

Linking Higher Education and Economy

**Labour Market Oriented Curriculum Programme Training Seminar
14-16 Septmeber 2009, Hotel Queen of Montenegro, Becici**

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Agenda

1 Introduction

2 Teaching and Cooperation at Department Level

3 Cooperation at University Level

4 Case Study Competitions

5 Summary and Outlook



Johannes Leitner

- **Research Associate at the Institute for Organisation Studies and Organisational Behaviour.**
- Studies in International Business Administration and South East European Studies in Vienna, Napoli, and Stockholm.
- With emphasis on various fields (e.g. International Marketing Management, HRM, Organisation Studies, Democratization, Civil Society)
- Previous project management positions in South East Europe and Asia.
- Visiting scholar and teaching at the Stockholm School of Economics in 2008 and Prague University of Economics in 2007.

- **Teaching:** Organisational Behaviour, Leadership, Innovation Mgmt, Evaluation, Nonprofit Management
- **Research Interests:** Managerialism in Organisations, Innovation, Nonprofit Management

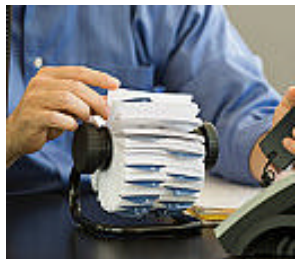
Wirtschaftsuniversität Wien (WU)



The practical relevance of WU's programs, resulting from WU's close cooperation with the business world, is only one of the reasons why the Financial Times has ranked WU among Europe's Top 50 Business Schools.



WU has over 200 partner universities throughout the world and acknowledged expertise in a number of fields, including East-West business.



Its wide range of courses as well as the international orientation of its teaching and research have made WU a renowned center of knowledge in many key fields of business and economics.

WU Key Facts 2008

Students

- **21,808 Degree-program students**
- **50% female students**



Faculty

- **459 (including 85 full professors)**
- **Administrative staff: 499**
- **337 adjunct faculty**



International

- **200 partner universities**
- **23% international students from 106 nations**
- **727 incoming exchange students**
- **698 outgoing exchange students**
- **6 WU summer universities**



Resources

- **WU revenues: 107.8 million EUR**
- **Premises: 155.910,29 m²**
- **WU Library stock: 807,369 books**



BCC & Linking Higher Education and Economy

Starting point: to introduce the case-study method which should provide students with specific qualifications:

- **practice-oriented abilities**
- **presentation skills**
- **analytic and critical thinking**
- **creativity**
- **problem solving**
- **the collaboration in a team**
- **improve their communication ability**
- **real-world situations in the classroom**
- **application of theoretical knowledge**

Important qualifications employers look for beside students' practice-oriented experience

Other Forms of Bridging Theory and Practice?

Forms of Cooperation between Academia and Business?

Three Levels:

- **University**
- **Faculty**
- **Classroom**

Stages of Collaboration

STAGES OF THE COLLABORATION CONTINUUM

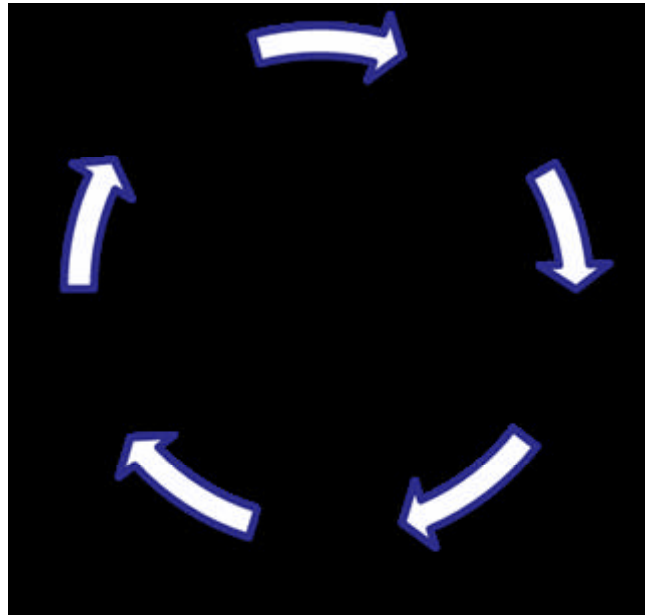
Dimensions of Collaboration	Stage I Philanthropic	Stage II Transactional	Stage III Integrative
Level of Engagement	Low		High
Importance to Mission	Peripheral		Central
Magnitude of Resources	Small		Big
Type of Resources	Money		Core Competencies
Scope of Activities	Narrow		Broad
Interaction Level	Infrequent		Intensive
Trust	Modest		Deep
Managerial Complexity	Simple		Complex
Strategic Value	Minor		Major

SOURCE: Adapted from Austin, James E. *The Collaboration Challenge* (San Francisco: Jossey-Bass, 2000).

Implications for Universities:

- Interaction with universities directly positively or negatively affects companies' business success (employees, knowledge, public perception)
- Integration of practice-oriented measures is a two way process
- Continuum from mere sponsorship to integrative interaction
- Takes resources, but not necessarily only money: mostly time and commitment
- Win-Win situation for both parties
- CAVEAT: Fit of mission of university and strategy of company

Impact & Functional Chains



- **What's the university Strategy & Positioning?**
- **Objectives, resources, scope of activities, possible interaction level**
- **Money matters but it's not the final driver**
- **Freedom of Research**



Linking HE and Economy - Common Interests

Students

- **Employability**
- **Learning Opportunities**

Universities

- **Access to the field**
- **Reputation (Rankings)**
- **Sources of Funding**

Business

- **Recruiting**
- **Employer Branding**
- **Knowledge**



Linking HE and Economy - Common Interests

University

- **Subsystem of Society**
- **Freedom of Research Agenda**
- **Innovation fosters Economic Growth and Development**
- **Linkages to Labour Market**

Faculties/ Institutes

- **Provision of Education**
- **Research based Teaching**
- **Curriculum Development**
- **Linkages to Companies and Business World**

Teaching

- **Courses**
- **Transfer of Knowledge**
- **Interface to Students**



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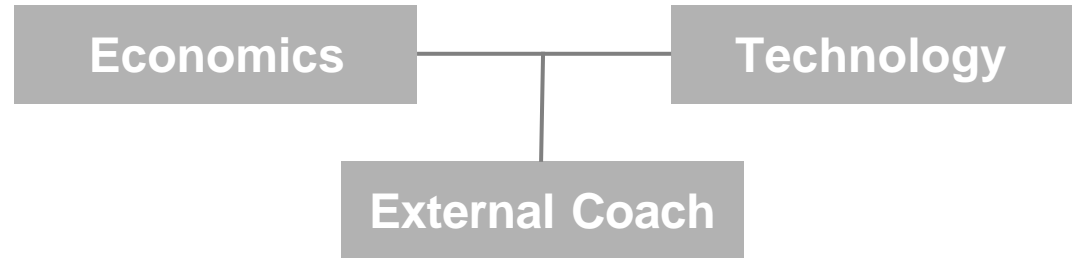
- **Individual Courses**
- **Programs**
- **Events**

Inviting company representatives

- **Employing experienced members of the business community as lecturers, particularly in highly specialized areas**
- **Communicating with the business community**
- **Learning from skilled business people who can make teaching more applicable to real-life business**
- **Providing the business world with new ideas in the field of management**
- **Encouraging the transfer of knowledge between academics and practice**
- **Facilitating close contact between students, potential employers and faculty through cooperative projects and events**



Idea Generation



Concept

- **Cooperation between WU and other faculties (natural sciences and engineering)**
- **Identification of potential business ideas**
- **Evaluation and quantification of ideas**
- **Support from external coaches from the business community**

Benefits

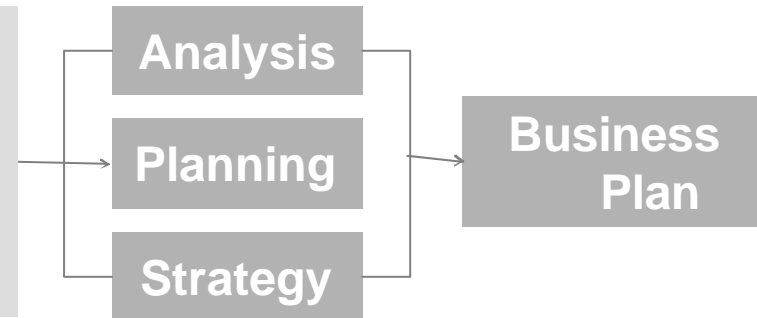
- **Completed business proposals as a basis for go/no go-decisions**
- **Connecting economics and technology**
- **Know-how transfer**

Business Planning



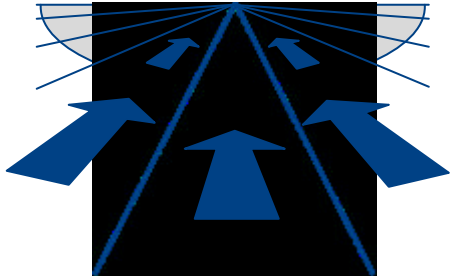
Entrepreneurial activities

- foundation
- MBO
- Spin-off
- innovative projects



- students work on real business ideas ensuring practical applicability
- cross-linking between BA students and scientists
- direct benefits for idea contributors
- Win-win-situations for the involved parties

Project Seminars



- Theoretical basis
- Development of the theoretical background
- Interview stage – survey of the project partner
- Mid-term presentation in front of project partner



- Deepening the survey of the project partner
- Benchmarking
- Development of recommendations
- Final presentation

Topics and Companies

2008/09

- Strategic Performance Management



2008

- Employee-oriented Performance Management
- Strategic Management



2007/08

- Implementation of a Balanced Scorecard
- Value-creating growth



2007

- Employee motivation and behavior control
- Knowledge paves the way



2006/07

- Strategic Performance Measurement
- Human Resource Accounting



2006

- Productivity of knowledge workers
- Customer-based value-creation



Advantages of Project Seminars

Practice-oriented application of business knowledge

- Deal with up to date problems from the business world
- Transfer of know-how between academia and businesses
- Students have to plan and coordinate the project ? gain insights into project management practices



Advancement of soft skills

- Presentation skills: mid-term and end-term presentations in front of top-class company representatives
- Challenge in terms of teamwork, communication and leadership



Advantages of Project Seminars

Students give

- **Motivation and persistence**
- **Professional appearance**
- **Initiative, responsibility**
- **Capacity for teamwork**
- **Creativity and out of the box thinking**
- **Accuracy**
- **Commitment**



Students get

- **Contact and insight to top business partners through the project itself or interviews with benchmarking companies**
- **Practice- and goal-oriented working**
- **Examination of up to date problems**
- **Soft skills**





International Project Seminars

„Doing Business in Central and Eastern Europe“

International project seminar in cooperation with the Carlson School of Management (CSOM), University of Minnesota, USA, and 3M Corporation.

Topic: “The Impact of the Current Economic Crisis on Selected Economies and Industries in Central and Eastern Europe”

Students from WU Wien and the Carlson School of Management will conduct an analysis of the economic impact of the current crisis on selected economies and industries in CEE. The identification of opportunities and related recommendations for the strategy of 3M Central & Eastern Europe will be the outcome of this seminar.

- **Project seminar with joint sessions at the WU**
- **Guest lectures & company visits**
- **1-day excursion to Bratislava (May 28)**
- **4-day excursion to Budapest (May 31-June 3)**
- **Social events & sightseeing**



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- **Individual Courses**
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- **Events**

Consulting Partner Program



- Close cooperation with consulting firms in seminars
- Introduction to the specific consulting approaches
- Establishing contacts between consulting firms and students
- Presentation of case studies to company representatives
- Transfer of know-how



AT&T KEARNEY **BCG**
THE BOSTON CONSULTING GROUP

booz&co.

Roland Berger
Strategy Consultants

Deloitte.

HORVÁTH & PARTNERS
MANAGEMENT CONSULTANTS

McKinsey&Company

contrast
MANAGEMENT - CONSULTING

Benefits of the Consulting Partner Program

Advantages for companies

- **Presence of the respective company**
- **Intense contact with students**
- **Possibility to present the company**
- **Access to database of students and alumni**
- **Access to future internships and student trainees, active placement**
- **Master theses**



Advantages for students

- **Insights into target companies and their specific approach approach**
- **Consulting know-how**
- **Presentation skills**
- **Project experience**
- **teamwork, communication**
- **Networking**



Masterclass CEE

2-semester program for students training for management positions in CEE

BAUHALDING
STRABAG
AKTIENGESELLSCHAFT

accenture
High performance. Delivered.

 **BOSCH**
Technik fürs Leben


A Good Idea is a Friend


In jeder Situation zürfen die Menschen.

Peek & Cloppenburg

SIEMENS

Project

Theoretical concept

execution of project and writing of final project report

Field Trips

Field trips to CEE countries and companies in CEE

Know-how

Business law and economic history

Economic geography and intercultural management

Language training

Individual language coaching throughout the year

Partners

Company visits, workshops, and case studies

Achievement of Masterclass CEE Diploma

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- Individual Courses
- Programs
- Events

„Management Mile“

- Street Run for students, alumni, and employees of the Vienna University of Economics and Business Administration as well as managers and guests
- Informal networking event and joint activity once a year
- Combination of fitness, fun, team spirit, and personal performance

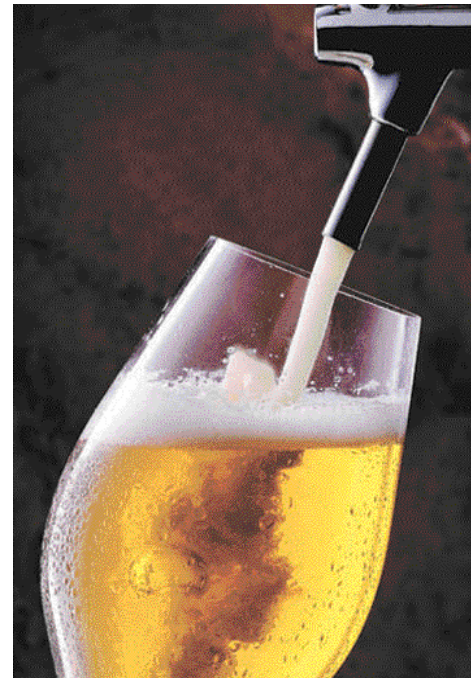


Supported
by:



„Tuesday Beer“

- Informal get-together once a week on tuesdays
- Gathering of students, professors, scientific staff and a guest speaker from the fields of business, economics, politics, sports or culture
- After introducing himself and his company, the guest speaker is available for informal discussion with the students



„IfU Dialogue“

„Practice meets science, science meets practice“

- Invitation of guest speakers from science and business world once a month
- Different topics viewed from both angles
- Open to students, alumni, academic staff, and practitioners



Supported by:



Publications and Practice oriented Journals

- Practice oriented Publications (e.g. „Transfer“)
- Tailored research projects for Companies based on scientific methods
- Dissemination of academic research results

- Founded by Alumni of the “Institute of Advertising and Marketing Research”
- Inviting Practitioners for Publishing
- Edited by „Austrian Society for Market Research“
- Tool for Networking and Contact keeping
- Management Symposia, Workshops and Talks
- 1.100 Members (Individuals and Institutions)





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- **Post-Graduation Offers**
- **International Programs**
- **University Goes Business**

Top League



Deloitte.



Goal

- Promotional program for highly qualified students
- Individual support
- Study-relevant and practice-oriented events
- Aimed at motivating students to achieve good results

Program

- 6 semester program
- Coaching and study-related support
- contact and network-building with partner firms through company visits and meeting company representatives
- Support concerning job-related matters and career development

Advantages

- Studying in small groups
- Insights to practice and broadening of students' horizon
- Individual coaching and support
- Certificate

Center of Excellence



Seminars

- Additional qualifications
- Soft skills

Excursions

- company visits
- get to know top employers

Charity Events

„Give something back to society“

Culture/Sports

Opera, theater, concerts, ...

Trips

Networking

Mentoring Programs

Advantages for companies

- **„War for Talents“ – exclusive access to the best students at the end of their studies with interest in the specific company/industry**
- **Institutionalized contact to the specific university**
- **Positive effects on public perception and image**



Advantages for students

- **Assistance with job-related decision-making**
- **contact to top-managers, networking**
- **Possibility of exchange between mentor and mentee**
- **Support with the buildup of an own network**





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Placement Center – WU Career Center



- **WU Career Center Founded in 1983**
- **Austria's leading university recruiting service provider**
- **In constant contact with more than 800 national and international companies**
- **Pool of more than 1,200 business graduates with information about their qualifications and areas of professional interest**



- **Candidate Preselection**
- **Conduct of personal interviews**
- **Introduction of selected candidates**
- **Complete applicant administration – correspondence**
- **Publishing of postings for business graduates in an Austrian daily newspaper**



- **Applicant Pool**
- **Weekly magazine and web page**
- **Interview day**
- **Graduate Fair**

Career Center: Advantages for applicants

Job vacancies

Weekly publishing of job offers for graduates, graduates with professional experience and for current students at over 500 national and international companies and weekly job magazine

Applicant Pool

Comparison of skills profile and job wishes with the requirements described in specific job vacancies

Career Coaching

coaching and consulting sessions to get answers to personal questions and find solutions to problems, seminars

CV Check

Analysis of application materials

Company presentations

Get in touch with employers

WU Alumni Club



- **Founded in 1995, the WU Alumni Club aims at establishing a life-long link of WU alumni with their university**
- **largest organization of its kind in the German-speaking world**



- **Database: records on > 30,000 WU alumni**
- **Newspaper: WU Alumni News (5 annual issues) read by ~32,000 alumni**
- **Events: over 70 annual events like company visits, informal networking opportunities etc.**
- **WU alumni annual party: annual get-together of alumni**
- **International meetings: alumni meetings at WU Alumni Club hubs in Berlin, Bratislava, Brussels, Budapest, Chicago, Duesseldorf, Frankfurt, Hamburg, Istanbul, Cologne, Moscow, Munich, Prague, New York, Paris, Sofia, Stockholm, Toronto, Zagreb**

Executive Education



- **Customized professional development for managers and companies**
- **Combination of practical relevance and results of the latest research**



- **Topics: Economics and business as well as intra- and interpersonal skills**
- **Lecturers: professors of WU Vienna and its partner institutions, highly reputed trainers, international visiting lecturers and guest speakers from the business world**



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International Networks

EDAMBA

European Doctoral Programmes Association in Management and Business Administration. Consists of 45 European universities. Facilitates cooperation among European doctoral programs in management and business administration.

ERASMUS

European Action Scheme for the Mobility of University Students in the European Union and was designed to promote and further develop inter-university cooperation in Europe.

LEONARDO

Grant Program to support students who take an internship abroad.

TEMPUS

Program is designed to enhance the process of social and economic reform and/or development in CEE, especially in the context of higher education (e.g. developing Academic Chairs or Placement Centers).

CEEPUS

CEEPUS is an EU grant network fostering the development of academic mobility, i.e. the exchange of students and faculty members in Central Europe.



International Networks

Community of European Management Schools and International Companies; Partnership in International Management

CEMS

- **Strategic alliance between business and higher education.**
- **Sets a pan-European standard of excellence in management education**
- **Offers Master's in Management (CEMS MIM) degree program taught at each of its member universities.**
- **More than 2.500 CEMS graduates from 35 different countries currently occupy positions at various management levels in a broad range of industry sectors throughout Europe and beyond.**

PIM

- **International consortium of business schools founded in 1973**
- **PIM facilitates the international exchange of MBA or master's degree-equivalent students among its member institutions, encourages cooperation among faculty members and researchers and assists in the development of joint ventures.**

CEMS@WU

Community of European Management Schools and International Companies

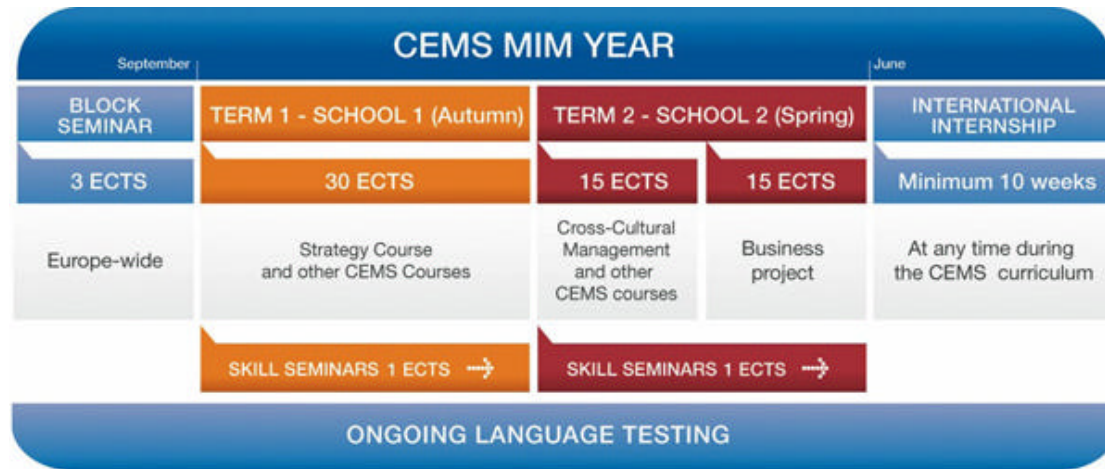
Academia

- **Strategic alliance of leading business schools and multinational companies, founded in 1989**
- **With the aim of setting a global standard of excellence for preexperience Masters in Management.**
- **23 Academic Members: many renowned institutions of higher education**
- **Copenhagen Business School, HEC Paris, St. Gallen University**
- **London School of Economics, Università Luigi Bocconi and**
- **Wirtschaftsuniversität Wien**

Business

- **> 50 Corporate Partners (multinational companies) associated with CEMS**
- **bridge the gap between the academic and corporate world.**
- **Procter & Gamble, L'OREAL, McKinsey, Deloitte, Nestlé, UBS, Shell, and more.**

CEMS@WU: Business Project & Internship



Business Projects

- Real life learning experience for students
- Mini-consultancy teams
- Solving real-life business problems
- Supervised by both a corporate and academic coach
- Reinforcement of the partnership between universities and companies in jointly shaping the students' learning process

Internships abroad

- Provide students with a real life professional learning experience
- Integration into an organization's culture and processes outside of their home countries.
- Turning academic experience and theoretical knowledge into a professional, multi-cultural experience.

CEMS@WU: Informal Business Contacts

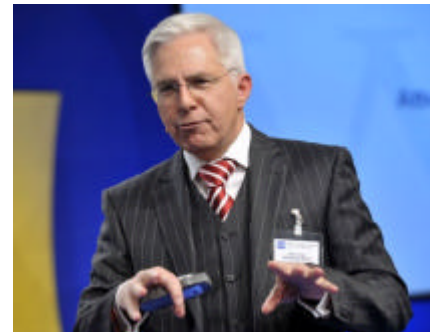
CEMS social life @ WU to encourage international networking, WU hosts several social events targeted especially at CEMS students.

- **CEMS Welcome Dinner: get-together of all new CEMS students at WU**
- **CEMS Rotation Dinner: networking event with corporate partners**
- **CEMS Knowledge Forum: panel discussions & workshops on current topics**
- **CEMS Club at the WU Ball: a festive highlight of the Vienna ball season**
- **CEMS Day: information event on CEMS for prospective students**
- **CEMS Bonding Event: networking for local and incoming CEMS students**
- **CEMS Closing Day: end-of-semester event**

Symposia/Conventions

CEMS Knowledge Forum

- **Initiated by the Viennese CEMS Alumni Association in 2003, two day event**
- **Joint initiative between CEMS students' and alumni clubs**
- **Goal: Linking business excellence and top-class academic innovation**
- **Gathers practitioners, university faculty, students and alumni**
- **Slogan "Where Experience meets Innovation.**
- **Panel Discussions hosting Keynote Speakers**
- **Streams of workshops**
- **Critically reflect and discuss new management approaches**





CEE Competence

JOSZEF

Business and language education with a mandatory exchange semester and internship abroad for students from Austria and CEE

CEEPUS

Central European Exchange Program for University Studies

TEMPUS

Projects in Central and Eastern Europe, teaching placements abroad, consulting work for partner universities, mentoring of visiting professors at WU

**UniCredit CEE
Student Cercle**

Networking organization for students interested in a professional career or entrepreneurship in the CEE area, organized jointly by WU Wien and UniCredit Bank

**Summer
Universities**

Intensive, specialized programs (e.g., in banking, tourism) offered in cooperation with partner universities

JOSZEF@WU

JOSZEF Program founded in 1994

Goal: Developing Managers for Central and Eastern Europe, 240 Graduates

Key-Features:

- **Cooperation with Business**
- **International Classes**
- **Specific Courses on CEE Topics**
- **One-year Format**
- **Semester at Home University, Semester at CEE**

Host University

- **Focus on CEE Language Skills**
- **Internships**

Program was developed in close cooperation with companies .

Companies:

- **Beiersdorf CEE Holding GmbH**
- **Böhler-Uddeholm**
- **Gebrüder Weiss**
- **Henkel CEE**
- **Kika - Leiner**
- **Porsche Holding**
- **Raffaelsen International**
- **Rehau**
- **PA Horwath**
- **Uniqa International**
- **Wienerberger**

UniCredit CEE Student Cercle



- **Joint initiative of WU Vienna and UniCredit Group**
- **Aim: to spark interest in CEE in general and in terms of professional and entrepreneurial activities**
- **Speeches and workshops**



- **CEE Business Forum: business representatives and academics talk about CEE-relevant topics**
- **CEE Career Insights: insights into career opportunities in CEE, company representatives speak about career paths and requirements of potential candidates**

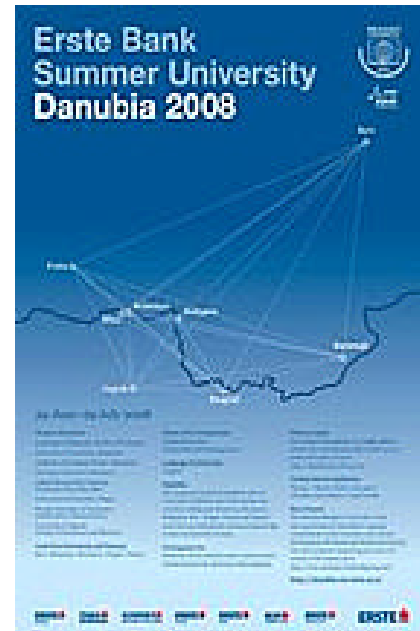


- **Personal advice**
- **Invitation to events**
- **Networking opportunity (interested students and companies)**
- **Career workshops**
- **Internships, projects, job offers**
- **Information about CEE, access to sources for (master) theses**

Danubia@WU

Erste Bank Summer University Danubia organized by WU in corporation with seven partner universities in the CEE region and Erste Bank Group.

- **Danubia network travels together to various cities in the region.**
- **Two academic course programs: Human Resource Management (HRM) and Financial Services (FS)**
- **Academic Teaching Program is supported by the lectures, excursions and presentations of the Erste Bank Seminar Program**



General goals

- **provide students with academic and applied/practical knowledge**
- **support the development of the students' social and intercultural skills**
- **provide them with relevant knowledge and insights for future careers in the CEE region.**



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University Spin Offs

- **“Spin-Off” of the Vienna University of Economics and Business Administration (WU)**
 - **Ensures the connection to research infrastructure**
 - **Continuous cooperation with international research projects.**
 - **Founded by Institute for Information Systems and New Media (Prof. Neumann)**
-
- **Services based on Findings from EU-Research Projects (ELENA and PROLEARN) and experiences with the [„learn@WU-Plattform“](#)**
 - **Offers innovative Consulting Services in e-Learning, Knowledge Management and Knowledge Controlling**
 - **Extensive Partner agreement with WU enables intensive Collaboration in Research & Development**
 - **The latest scientific knowledge concerning learning evaluation, e-learning standards, interoperability, IT-supported human resource development or scalable platforms**

University Spin Offs: Contrast Management

Contrast Management-Consulting & Training

- **Contrast Management Consulting & Training**
- **Founded in Vienna in 1991.**
- **Leading strategy and controlling consultancy in Austria**
- **More than 90 employees.**
- **Austrian Institute for Controlling**
- **Master of Business Administration in Controlling and Finance**
- **Seminars, Workshops, Certifications**



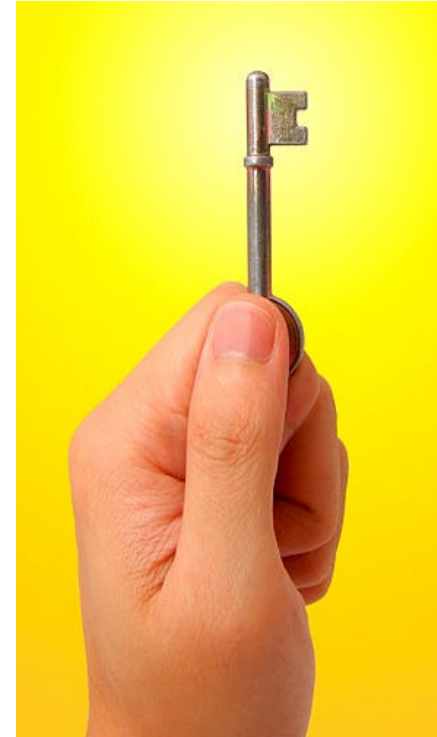
University Spin Offs: NPO Institute

- **Offering scientific services to Nonprofit Organizations (NPOs) since 1997**
- **Combining research and practice**
- **Interdisciplinary work on manifold NPO-relevant topics:**
 - **Business administration**
 - **Economics**
 - **Sociology**
 - **Social Policy**
- **Service portfolio:**
 - **Mission oriented research**
 - **Fundamental research**
 - **Dialogue with the field (workshops, symposia, NPO-Jam Session)**
 - **Participation at research networks**
- **Tight cooperation with the Vienna University of Economics and Business Administration**



University Spin Offs

- **Workplace for Academics**
- **Job Opportunities for Graduates and Staff Member**
- **Creating Cases for Teaching based on Consulting Practice**
- **Learning from Business and Transfer into Academia**
- **Dissemination of Research Findings**
- **Intermediary between University and Company World**
- **Data Collection**
- **Raising awareness in the field**
- **Cases for Teaching**



Student Consulting – Junior Enterprise

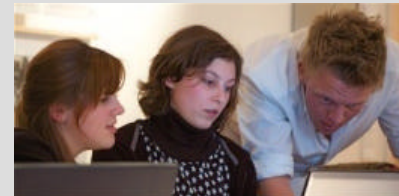
- **Junior Enterprise Movement founded 1967 at the Grande École ESSEC in Paris, first Junior Enterprise Junior was ESSEC Conseil**
- **Idea of student entrepreneurs and student consultants**
- **Application of student knowledge in real-life business contexts**
- **More than 300 Junior Enterprises worldwide today**
- **In 1990 a European holding organisation was founded (JADE) to enable cross-border and international projects and cooperations**



Student Consulting – Junior Enterprise

- **Idea: Students engage in consulting activities during their studies**
- **Bridging academic theory and Business activities**
- **Junior Enterprise benefits from interdisciplinary knowledge**
- **Network of students across universities and disciplines**
- **Alumni Network of former student employees**

- **Since 1989 In Austria: Uniforce Junior Enterprise**
- **Innovative and customized services in Marketing, HR, IT and Innovationmanagement.**
- **Key Features: Interdisciplinarity, Individual Solutions, Cost-Benefit Ratio, Closeness to Scientific Community, Quality**



Award „Ideas against Poverty“

- Initiative „Ideas against Poverty“ supported by the Coca-Cola Austria Foundation
- Award for the implementation of social projects (Start Ups), dealing with reducing poverty and poverty prevention in Austria
- Call for Business Plans in the field of Social Innovation
- Awarding 50.000€ Social Venture Capital (seed money)



- Business Plans are integrated in Teaching and Research
- Course on “Social Entrepreneurship”
- Student Teams further develop Business Plans and Start-Up ideas
- Business Plans are further analyzed according to the Social Construction and Perception of Innovation in Nonprofit Organizations





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Balkan Case Challenge



- **Linking Higher Education and Economy Projects**
- **International case study competition and recruitment event for excellent students with focus on South-Eastern Europe**



- **Participation of 11 SEE countries (Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia) and Austria**
- **600 students from whole SEE and Austria compete in sub-competitions across 4 different disciplines**
- **140 best students from 12 countries compete in the finals (Vienna)**



- **Companies are offered the opportunity to get to know and to establish contacts with High Potentials from South-Eastern Europe and Austria.**
- **Recruitment Events and Job fair Career Day South-Eastern Europe, CV Database, Jobs & Internships**

Aims of the Balkan Case Challenge



- **Recruitment of future employees**
- **Giving students the opportunity of proving their skills and presenting themselves to potential employers, applying their theoretical knowledge to a practical context**
- **Presentation skills, career coaching and competition training**



- **Presenting the great potential of South-Eastern Europe to possible investors**
- **„Mixing“ the knowledge of the best SEE students and the knowledge of their colleagues studying in Austria**



Components of the BCC

Case Study Competitions

- Provide opportunities and new perspectives for excellent students from SEE and Austria
- strengthen links between higher education and employment
- Provide concrete job opportunities
- contribute to an increased awareness about the potentials of SEE - being an integrative part of a joint Europe.

Recruitment Events

- occasion for national and international companies and organizations in South-Eastern Europe to meet with the participants of the BCC, i.e. potential future employees
- national recruitment events in South-Eastern Europe
- international job fair Career Day SEE in Vienna

Alumni Network

- forum where former participants can get in contact with other alumni for professional, academic or social purposes
- Keeps members informed about all the BCC activities and involves them in ongoing and future BCC events
- Supports the recruitment of the members

4 Academic Disciplines

Business Case Competition

Brings together top students from the fields of business administration, management and economics. The case study is a business-related topic relevant to economic development in South-Eastern Europe.

Law Moot Court

Simulation of a trial before the International Court of Justice. The teams are confronted with a fictitious international dispute.

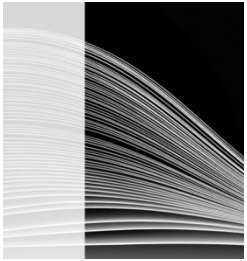
ICT Case Competition

Simulates the application of Information and Communication technologies in a specific business context. Participants are required to analyze the business procedures and infrastructure of the company in question and to present an integrative solution.

Model European Council

Authentic simulation of the European Council. Students are given the opportunity to step into the shoes of representatives of EU member states in order to debate current issues and to eventually find a solution in the interest of “international cooperation”.

Business Case Competition



- **Target group: students of economy, BA and management**
- **A business case study „is a description of an actual situation, commonly involving a decision, a challenge, an opportunity, a problem or an issue faced by a person (or persons) in an organization.“**

- **Participants first undertake extensive research (data analysis, interviews with experts, mystery shopping, etc) in their respective countries.**
- **Then they find themselves in intercultural teams and have to condense their knowledge into one common proposal in the short three-day conception phase**
- **authentic problems, which the participants worked on in international teams of three to four students**
- **teams expected to create an oral presentation using visual aids**
- **Working language: English**
- **Awards for the best teams, prizes acknowledge the students' performance and support them in their further career (scholarships, internships, ...)**



Previous Business Case Challenges

2008	Development of a sales and marketing strategy	Vienna Insurance Group
2007	Promoting provisions for sustainable wealth in CEE	Erste Bank
2006	How is the OMV able to reach, to attract and to keep the best young professionals and High Potentials in South-Eastern Europe?	OMV
2005	Promotion of the MBA program and development of services	Sarajevo Graduate School of Business
2004	Environmental management and social responsibility of a pharmaceutical company	Bosnalijek
2003	Cola light positioning at the market in Bosnia and Herzegovina	Coca-Cola

ICT Case Competition



- **Target group: Students from technical sciences**
- **The Information and Communication Technology (ICT) case simulates the implementation of ICT in common business environments**
- **Participants require to analyze business processes and infrastructure of the simulated company and suggest integrative ICT solutions**

Law Moot Competition



- **Target group: Law students**
- **Law Moot Court is a simulation of a trial before the International Court of Justice**
- **The teams present a solution to a case which is a fictitious dispute between two states**
- **Oral pleadings before a panel of judges**

Model European Council



- **Target group: students from political science and international relations**
- **Simulation of the European Council, the gathering of the heads of state or government of the Member States of the European Union and the President of the European Commission**
- **Participants represent head of states or government, discuss major issues of the EU and come to agreements in the form of general conclusions**

Impressions from students



- **Enhanced career opportunities**
- **Greater opportunity to network with students from other European countries**
- **Greater opportunity to network with company representatives from other European countries**
- **Different understanding of different European cultural values**
- **Improved communication skills**
- **Improved decision making skills**
- **Learn something new**
- **Greater cooperation between South-Eastern European countries**



Agenda

1 Introduction

2 Teaching and Cooperation at Department Level

3 Cooperation at University Level

4 Case Study Competitions

5 Summary and Outlook

Linking HE and Economy on various levels

University

- International Networks
- Competence Centers
- Placement Centers
- Accreditations

Legal and Institutional Framework

Faculties

- Publications for practice
- Lecturers from Business
- Master Theses
- High Potential Programs
- Mentoring
- Curriculum development
- University Spin Offs

Discipline-specific Measures
Support of Academic Units

Teaching

- Case Teaching
- Course Design
- Guestspeakers
- Double Coaching
- Continuous dialogue with business

Interface to Students and Classroom

Linking Higher Education and Economy

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Reflexion – Discussion – Interaction

- **What are the objectives, resources and potential activities?**
- **How can case study methods and accompanying measures be integrated into already existing lectures?**
- **Considering your work environment (classroom, faculty), what are challenges and barriers for integrating practice?**
- **What kind of support would you need for the implementation and from which sources?**



CEE Competence Center

Description

The Competence Center for Central and Eastern Europe is part of the WU, and acts as a central contact point and hub for all matters related to studies and research on doing business in Central and Eastern Europe.

Goal

Strengthening the reputation of WU as a leading education and research institution in the area of business and management in CEE by integrating existing resources and by building new potential.

Functions

- **to get more students interested in CEE**
- **to provide information on the various CEE programs**
- **to promote research on issues in CEE**
- **to encourage knowledge transfer between university & business**

People

- **Languages, business administration, intercultural management, business law, social science and economics**
- **Broad network of contacts with other universities, with businesses and institutions in Austria and in the region**