

7. Bearing in mind the existing differences in the organisational cultures between WSE Collegia, it is necessary for different collegia teams to co-operate more closely in common problem areas.
8. It is also obviously connected with the expected changes in the organisation and financing of research carried out in Poland. The present time especially favours the process of developing larger, both domestic and foreign, scientific research bodies.
9. At the same time, changes around the Collegium of Business Administration force us to speed up the process of commercialisation of the results of our research.
10. The growth of intellectual capital in the Collegium of Business Administration is treated as a process that requires permanent monitoring and measurement. That is why, at the beginning and end of each term the Collegium authorities are obliged to present a report to the Collegium community on our results achieved together.

The report should be the basis to appraise the authorities and also the chance for all of us to reflect on what and how we have done, what and how we are doing, and especially on we want and should do.

Prof Andrzej Herman, Dean, Collegium of Business Administration

ASFOR - the Italian Association for Management Education Development

IV ASFOR Learning Survey: an Italian perspective

ASFOR, the Italian Association for Management Education and Development, has recently presented the main results of the fourth Learning Survey focused on Italian organizations. ASFOR received 55 questionnaires from large and medium-sized companies including Barilla, ENEL, ENI, Ferrero, Mediolanum, Pirelli, Poste Italiane, Seat, public organizations, and subsidiaries of multinational companies located in Italy. The survey has focused on the effects of the economic recession on Italian training systems.

Main results

1. Education as business partner

Italian organizations confirm they have achieved high levels of integration of management education with line managers but less so with CEOs. Three-year forecasts show the need to improve integration at the highest levels of organizations as well as the integration between education and the entire human resources management systems (including "informal learning" such as the on-the-job training).

2. The budget reductions

For the current year, many organizations (34.6%) have sharply reduced their training budgets. The majority of organizations (48.1%) have maintained their budgets stable. Only in a few organizations (in particular some medium innovative companies) has the budget increased.

All the organizations express more interest in using public funds available to finance training programs.

Today Italian organizations are concerned about efficiency and are reducing all training costs (facilities, travel expenses, professional fees for training providers, and so on).

The focus of training activities is also changing. The majority of the organizations surveyed (51.1%) are implementing

training programs that are able to obtain business results quickly. For this reason, the companies are developing learning programs necessary to implement strategies and to improve organizational performance.

Many organizations are focusing their activities on participants that have been evaluated as "key people": high potentials, change agents, program managers. The majority of the organizations (66.6%) are developing customizing programs with business schools and training companies.

3. Education providers

Italian organizations show an increased emphasis on the relevance of the role of managers as trainers. All other providers (business schools, training and consulting companies, individual experts, and consultants) come below in their choices although they play a strategic role.

4. What the companies request from the education providers

Almost all the respondents request education providers to offer more tailored programs in terms of content and methodology as well as an increased knowledge of their customers' business. Other requirements are:

- To be more innovative (contents, methodologies)
- To obtain results aligned with the strategies of the organization that could be measured through reliable indicators
- To find more efficient solutions without decreasing the quality level.

Salvatore Garbellano – Member of ASFOR Research Group

Baltic Management Development Association

International Scientific Conference "Insights into the sustainable growth of business"

The Baltic Management Development Association (BMDA) together with ISM University of Management and Economics and BI Norwegian School of Management invite you to the International Scientific Conference – "Insights into the sustainable growth of business" that will take place at ISM University of Management and Economics, Vilnius, Lithuania, on 19-21 November 2009.

The conference aim is divided into four main themes that will be the key themes during four parallel sessions: the role of expectations in economic dynamics; mastering growth strategy and marketing innovations; enterprise growth and project management; and responsible human resource management and culture.

The first day of the conference will start with a welcome reception during which the participants will be able to share their ideas and goals.

The second and the third days of the conference will begin with plenary sessions that will be presented by well-known keynote speakers from various countries.

The themes of Economic Dynamics and Human Resource Management will be presented by Prof Raul Eamets, Tartu University, Institute of Economics, Estonia; Robertas Dargis, Lithuanian Real Estate Development Association; and Prof Wolfgang Mayrhofer, Institute of Organization Studies and Organizational Behavior, Department of Management WU Wirtschaftsuniversität, Vienna, Austria.

The themes of Growth Strategy and Marketing and Enterprise Growth and Project Management will be presented by Prof James Reardon, University of Northern Colorado, US; Dr Ralf Müller, Business Administration Umeå University, School of Business; PM Concepts AB, Sweden; Saulius Budvytis., Swedbankas, Lithuania.