



*La Société Internationale pour l'Enseignement Commercial*

*The International Society for Business Education*

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## Visit our website:

- <http://www.siec-isbe.org> for all the latest information
- Next newsletter deadline is

September 15

Please send items of interest to the newsletter. You can send anything of interest to business teachers around the world. Send to Judee Timm, [JTIMM@mpc.edu](mailto:JTIMM@mpc.edu)

## President's Message Petra Bragadóttir, International

SIEC friends

Summer is finally here in Iceland. The trees and flowers are blooming and summer vacation is just around the corner. Graduation is over and the students have exciting summer ahead. It's rewarding to watch the students heading towards new life challenges. Despite the fact that it's sometimes sad to see them go, I am pleased to have played a role in shaping them as individuals and helping them to achieve the at least some of the maturity they'll need to deal with life. New opportunities and new challenges await them.

I think of those who have contributed to developing the SIEC-ISBE and played a part in making a good organiza-

tion even better. Our Secretary for the last 9 years, Judith Olson-Sutton, is leaving the position and we are looking for an experienced SIEC-ISBE member to take over this important position. The EC is also looking for a country to host the conference in 2019. The Icelandic Chapter will host the 90<sup>th</sup> SIEC-ISBE Conference in Reykjavik in 2018. Next year we will be in San Juan, Puerto Rico and this summer the Austrian Chapter will host the conference in Graz and Maribor in Slovenia.

I attended the NBEA Conference in Las Vegas in March and met with some of my SIEC-ISBE friends. It is always interesting to see how other organizations con-



duct their business and hold events.

In April the Danish Chapter hosted a very good conference in Køge. The theme was "New Skills and Competences in a Floating Labour Market – you are hired on skills and fired on attitude." The attendees were very happy with the Conference and Mona Engberg and her Committee did a very good job.

Continued on Page 2

## President's Message, cont.

I hope you have submitted your registration for The 88th Annual International SIEC-ISBE Conference that will be held in Graz, Austria and Maribor, Slovenia, July 31st – August 5, 2016. The theme is

“Entrepreneurship Education – Regional and International”. Details can be found on the SIEC-ISBE web page. If you have not made your reservations, please do so quickly. Austrian Chapter president, Hermine Sperl and the entire Austrian chapter have worked hard to provide an exciting program and cultural opportunities for SIEC-ISBE members.

Enjoy your summer holiday and I'll see you in Graz!

Warmest SIEC Regards,  
Petra Bragadottir, Iceland  
International President  
2013—2017

## SIEC-ISBE wants to hear from you!

At the last Executive Committee (EC) meeting held in March 2016, three important challenges [1) increased membership, 2) effective communications, and 3) membership engagement] were addressed as critical to the survival and growth of our organization.

These top priorities will be the focus of EC actions during the 2016-2017 term. If you have any ideas to share or would like to be involved in a work group to develop an action plan on one or more of these topics, please contact the following:

### Priorities

#### Membership

Increasing Membership  
Providing Value for Membership

#### Communications

Increasing Effective Communications  
Marketing  
Increasing Newsletter Contributions

#### Engagement

Increasing Member Involvement  
And Participation

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Your input is very important. Please share your ideas (no matter how far fetched) to help SIEC-ISBE continue maintaining a vibrant, relevant, and professional service to our international educators.

## Greetings from SIEC-Finland

SIEC Finland has focused on international visits in Helsinki this spring.

In March we combined our Annual General Meeting with a visit to the Goethe Institute in Helsinki. The Institute has an Information center and a library and it offers a wide range of language courses as well as cultural events. Our visit was hosted by Librarian Heikki Plosila, who gave an inspiring and informative presentation on the services and operations of the institute.

The second internationally oriented visit of SIEC Finland took place in May as we visited the Austrian Embassy in Helsinki. The idea was to offer the members of SIEC a possibility to familiarize themselves with recent developments in Austrian society and to meet the Ambassador Dr. Elisabeth Kehrner. The ambassador threw light on current economic and political issues in Austria and answered our questions on latest trends in business.

We also had a long discussion on latest prospects and challenges in education in both countries. The embassy provided the visiting group with a lot of topical material about Graz with the coming conference in sight. In addition we were offered Austrian delicacies accompanied with local wines!



## Nordic SIEC Conference in Denmark

In April this year the Nordic countries had a conference with the topic:

**“New skills and competences in a floating labour market”  
– you are hired on skills and fired on attitude.**

We had invited four speakers to give us their point of view on the topic from different angles:

- *Magnus Balslev Jensen, Consultant* in the Danish *Think Tank DEA*, whose aim is to become the leading independent think tank, dedicated to the issue of the relation between Danish companies' competitiveness - and investments in education, research and innovation. Their aim is also to be a credible and impartial body for people, politicians and organisations seeking more knowledge about education, research and innovation.
- *Lars Thybo Kudsk, Senior HR Development Consultant* in NNE Pharmaplan, a subsidiary of Novo Nordisk, which is a Danish multinational pharmaceutical company with production facilities in eight countries, and affiliates or offices in 75 countries and employing more than 40,000 people globally. The company was ranked 25th among 100 best companies to work for in 2010 by Fortune.
- *Inge Engberg, Department Manager, Project Controller* in NNE Pharmaplan, and selected with 14 other middle managers out of 2000 to be included in the company's talent development group, called the “Greenhouse”.
- *Sabrina Romina Sorko, Senior Researcher* from *FH Joanneum University of Applied Sciences, Institute of Management in Graz*, who has done research on the topic.

So a very competent group of people to ask precisely this question! The input was extremely interesting and I will try to draw some of the most essential messages from their presentations

Everybody agreed that the labour market is changing very, very fast – we should no longer only look at certificates and cv's but look at attitude and mindset, we should look at hidden competences, past experiences and personal skills, and companies should create room for development for their employees all the time, in order to make them stay on-board.

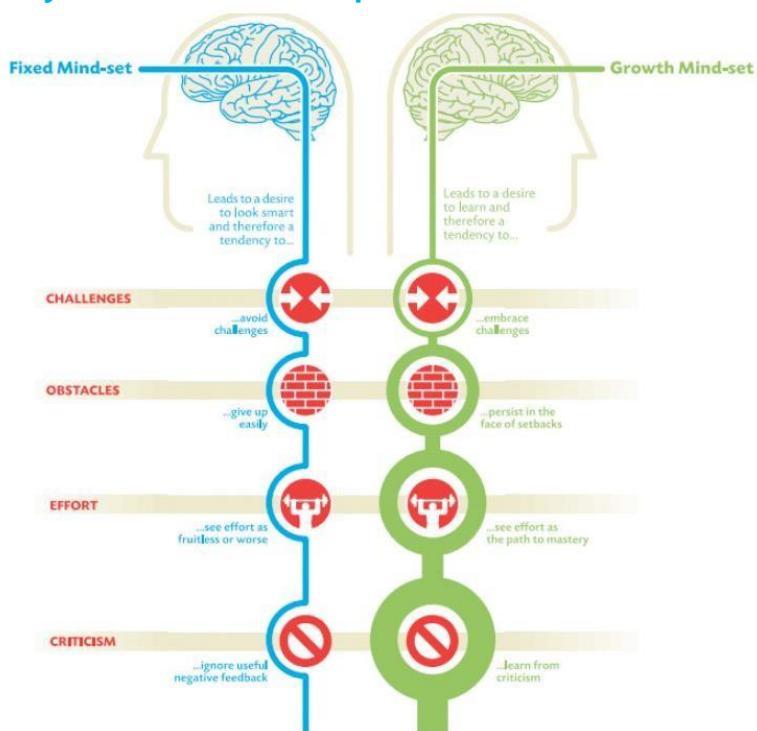
### You are hired on skills and fired on attitude?

Really? This is true to a certain degree – cv's tend to blind the judgement of the hiring manager - therefore the advice from Lars Thybo Kudsk is:



How do we employ in NNE Pharmaplan?  
 What competences are essential?  
 How do we monitor performance?  
 How do we develop our employees?  
 What makes employees stay on-board and who are most critical to our success?

## Why attitude is more important than mindset



### Fixed mindset

With a fixed mindset, you believe you are who you are and you cannot change. This creates problems when you're challenged because anything that appears to be more than you can handle is bound to make you feel hopeless and overwhelmed.

### Growth mindset

People with a growth mindset believe that they can improve with effort. They outperform those with a fixed mindset, even when they have a lower IQ, because they embrace challenges, treating them as opportunities to learn something new.

(Carol Dweck, Mindset)

*Recruitment and tests:* There will be a pool of candidates and personality tests and cases will be used in recruitment as well as interviews. Some of the tests will be about relationships with people, thinking style and feelings and emotions.

*Advantages of using personality tests in recruitment*

- Offers a solid base for decision making
- The manager can concentrate on listening and not asking questions (if she or he participates in the test feedback)
- Indicates how well the candidate's personality fits into the values and culture of the company and in the specific ('hire for attitude and train for skill')
- Legitimize that you can actually challenge the candidate on critical personal aspects or prerequisites to succeed in the job

*Example of a case*

The applicant is asked to come up with a suggestion of how to design and implement a more differentiated salary model in Northern Europe, and who she/he thinks we need to involve in this process.

- The candidates get 20 minutes to work on the case and 10 minutes to present their solution
- The candidates have the opportunity to ask questions for approximately 5 minutes before diving into the case (and the best candidates use those 5 minutes wisely!)

**Different components predicting success**

	Experiences +	Specific skills	= skill (visible)	
	living abroad, running projects, manager experience, start up background etc.	specific courses, training certificates, reading ability, multi-lingual etc.		
OPQ32, Hogan, MBTI etc.	Personality +	Motivation	=will (hidden)	Attitude, values, interests etc.

And what does NNE Pharmaplan do to retain employees?

Everything! or at least what is necessary!

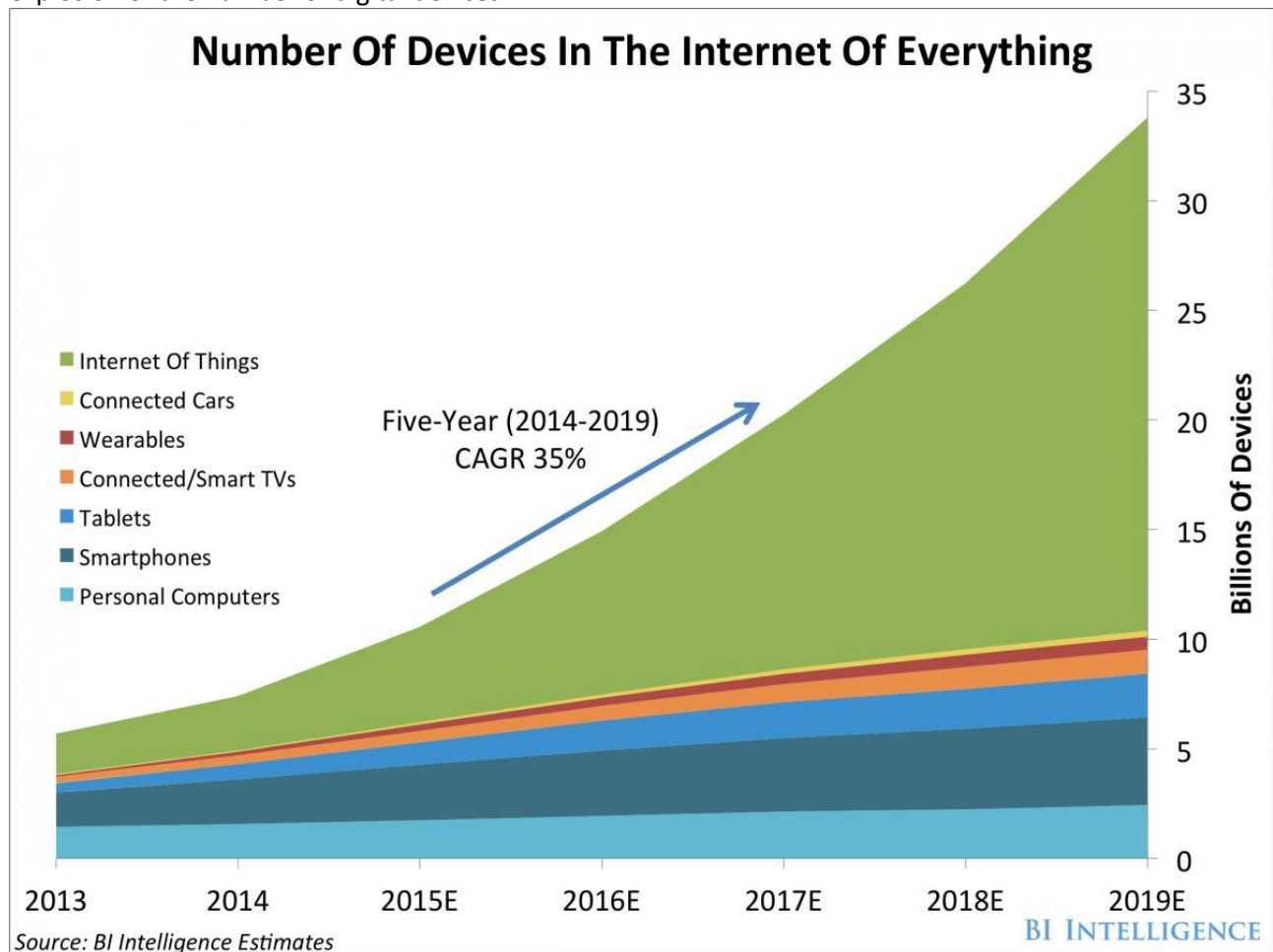
Single most important thing is Leadership! Lars Thybo Kudsk points out that employees get on-board because the tasks sound interesting, but they leave due to poor management or lack of leadership (and too few development opportunities).



Rule of thumb in development!



According to Magnus Balslev Jensen the need for skills are changing, because businesses are changing and because of the fast growing digitalization – as you can see from the model below, there will be an explosion of the number of digital devices:



Magnus Balslev Jensen points at 7 skills of the future as well as what DEA sees as the 4 kinds of work in the future:

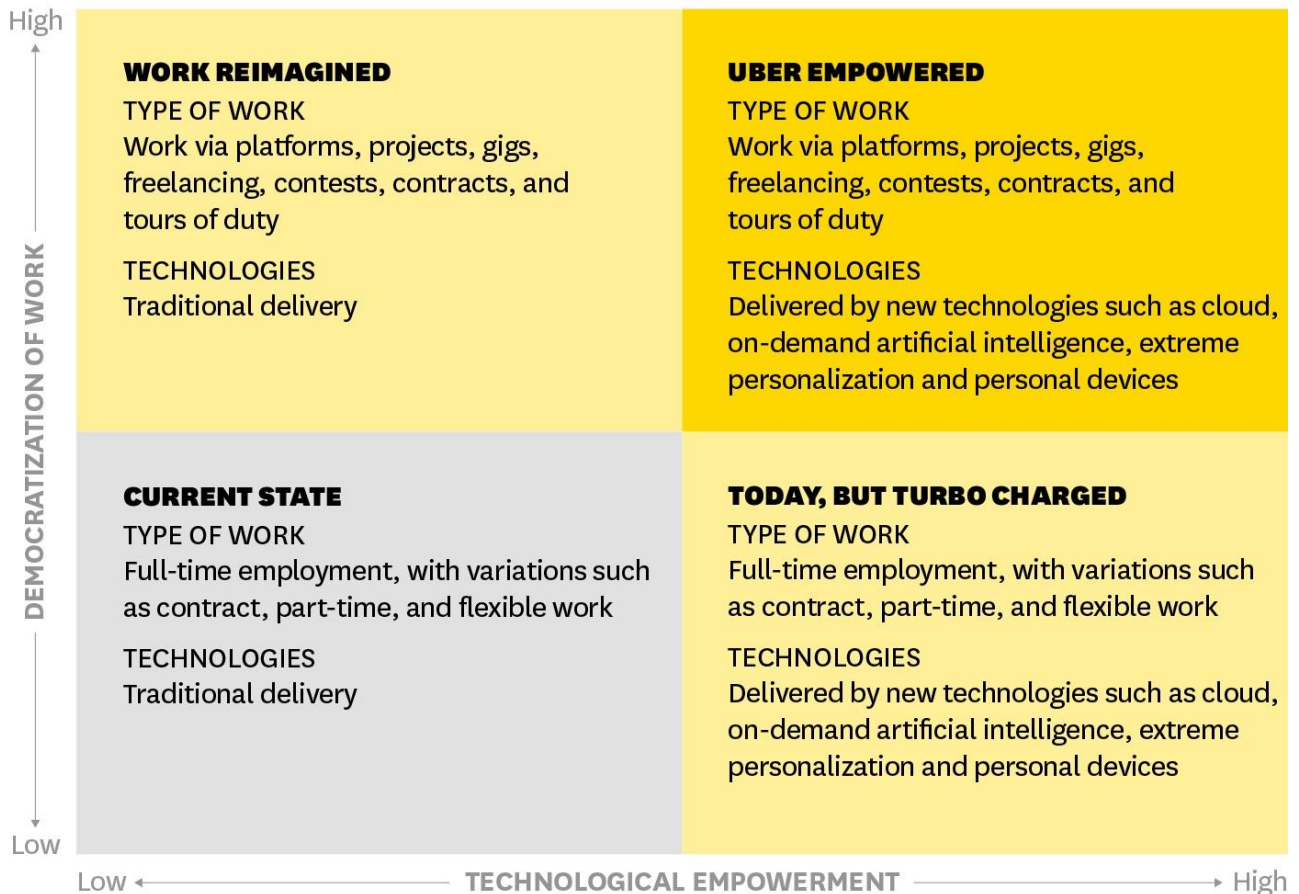
#### 7 skills of the future:

- Language skills
- The ability to adapt
- The ability to work across disciplines
- It-skills

- Creativity and innovation
- Project management skills
- Business skills

## The 4 Kinds of Work in the Future

How the democratization and technological empowerment of work will affect organizations.



SOURCE CHREATE DATA, 2015

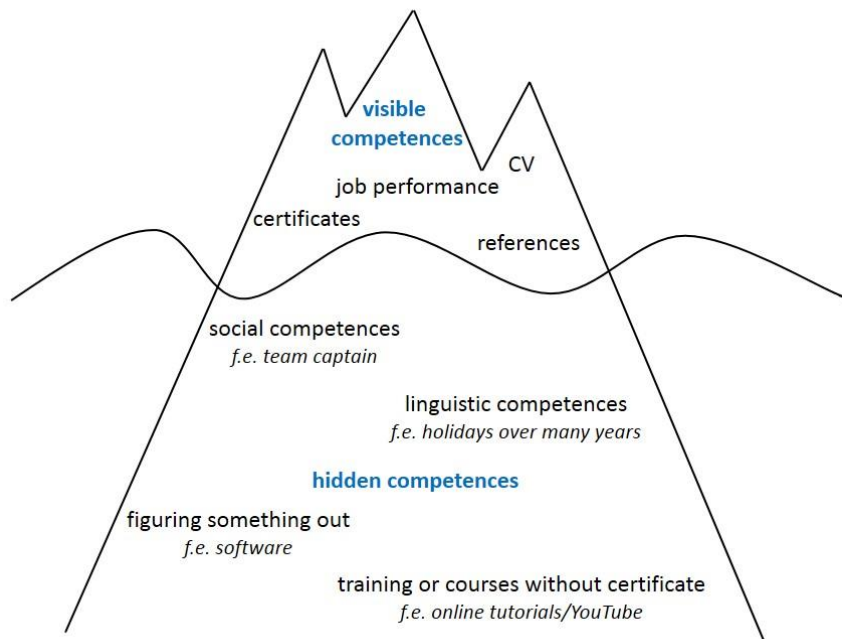
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Sabrina Romina Sorko points out that the floating labour market causes uncertainty among employees, especially the digitalization affects workplaces in nearly all industries and company areas. Employees have to find ways to make themselves indispensable, every employee has to define his/her USP (Unique Selling Proposition). One possibility is to activate competences unknown to the company, because they are not directly linked to their respective work area.

Sabrina did a literature review in Austria in order to define the status quo of competences in the labour market. Competence development is gaining importance, not only in educational sciences but also in work environments. The review shows that almost all activities in this field target visible competences. Those abilities and skills are easily measured and therefore confirmed by certificates or references. Whereas hidden competences are mostly trained in your leisure time and therefore more difficult to detect.

Next step in Sabrinas research will be to develop a measurement model for hidden competences.





Inge Engberg, who was to be the “case study”, was asked to tell us about her career path before and after being hired by NNE Pharmaplan and being selected to join their talent group.

- Since 1996 Inge Engberg has worked with building projects and project financing. First at an auditing firm as an accountant assistant, during which period she acquired a Graduate Diploma in Business Administration (HD), later 3 years on the Øresund Tunnel project, advancing from on-the-job training assistant to full controlling responsibility on subprojects. Then Copenhagen Metro Project for 3 years as head of financial controlling with a team of administrative supporters, then National Danish Railroad projects for one year. Finally transferred to Siemens – transportation division, construction projects - due to a contract between Bane Danmark and Siemens to head controlling on a critical project and increase level of controlling in the project management department
  - In 2008 she was employed at NNE Pharmaplan as Project Controller on major greenfield and to re-build projects pharma facilities and to develop procedures and tools and increase level of project controls in existing department
  - During the years she was trained in e.g. graphic facilitation, Kaizen workshops and Lean management
  - She became team leader for 1/3 of the department and later department manager for the whole department
  - In 2013 she was offered to participate in the Greenhouse talent programme
  - Now she is a department manager for two departments, controlling and procurement

The participants in the talent programme are recommended by their closest manager and via a selection process approx. 15 persons are selected out of 2000 employees on a worldwide basis. The selection emphasizes your professional profile, personal profile and the competence strategy. The management group will evaluate, if you will be able to contribute to a steady development of the company and potentially become a member of top management. I.e. you recruit internally and train coming managers.

The talent programme is:

- a preparatory test, carried out by the HR department and an external recruitment bureau
- an intensive week, where you are asked to solve a difficult problem for top management under maximum pressure
- a mentor from top management for a year
- an external coach during the whole process who will coach you to create an individual development plan and to become more focused on your own objectives for career engagement and development

The participants choose their own level of commitment and benefits.

Inge told us that it had been a fantastic opportunity for her to completely become aware of her own wishes for development, in what direction she should go and at what speed.



We all discussed the output of the conference afterwards and everybody agreed, that we had had a very profitable day and learned a lot and that those very important messages about recruitment and retainment of employees, with competences valid for the future, should be spread to as many as possible. One of the positive things mentioned was the different backgrounds of the speakers, resulting in a differentiated input, which gave the same message: we have to prepare for the future! One of the participants actually said, that she thought this was the best conference she had ever attended!

Mona Engberg/president of SIEC DK

## Nordic SIEC Conference in Denmark—Images







## Arrival Information

### Arrival by plane

The most convenient airport to fly into is Graz Airport (Graz-Thalerhof), but you may also consider flying into Vienna Airport (Schwechat).

**Graz Airport:** Taking a taxi from Graz Airport to the city center costs about 20-30 €. You may also take the train which takes about 15 minutes to Graz HBF (main train station) that is not far from the city center. To get to the train station at the airport you leave the terminal and follow the signs for about 300 m. There you take the train in northern direction (Graz). The train (S5) leaves at least once an hour; you can check the time table online. Please note that you need to buy a ticket at the machine on the platform before boarding the train. A one-way-ticket to the city center costs € 2.20 (12/2015). Coming to Graz for the first time, you get off the train at Graz HBF (main train station) and continue to the city center from there. If you prefer to take the bus, you may do so as well. The buses leave directly outside the terminal and are easy to find. The number of the bus you take is 630/631 to Graz. It takes about 20 minutes to the city center (Jakominiplatz) and also costs € 2.20 one-way (12/2015). You can buy the ticket from the driver. For more information on Graz airport please visit: [www.flughafen-graz.at](http://www.flughafen-graz.at).

**Vienna Airport:** The airport is situated somewhat outside the city of Vienna near the little town of "Schwechat" and the best way to get from Vienna to Graz is by train. There are trains leaving every hour from Vienna Airport to Graz. Probably you will have to change trains in Vienna, but there are also direct connections to Graz. You can buy your ticket online from the ÖBB website (<http://www.oebb.at/en>). The ticket will provide you with the information which trains you need to take. You will arrive at Graz HBF (main train station) from where you can continue to Graz city center. The journey from Vienna Airport to Graz city center will take about 3 to 4 hours, please note that train tickets from Vienna Airport to Graz start at about € 14 (one-way). The trains traveling between Vienna and Graz (RailJets) are modern and are also equipped with Wifi on board.

From Vienna Airport you can also take a bus directly to Graz. FlixBus ([www.flixbus.at](http://www.flixbus.at)), for example, offers direct connections four times a day, which take about 2 hours. These buses arrive at Girardigasse, which is in the city center of Graz nearby Jakominiplatz – the main transfer point for buses and trams in Graz from where you can easily reach the hotels in the center.

For more information on Vienna Airport please visit: <http://www.viennaairport.com>.

**Other airports:** As mentioned, there are several other airports in Austria, so you can fly into Salzburg, Klagenfurt, Innsbruck or Linz. Because Austria is a fairly small country, you may also consider flying to airports outside of Austria, e.g. Bratislava (Slovakia), Budapest (Hungary), Munich (Germany), Maribor (Slovenia); just take into consideration that it will take significantly longer to get to Graz if you chose to fly into any of these airports.





## Arrival by train

The main train station in Graz is called “Graz Hauptbahnhof” and serves trains coming from Munich, Vienna, Zurich, Zagreb, etc. In some cases you might have to change trains in Vienna. From Graz Hauptbahnhof you can easily reach every place in the city by public transport e.g. tram or busses.

The best way to find out, how to get to Graz by train is to check the ÖBB website: <http://www.oebb.at/en/>.

## Arrival by car

If you are driving to Austria, there are a few things which you need to take into consideration. If you want to use the Autobahn (motorway) you need to get a so-called “Vignette” (toll sticker) which needs to be displayed on your windshield and this is also strictly enforced. You can buy the Vignette at a gas station before entering Austria or at the border directly. It costs about € 80 for one year, € 25 for 2 months or € 9 for 10 days. Additionally, you should observe the speed limits: Autobahn 130 km/h, Country roads 100 km/h, Cities: 50 km/h.

Take A9 coming from the South and Northwest or A2 when coming from Vienna or Klagenfurt. Getting to Graz from the North (via A9 and/or S35), you want to exit the Autobahn at “Graz Nord” and continue to the city center from there. Coming via A2 from Vienna, you exit at “Graz Ost” and coming from Klagenfurt at “Graz West”. Getting to Graz from the South, the exit is simply called “Graz”. Possible parking options are short stay parking zones, parking garages or park & ride spaces in the surrounding areas. For more information please contact your hotel or see <https://www.graztourismus.at/en/travel-and-transport/parking>.

SIEC-ISBE Conferences are a great opportunity to learn new ideas and skills that can be used in the classroom and workplace. ISBE Austria in cooperation with the University of Graz and the University of Applied Sciences Joanneum Graz is taking lots of effort to organize an attractive conference for you. These are the latest news concerning the

## 88<sup>th</sup> International SIEC-ISBE Conference

in Graz (Austria) and Maribor (Slovenia)

### Entrepreneurship Education – Regional and International

from July 31 – August 5, 2016.

Next to 10 keynote speakers from Austria, Germany, Slovenia and the US, the SIEC-ISBE Conference in Graz provides 15 presentations and 4 workshops from presenters from 7 different countries. Enclosed you will find the schedule for Tuesday and Thursday as well as arrival information in Graz.

It is time to **register now** for the 88th International SIEC-ISBE Conference in Graz 2016. During your registration you can also state your preferences for the company visits on Thursday (Bank, Media, Pharmacy, Retail, University, Brewery, Ice hockey). Please visit our **webpage** <http://www.isbe.at/konferenzen/international-conferences/2016-grazmaribor.html> for:

- Registration & Prices
- Keynote Speakers and Company Visits
- Program for Delegates and Accompanying Persons
- Accommodation with Hotel and Graz Distances
- Pre- and Post-Conference Tours (cooperation partner COLUMBUS)
- Terms and Conditions

Thank you for forwarding this information to interested colleagues in your countries. If you have any questions, do not hesitate to contact us at [office@isbe.at](mailto:office@isbe.at)

We look forward to seeing you in Graz!

Best regards

Hermine Sperl, Michaela Stock, Doris Kiendl-Wendner & Elisabeth Riebenbauer





## Presentations & Workshops

Draft May 29th, 2016

	Room 1	Room 2 Entrepreneurship Education	Room 3
Tuesday, August 2nd, 2016			
9:00 – 9:45	Keynote: Christoph Winkler		
10:00 – 11:00	P04 US Dana Gray & Mary Millikin Perceptions and preferences of traditional-age adult learners regarding solutions to reduce barriers to success in a traditional public University in the U. S.	P06 AUT Georg Tafner Financial literacy based on an oxymoron – a look behind the concepts of the OECD	P02 South Korea Sok Pal Cho &Sok Hwan Cho E-learning based on Internet of Things
11:00 – 12:00	P05 US Irina Weisblat Modeling the Standards for Online Student Performance	P03 AUT Elisabeth Riebenbauer, Gernot Dreisiebner & Michaela Stock Boost Entrepreneurship Education through Business Simulations	P13 Finland Ismo Vuorinen Sustaining the Vitality of National Chapters - Evidence from the SIEC-Finnish Chapter
12:00 – 13:00	LUNCH		
13:00 – 14:00	P16 AUT Sabrina Sorko Invisible competences as hidden resources	P07 Finland Hely Westerholm & Mariann Holmberg Life-cycle assessment – new possibilities for entrepreneurs to influence environmental impact	P09 DE/AUT Karl-Heinz Gerholz & Peter Slepcevic-Zach Service Learning in business education
14:00 – 15:30	PDC – Mona Engberg Marketplace for Networking		
15:30 – 16:00	Coffee		
16:00 – Guided City Tour (Bus or Walking) and Dinner Gösser Bräu			

Thursday, August 4th, 2016			
9:00 – 9:45	Keynote: Susanne Weber		
10:00 – 11:00	P12 US Sandra Poirier A Growing Need for Social Entrepreneurship	P10 AUT Bettina Fuhrmann Are Austrian Students at the Lower Secondary Level Entrepreneurial Thinkers?	P14 US/Iran Dana Gray, M. Saffarian, E. Adelpour, M. Karbalaee, M. Movahedian Attar Factors affecting brand equity and customer relationships in an insurance company in Iran
11:00 – 12:00	P17 AUT Eva Penz & Dominik Sporer Global Entrepreneurship Education – a Comparative Approach	P11 FI Taru Toivonen Interactive Workability of Small Business Entrepreneurs - A Narrative-based Interpretation of Small Business Entrepreneurs Operating in the Social Business Networks in Spain	P15 AUT Claudia Zimmermann, Elke Lackner & Martin Ebner "Dr. Internet" – a case study of complex learning experiences in a moderated online learning environment
12:00 – 13:30	LUNCH		
13:30 – 15:00	W02 US Sean P. Van Aacken How a consulting project can have students demonstrate	W04 AUT Christa Bauer & Sonja Pustak Acquiring an Entrepreneurial Mindset by Opening Subject Teaching – the YEDAC Approach	W03 DE Verena Liszt Entrepreneurship education and learning situations of decision-making processes
15:00 – 15:30	Coffee		
15:30 – Company Visits and Chapters Evening			

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## Upcoming Conferences:

2016—Graz, Austria

2017—Puerto Rico

2018 — Iceland

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The 2016-2017 Executive Committee  
Judy Olson-Sutton, Monica Tengling, Petra Bragadottir,  
Mona Engberg, Michaela Stock, and Judee Timm