 2010**

**Vienna, Austria**

## **COURSE DESCRIPTION**

The seminar presents an innovative 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. The seminar is based on the new CEMS book “The Future International Manager” (Palgrave, 2009).

Inspired by the CEMS MIM Qualifications Framework and the work of the CEMS Business Ethics Faculty Group the seminar is guided by the following definition of the “Future International Manager”:

- As a reflexive practitioner
- Committed to environmental sustainability
- Social responsible
- Gender and diversity sensitive
- Applying a holistic problem solving perspective...

## **OBJECTIVES**

**The objectives of the course are:**

- To raise students’ individual awareness about future challenges international managers will face, especially focusing on business ethics.
- To develop greater understanding about a vision of the roles and duties of managers in a globalized world.
- To improve skills in organizational analysis and to be able to apply this knowledge to case studies and real situations
- To learn to work together as a team.

## **FACULTY PARTICIPATION**

Members of the CEMS faculty group “Business Ethics” and affiliated lecturers will teach the seminar. The faculty members will use case studies, lectures, structured experiences, and other materials to assist students to prepare to become ethical international managers.

### **Faculty members are:**

Laszlo Zolnai, Corvinus University of Budapest (faculty group chairperson)

Edeltraud Hanappi-Egger, WU Vienna (course coordinator)

Mary Ann Danowitz, WU Vienna (course coordinator)

Heike Mensi-Klarbach, WU Vienna (course coordinator)

Knut Ims, Norwegian School of Economics and Business Administration Bergen

Andras Nemeslaki, Corvinus University of Budapest

Eleanor O’Higgins, University College Dublin

Aloy Soppe, Erasmus University of Rotterdam

Steen Vallentin, Copenhagen Business School

## ***Laszlo Zsolnai***

**(Faculty group chairperson)**



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, 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" as Peter Lang Academic Publisher in Oxford.

*Some of his recent publications include:*

Zsolnai, L. & Tencati, A. (Ed.) (2010): *The Collaborative Enterprise: Creating Values for a Sustainable World*. Oxford, UK: Peter Lang Academic Publishers.

Zsolnai, L. & Tencati, A. (Ed.) (2009): *The Future International Manager: A Vision of the Roles and Duties of Management*. Houndmills, UK, New York: Palgrave Macmillan.

Zsolnai, L. (2008): *Responsible Decision Making*. New Brunswick, London: Transaction Publishers.

Zsolnai, L. (Ed.) (2008): *Europe-Asia Dialogue on Business Spirituality*. Antwerp, Belgium, Apeldoorn: Garant.

## **Edeltraud Hanappi-Egger**

**(course coordinator)**



Edeltraud Hanappi-Egger holds a PhD in Computer Science and is full professor for Gender and Diversity in Organizations. She is Head of the Gender and Diversity Management Group at WU. She was guest researcher at several international research institutions. Since 2008 she is member of the University Board of Technical University of Graz and of the "Young Faculty" of the Austrian Academy of Sciences. Edeltraud Hanappi-Egger has published more than 200 articles, books and book chapters on gender and diversity, organization studies and diversity management.

*Some of her recent publications include:*

- Hanappi-Egger, E. (Forthcoming). "Exclusiveness" versus "Inclusiveness" in Software-Development: The Triple-Loop-Learning Approach. In R. Pande, T. van der Weide & N. Flipsen (Eds.), *Globalization, Technology Diffusion and Gender Disparity: Social Impacts of ICTs*. Hershey: IGI Global.
- Hanappi-Egger, E., & Kauer, A. (2010). Gendered scripts: studying hidden assumptions in business contexts. *Gender in Management: An International Journal (formerly Women in Management Review)*, 25(6), 497-508.
- Hofmann, R., Hanappi-Egger, E., & Bendl, R. (2010). Diversitätsmanagement in Österreich: Bedingungen, Ausformungen und Entwicklungen. *Diversitas*, 1(1), 17-34.
- Bendl, R., Hanappi-Egger, E., & Hofmann, R. (2010). Austrian Perspectives on Diversity Management and Equal Treatment: Regulations, Debates, Practices and Trends. In A. Klarsfeld (Ed.), *International Handbook on Diversity Management at Work. Country Perspectives on Diversity and Equal Treatment* (pp. 27-44). Cheltenham, Northampton: Edward Elgar.
- Eberherr, H., & Hanappi-Egger, E. (2010). The role of diversity and intersectionality in city councils. *European Journal of Cross Cultural Competence and Management*, 1(2/3), 266-280.
- Hanappi-Egger, E., Hofmann, R., & Danowitz, M. A. (2009). Managing Gender and Diversity in Organizations. In L. Zsolnai & A. Tencati (Eds.), *The Future International Manager. A Vision of the Roles and Duties of Management* (pp. 70-93). Houndmills: Palgrave Macmillan.
- Hanappi-Egger, E., Hermann, A., & Hofmann, R. (2009). More Than Money: Micro-Credit-Systems: A Tool For Social Change? *Global Business & Economics Anthology*, 1(March), 58-66.
- Danowitz, M. A., Hanappi-Egger, E., & Hofmann, R. (2009). The development and implementation of a diversity management curriculum: Organizational change through exploration and exploitation. *International Journal of Educational Management*, 23(7), 590-603.

**Mary Ann Danowitz**

**(course coordinator)**



Mary Ann Danowitz holds an EdD in Higher Education and is a lecturer with the Gender and Diversity Management Group in the Department of Management at the Vienna School of Economics and Business. Her research interests focus on gender, diversity, and equality in the areas of leadership, governance, management, organizational change, and careers with in depth attention to developments in the higher education sector in the United States and Europe.

She has held professorial and managerial appointments at several U.S. universities including the University of Denver in Colorado, Ohio State University, and Pennsylvania State University. She has been a Fulbright professor in Austria and Indonesia and served as a visiting professor and/or consultant in Australia, England, Germany and Malaysia. Her publications include four books and monographs and more than 100 articles, book chapters and scientific papers.

*Some of her recent publications on gender and diversity management include:*

- Danowitz, M., & Bendl, R. (2010). Gender Mainstreaming, Diversity Management, and Inclusive Excellence: From similarities and differences to new possibilities. In B. Riegraf, B. Aulenbacher, E. Kirsch-Auwärter & U. Müller (Eds.), *Gender Change in Academia* (pp. 351-362). Wiesbaden: VS Verlag.
- Danowitz, M., & Tuitt, F. (2010). Moving towards Inclusive Excellence in doctoral studies. In J. Tienari, S. Katila & S. Sumerila (Eds.), *Working for Inclusion: Positive Experiences from Across the World* (pp. 33-47). Aldershot, UK: Edward Elgar Publishing.
- Danowitz, M., Hanappi-Egger, E., & Hofmann R. (2009). Managing gender and diversity in organizations. In L. Zsolnai & A. Tencati (Eds.), *The Future International Manager. A Vision of the Roles and Duties of Management* (pp. 70-93). Houndmills: Palgrave Macmillan.
- Danowitz, M., Hanappi-Egger, E., & Hofmann, R. (2009). The development and implementation of a diversity management curriculum: Organizational change through exploration and exploitation. *International Journal of Educational Management*, 23(7), 590-603.
- Danowitz, M. (2008). Gender equality as organizational change: Frames, challenges, and strategies in the EU and US. In S. Grenz, B. Kortendiek, M. Kriszio & A. Löther (Eds.) *Gender Equality Programmes in Higher Education: International Perspectives* (pp. 87-100). Wiesbaden: VS Verlag.
- Danowitz, M. (Ed.) (2007). *Women, Universities and Change: Gender Equality in the European Union and the United States*. New York: Palgrave Macmillan.

**Heike Mensi-Klarbach**

**(course coordinator)**



Heike Mensi-Klarbach, PhD, studied Business Administration at WU Vienna and completed her thesis on the business case for diversity in 2009. She works as a research assistant at the gender and diversity group at WU since 2006 and earned a DocTeam fellowship from the Austrian Academy of Sciences in 2006. Since 2009 she is also involved in teaching selected topics of gender and diversity management.

*Some of her recent publications on gender and diversity management include:*

Mensi-Klarbach, H. (2010). *Diversity und Diversity Management- die Business Case Perspektive*. Hamburg: Verlag Dr. Kovac.

Hanappi-Egger, E., Köllen, T., & Mensi-Klarbach, H. (2007). Diversity Management: Economically Reasonable or „only“ Ethically Mandatory? *The International Journal of Diversity in Organizations, Communities and Nations*, 7(3), 159-168.

Mensi-Klarbach, H. (2004). *Betriebliche Frauenförderung. Human Ressource: Frau - Eine betriebswirtschaftliche Betrachtung*. FemTech Projektbericht.

**Knut Ims**

**(lecturer)**



Knut 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 his recent publications include:*

- Ims, K.J. and Zsolnai, L. (2010), ‘Self-realization in Business: Ibsen’s Peer Gynt’, in R. Ghesquiere & Knut J. Ims (Eds.), *Heroes and Anti-heroes. European Literature and the Ethics of Leadership. European Spes Cahiers N. 5*. Antwerpen-Apeldoorn: Garant.
- Ims, K.J. and Jakobsen. O. (2010), ‘Competition or Cooperation? A Required Shift in the Metaphysics of Economics’, in A. Tencati and L. Zsolnai (Eds.), *The Collaborative Enterprise: Creating Values for A Sustainable World*. Peter Lang, Oxford.
- Ims, K.J. and Jakobsen. O. (2010), ‘Fair Trade Production’, in A. Tencati and L. Zsolnai (Eds.), *The Collaborative Enterprise: Creating Values for A Sustainable World*. Peter Lang, Oxford.
- Ims, K.J. and Zsolnai, L. (2009), ‘Holistic Problem Solving’, in L. Zsolnai and A. Tencati (Eds.), *The Future International Manager: A Vision of the Roles and Duties of Management*, London: Palgrave MacMillan.
- Ims, K.J. and Jakobsen. O. (2008), ‘Consumerism and Frugality: Contradictory Principles in Economics?’, in L. Bouckaert, H. Opdebeeck and L. Zsolnai (Eds.), *Frugality. Rebalancing material and spiritual values in economic life*. Peter Lang, Oxford.

## **Andras Nemeslaki**

**(lecturer)**



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 o 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.

*His recent publications include the following:*

- Bielli, Paola, Nemeslaki, A. (2009): [Reinventing Organizations with Information and Communication Technologies](#). In: Zsolnai, L.; Tencati, A. (szerk): *The Future International Manager : A Vision of the Roles and Duties of Management*. Palgrave Macmillan, Houndmills [etc.]. p. 94-115. o.
- Sziva Ivett, Nemeslaki András (2008): *Key Factors to Create a Successful Destination Management in Regions Based on Information Technologies (Example of Hungary)*. *Ekonomická revue cestovného ruchu (Economic Review of Tourism)* 4., p. 232-247.
- Dr. Kerekes, S., Nemeslaki, A. (2009): *Education 2.0: Exploring the challanges of Corvinus University in the long tail economy of global higher education*. *Society and Economy* 1. p. 125-146.
- Nemeslaki András (2007): *E-business diffusion in Hungarian SMEs*. *Theory, Methodology, Practice* 1., p. 53-60.
- Nemeslaki, A., Yang Hee, Dong, Ginzberg, Michael (1997) "Information System Implementations in Hungary: A Model For Absorptive Capacity for IS Adoption", *Research in Progress Paper in the Proceedings of ICIS, Atlanta Dec. 14-17*. Pp494-495.
- Nemeslaki, A, (1997) " Information System Project Experiences in Hungarian Companies: Should IS Projects Be Managed Differently in Transitional Economies?" *Eatern Academy of Management (EAM) Annual EAM Conference in Dublin, Ireland*.

## **Eleanor O'Higgins**

**(lecturer)**



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.

*Some of her recent publications include:*

O'Higgins, E.R.E. (2010). Corporations, civil society and stakeholders: An organizational conceptualisation. *Journal of Business Ethics*, 95(2): 157-176. Published OnlineFirst November 2009 at DOI 10.1007/s10551-009-0254-2

Bonner, S. & O'Higgins, E.R.E. (2010). Music piracy – ethical perspectives. *Management Decision* (in press).

Claussen, J. & O'Higgins, E. 2010. Competing on value – perspectives on business class aviation. *Journal of Air Transport Management*, 16(4): 202-208.

O'Higgins, E.R.E. (2010). The ethics of private equity buy-out deals: The impact on stakeholders and society. In Tencati, A. (Editor). *Studies in Transatlantic Business Ethics*. (in press)

O'Higgins, E.R.E. (2009). The chairman of the board of directors: Role and contribution. In Kakabadse, A. & Kakabadse, N. (Editors). *Global Boards: One Desire, Many Realities*. Basingstoke, UK.: Palgrave Macmillan.

Boda, Z., O'Higgins, E.R.E. & Schedler, K. (2009). Cooperating with social and political actors. In Zsolnai, L. (Editor). *The Future International Manager*. Chapter 7. Basingstoke: Palgrave Macmillan.

Kavanagh, M. & O'Higgins, E.R.E. (2009). The development of corporate governance in Ireland. In Lopez-Iturriaga, F.J. (Editor). *Codes of Good Governance Around the World*. New York: Nova Press.

O'Higgins, E. & Pesqueux, Y. (2009). Management education – A Path to business integrity? In Zsolnai, L. (Editor). *Ethical Prospects: Economy, Society and Environment*. Chapter 4. Springer Press.

Gyves, S. & O'Higgins, E.R.E. (2008). Corporate social responsibility: An avenue for sustainable benefit for society and the firm? *Society and Business Review*, 3(3): 207-223.

## Aloy Soppe

(lecturer)



Aloy Soppe, Phd, is associate professor at the Erasmus University in Rotterdam. He has a Masters Degree in General Economics from the University of Groningen (RUG). He was a stock analyst for the Amsterdam Stock Exchange at the ABN/AMRO bank, and later worked as director of Soppe Currency Consultants and advisor for the implementation of option strategies in managing currency risk. Since 1987, he has worked at the Department of Finance and Investments at Erasmus University in Rotterdam. In 1993, he moved into sustainability research and started teaching Financial Ethics. In 2001, he joined the Erasmus University Law Faculty to teach Financial Ethics at the department of Fiscal Law.

*Some of his recent publications include:*

- Soppe, A.B.M. (2010). Sustainable Finance and Ethics, in *The Collaborative Enterprise: Creating Values for a Sustainable World*, chapter 5, edited by Tencati, A. and L. Zsolnai, Peter lang, *Frontiers of Business Ethics*, Vol. 9, pp. 77- 96. ISBN 978-3-0343-0159-6.
- Soppe, A.B.M. (2010). Book Review. Paul H. Dembinski, *Finance: Servant or Deceiver? Financialization at the Crossroads*, Observatoire de la France 2009 (Palgrave Macmillan), *Journal of Business Ethics*, Volume 91, Number 3 /febr 2010, pp. 451-456.
- Soppe, A.B.M. (2009). Sustainable Finance as a Connection Between Corporate Social Responsibility and Socially Responsible Investing, *Indian Management Research Journal*, Vol 1, Issue 03, pp. 13-23.
- Soppe, A.B.M., and B. Santen (2009). NED Characteristics, Board Structure and Management Turnover in the Netherlands in Times of Financial Distress: A Theoretical and Empirical Survey, *Corporate Ownership & Control*, 7(1 (Fall 2009)), pp. 285-301.
- Soppe, A.B.M. (2008). *Finance as an instrument to a sustainable company*, VDM Verlag, Saarbrücken.
- Soppe, A.B.M., (2008) Sustainable finance and the stakeholder equity model, in C. Cowton and M. Haase, *Trends in Business and Economic Ethics*, Springer Verlag, Berlin, pp. 199-228.

## Steen Vallentin

(lecturer)



Steen Vallentin is Associate Professor of CSR in The Department of Management, Politics and Philosophy at Copenhagen Business School, where he is also closely associated with cbsCSR (the CBS Center for Corporate Social Responsibility). He is a member of the Business Ethics Inter-faculty Group of the Community of European Management Schools (CEMS).

His research interests include governmental initiatives in CSR, socially responsible investing, and political aspect of business and society in general. Recent publications focus on the relationships between companies, the public and mass media in debates about corporate responsibilities, with a particular emphasis on the notion of public opinion and how it relates to corporate policy.

*Some of his recent publications include:*

Vallentin, Steen (2010): "Government, Governance and Collaborative Social Responsibility" (w. David Murillo). In: A. Tencati & L. Zsolnai (eds.): *The Collaborative Enterprise* (209-227). Germany: Palgrave Macmillan.

Vallentin, Steen; Muhr, Sara Louise; Meier Sørensen, Bent (Ed.) (2010): *Ethics and Organizational Practice: Questioning the Moral Foundations of Management* UK: Edward Elgar.

Vallentin, Steen (2010): "The Business of Business and the Politics of Opinion". In: S.L. Muhr, B.M. Sørensen & S. Vallentin (eds.): *Ethics and Organizational Practice: Questioning the Moral Foundations of Management* (81-100). UK: Edward Elgar.

Vallentin, Steen (2009): "Developing Social Responsibility". In: L. Zsolnai & A. Tencati (Eds.): *The Future International Manager – A Vision of the Roles and Duties of Management* (49-69). GB: Palgrave Macmillan.

Vallentin, Steen (2009): "CSR as Governmentality" (w. David Murillo). *CBS Working Paper Series – CSR & Business in Society, 04-2009*.

Vallentin, Steen (2009): "Private Management and Public Opinion – Corporate Social Responsiveness Revisited". *Business & Society, vol. 48/3* (2009): 60-87.

## OUTLINE OF THE SEMINAR

### Sunday, September 26

17.00 HEURIGER "Mayer am Pfarrplatz", seminar opening social event

### Day 1 – Monday, September 27 SR 5.48 (D)

09.00-09.30 WELCOME AND ORGANISATIONAL ISSUES

*Edeltraud Hanappi-Egger, Heike Mensi-Klarbach, Mary Ann Danowitz*

09.30-12.30 BUSINESS AS A PROFESSION

*Laszlo Zsolnai*

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.

Sumantha Goshal points out that by propagating ideologically inspired amoral theories, business schools have actively freed their students from any sense of moral responsibility.

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. At some level, we then become just trade schools.

Required reading:

Laszlo Zsolnai: "Business as a Profession", *The Future International Manager*, Chapter 1

Additional reading:

Khurana, R., Nohria, N., & Penrice, D. 2005: "Is business management a profession?" *Harvard Business School Working Knowledge*, February 21, 2005

12.30-14.00 LUNCH (Mensa VIP room)

14.00-17.00 FINANCE AND SUSTAINABILITY

*Aloy Soppe*

In this class two topics will be addressed. Firstly we will discuss the shareholder paradigm from a finance perspective and relate this to the alternative stakeholder model. The case is made that share-ownership in a sustainable company should be a reflection of the major stakeholders involved in the company. Secondly we will pay attention to the financial crisis and the role of banks and financial institutions. The modern culture in finance and banking is based on a culture of greed and limitless financial growth in the last decades - indicating a lack of sustainability in the global economy. In this interactive class we will discuss these topics intensively.

**Day 2 – Tuesday, September 28****SR 5.48 (D)**

09.00-12.30 DEVELOPING SOCIAL RESPONSIBILITY

*Steen Vallentin*

This lecture will give students an introduction to the broad field of corporate social responsibility (CSR). A field that incorporates a wide range of issues and concerns relating to the social and environmental responsibilities of business and which involves a wide range of societal actors/stakeholders, including government agencies and civil society organizations. Focus will be on conceptual (theory) as well as corporate (practice) developments, and the lecture will touch on ethical, strategic and political aspects of CSR. Importantly, its aim will also be to actively engage students in discussions of what CSR means or could mean for them as citizens and consumers and as future employees or managers.

12.30-14.00 LUNCH (9er Bräu)

14.00-17.30 MANAGING GENDER AND DIVERSITY IN ORGANIZATIONS

*Mary Ann Danowitz, Heike Mensi-Klarbach*

Few social issues have generated as much attention in the last few decades as diversity. Within the work place 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:*

Danowitz, M. A., Hanappi-Egger, E. & Hofmann, R.: „Managing Gender and Diversity in Organizations”, *The Future International Manager*, Chapter 5.

18.00-20.00 ROUND TABLE **Large Conference Room (2<sup>nd</sup> Floor, Section D)**

The future international manager: CSR, sustainability, diversity and financial profitability

20.00-21.00 Social event, informal discussion and buffet

**Day 3 – Wednesday, September 29 SR 5.48 (D)**

09.00-12.30 HOLISTIC PROBLEM SOLVING

*Knut Ims*

The module introduces the concept of holistic problem-solving, inspired by Ian Mitroff. The main idea is to avoid solving the wrong problem precisely, which easily follows from a Western techno-centric view. As a frame of reference figure will be presented that assumes four perspectives on every problem: technical/scientific, interpersonal/social, systemic and existential. We will examine the assumptions the decisions makers hold and work with problems from multiple perspectives. A central question is: Who are important stakeholders and what are their values? As a result we should be aware of the effects of individual psychology, and of different professional and organizational roles, which all influence the perception of problems and the fitting solutions.

Evidence indicates that there are a number of limits on each organizational member, who might rather be called either “administrative man” or “existential man” rather than “economic man”. The “administrative man” is characterized by bounded rationality and uses “rule of thumb” decision rules, while the “existential man” is characterized by strong ethical, emotional and existential impulses.

12.30-14.00 LUNCH (Mensa)

14.00-17.30 COOPERATING WITH SOCIAL AND POLITICAL ACTORS

*Eleanor O’Higgins*

The number of actors/stakeholders that business managers encounter in civil society is ever increasing. Among these are various NGOs with their own agendas, sometimes in apparent direct opposition to the interests of the firm. Other influential actors reside in the political system, with governments acting as regulators, but also as customers and partners. A new phenomenon is government as shareholder/owner, with renationalisation or part nationalisation. This session will explore the skills, competencies and behaviours business managers require to optimise relationships with social and political actors. Case studies will include Shell and Greenpeace (video), and cases of managing and corporate governance in nationalised banks.

Required reading:

Boda, Z., O’Higgins, E. & Schedler, K., ‘Cooperating with Social and Political Actors’, *The Future International Manager*, Chapter 8.

Additional reading

O’Higgins, E. 2010. Governments as bank owners.

09.00-12.30 GROUP WORK

*Heike Mensi-Klarbach*

Group discussion on lessons learned; presentation and preparation of written group work

12.30-14.00 LUNCH (9er Bräu)

14.00-17.30 REINVENTING ORGANIZATIONS WITH ICT

*Andras Nemeslaki*

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 led 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. So, here is our “dilemma”: are managers aware of the potentials of present technology and do they recognize that corporations can work under different premises than in the last century? We firmly believe that 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 interrelationship 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.

**Day 5 – Friday, October 1****SR 5.48 (D)**

09.00-12.30 ENGAGING IN PROGRESSIVE ENTREPRENEURSHIP

*Laszlo Zsolnai*

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. Progressive businesses are ecological, future respecting and pro-social. This means that they do not harm nature or allow others to come to harm, do not violate the interest of future generations, and serve enabling people. Progressive businesses require intrinsic motivation for serving the common good and using holistic evaluation schemes for measuring success.

Required reading:

Antonio Tencati, Francesco Perrini, Nel Hofstra, and Laszlo Zsolnai: “Engaging in Progressive Entrepreneurship” *The Future International Manager*, Chapter 9

Additional reading:

Tencati A., Zsolnai L., [2008], “The Collaborative Enterprise”, *Journal of Business Ethics*, forthcoming.

12.30-14.00 LUNCH (Bagel Buffet SR 5.48 (D))

14.00-14.30 FEEDBACK AND CLOSING REMARKS

14.30-16.30 WRITTEN EXAM (SR 5.48 (D))

17.45 CLOSING CELEBRATION

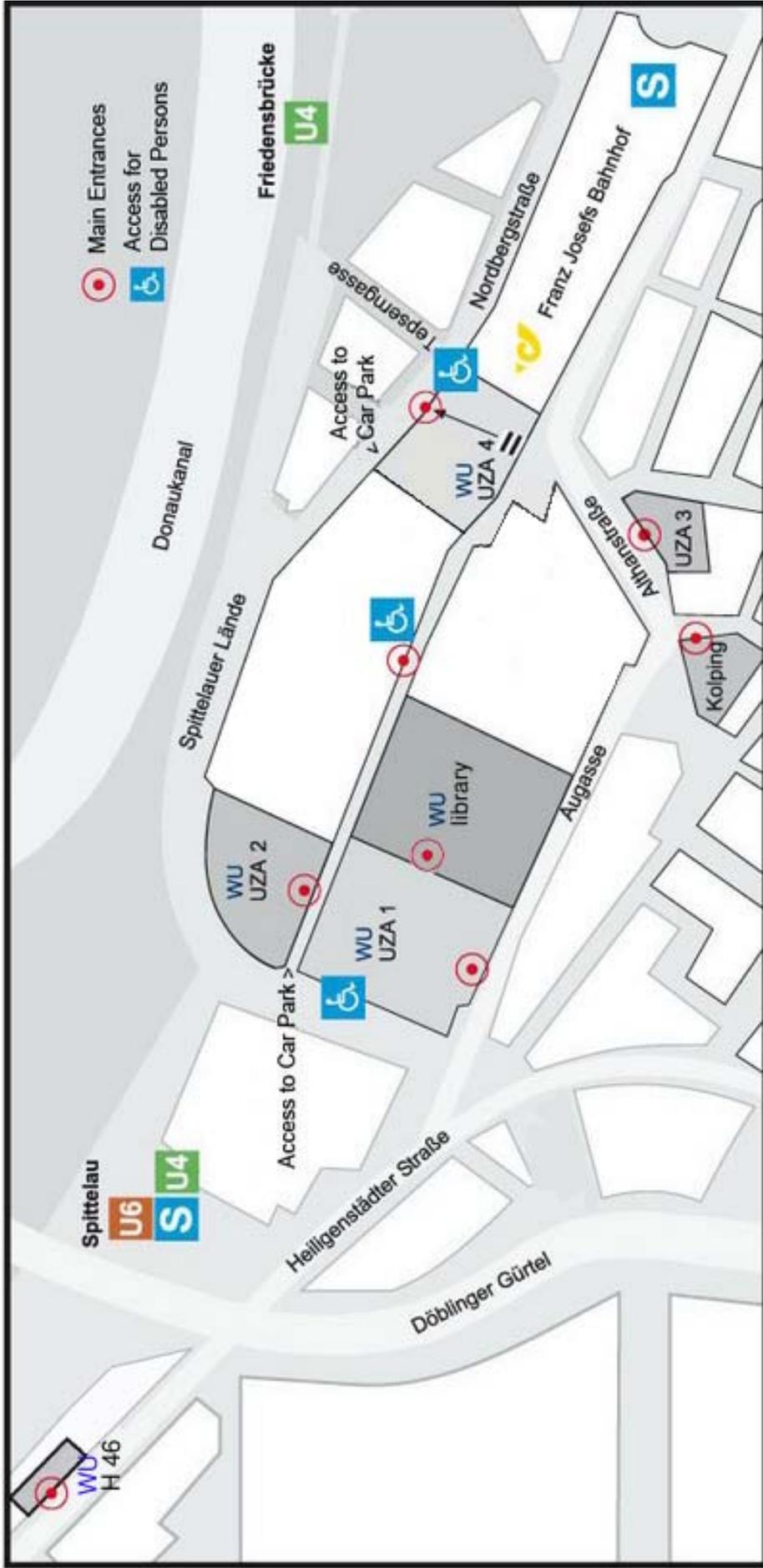
Guided tour through the Picasso exhibition at the Albertina Gallery, followed by dinner at “GLACIS BEISL” in the Museumsquartier

**LIST OF READINGS**

Zsolnai, Laszlo/Tencati, Antonio (Eds.) 2009: *The Future International Manager. A Vision of the Roles and Duties of Management*. Palgrave.



# WU Main Building (UZA 1) and other Major Sites



- UZA 1 = Augasse 2 - 6
- UZA 2 = Nordbergstraße 2
- UZA 3 = Althanstraße 39 - 45
- UZA 4 = Nordbergstraße 15
- Kolping = Kolpinghaus - Althanstraße 51
- H 46 = Heiligenstädter Straße 46 - 48