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# SSE Riga News

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*Newsletter No 3 2004*



10th ANNIVERSARY  
RĪGAS EKONOMIKAS AUGSTSKOLA  
STOCKHOLM SCHOOL OF ECONOMICS IN RIGA

## *Opportunities to Support*

**S**SE Riga wants to build up arrangements for long term co-operation with business institutions interested in developing higher education. In return for financial support SSE Riga is ready to give various attractive offers to its supporters.

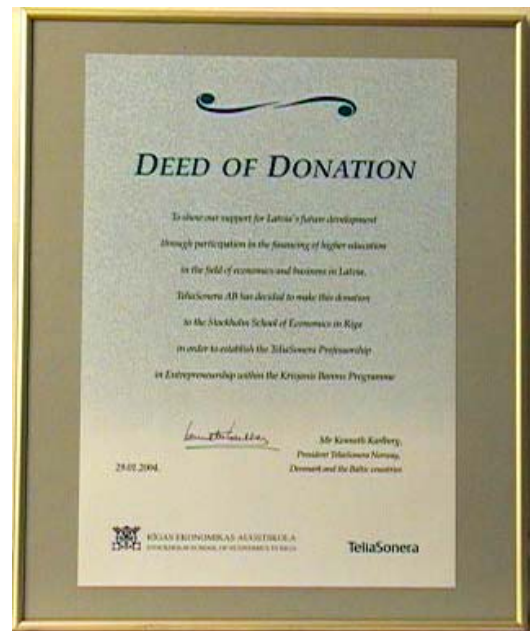
Also individuals are welcome as donors to the School. To recognize our current and future benefactors, SSE Riga has established Gift Clubs. These Clubs are open to alumni, faculty, staff and friends of SSE Riga. Donors are given the opportunity to decide whether their gifts should be put in the Endowment Fund or if they should be used immediately to School's most important needs in areas such as a safe and aesthetically pleasing campus, equipment and class room facilities and the library and information centre.

There are three Gift Clubs, Gold, Silver and Bronze relating to the size of a donation during one academic year.

Apart from the specific packages offered to business institutions, there is also a special Progress Partner Program in two levels, Gold and Silver. This program aims at promoting an active research program at SSE Riga. A Gold level is based on a contribution during an academic year of minimum EUR 10.000 and Silver on EUR 5.000. In return for the contributions SSE Riga offers among other things invitations to various interesting events organised by the School as well as

discounts on executive education courses, research for the Partner's needs at substantial discounts, participation in Career Days and assistance with recruitment.

For further information, please contact Gunnar Ljungdahl, [GunnarL@sseriga.edu.lv](mailto:GunnarL@sseriga.edu.lv), or Ann-Christine Lindgren, [Ann-Christine.Lindgren@hhs.se](mailto:Ann-Christine.Lindgren@hhs.se).



### *Contact SSE Riga*

*We are always eager to strengthen contacts with corporations and organizations. You are welcome to contact us at the following addresses:*

***SSE Riga, Rīgas Ekonomikas Augstskola, Strelnieku Iela 4a,  
LV-1010 Riga, Latvia***

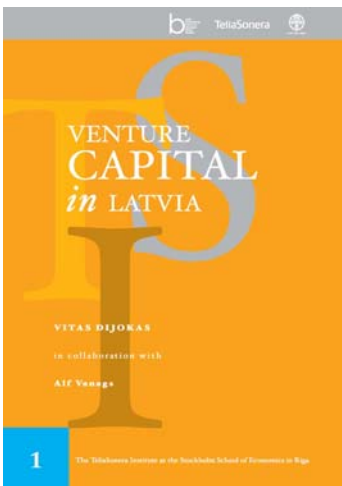
***Our homepage: [www.sseriga.edu.lv](http://www.sseriga.edu.lv)***

## *Graduation 2004*



The School's eighth Graduation Ceremony took place on May 29<sup>th</sup> in the Riga Congress Hall. A total of 110 students received their B.Sc. degree, 68 from Latvia, 30 from Lithuania, and 12 from Estonia. The total number of B.Sc. graduates from the School now totals 715. Furthermore, this year saw the first class of Executive MBAs graduating. A total of 16 Executive MBAs were awarded the degree.

The Commencement Address was given by Jón Sigurdsson, President of the Nordic Investment Bank. In his Address, Mr. Sigurdsson noted that not only SSE Riga students were graduating this year. The Baltic Countries were, with their EU Accession, graduating from the transition process that started in 1991.



### *The First TeliaSonera Institute Report*

The first report published by the TeliaSonera Institute at SSE Riga was presented at the SSE Riga and TeliaSonera Venture Capital Day in May. The report, "Venture Capital in Latvia", was written by Vitas Dijokas and Alf Vanags. This survey paper describes and evaluates the current situation of the Latvian venture capital market. Furthermore, it discusses what impact the EU accession and the EU structural funds might have on the country's venture capital market.

The TeliaSonera Institute is a research institute and think tank within SSE Riga.

Copies of the report can be ordered from Daina Puntuka, [dainap@sseriga.edu.lv](mailto:dainap@sseriga.edu.lv)

### *Funding from EU Education Program Erasmus/Socrates*

Recently, Stockholm School of Economics in Riga was granted EUR 50,400 from the EU Education Program Socrates subprogram Erasmus. Funding will be used for student/staff exchanges, organization of mobility and ECTS purposes within the academic year 2004/2005. Allocated resources will allow 16 SSE Riga students and at least 3 staff members to visit/study at our partner universities in Sweden, Norway, France, Germany and Poland.

## *Ethnic Differences in the Latvian Business Environment*

### *The importance of ethnic differences of business environment in Latvia in the context of social and EU integration*

From December 1<sup>st</sup> 2003 through August 31<sup>st</sup> 2004 Stockholm School of Economics in Riga together with Society Integration Fund Latvia (PHARE funding) co-financed a research project entitled *The importance of ethnic differences of business environment in Latvia in the context of social and EU integration*. This is a first ever systematic social scientific study of the eventual impact of ethnicity on business practices in Latvia (the theme usually illustrated by quite a few anecdotal stories). The focus of the research project was on the link between social values, norms and cultural representations with everyday practices of collective decision making, negotiation and conflict management practices of Latvia's private sector companies. During eight months of research a team of researchers conducted extensive literature and previous research review on the theme of how ethnic and cultural factors affect business negotiations, conflict management styles and collective

decision making procedures. On this basis, numerous interviews and focus group discussions were held with Latvia's business people (both Latvian and Russian). Then a very extensive survey (more than 200 questions and 504 respondents - stratified random sample of middle and top managers) was conducted in May June 2004. The final stage of the research project was a series of sociopsychological experiments, including a simultaneous computer assisted bargaining of eight experimental groups (fully filmed). Currently the research results are in the process of being analysed. The two first preliminary key findings are that there is a remarkable (unexpected) similarity between Latvian speaking and Russian speaking business people in the way business is practiced in Latvia yet there exists a strong perceptual gap supported mostly by the Latvians (i.e. that Latvians think the Russians do things differently but the Russians *do not* see such difference). This perceptual gap seems to be maintained by the social communication processes *outside* the business community. In other words, as long as there will exist constant reverberations of the issues of ethnic

differences across the society (through media and political activism), there will exist such *perceptual* gap among the businesspeople which actually *is not* supported by any major and significant differences in actual business practices.

As the main focus of the research is the identification of those variables that determine the managerial decision making process, organizational conflict management styles and negotiation practices, not only and exclusively those of ethnic nature but also other social and demographic characteristics, the research and indeed commercial value (training, consultancy etc.) potential of the data files and research output is estimated to be rather high. It is also hoped that the methodology developed can be utilized in other EU new member states for similar study purposes. The plan for multiplication of the results of the research (i.e. seminars, publications, public discussion, promo multimedia CD) is currently under consideration.

*Roberts Kilis,*  
Associate professor, SSE Riga  
[robertsk@sseriga.edu.lv](mailto:robertsk@sseriga.edu.lv)

### *SSE Riga Case Studies*

On September 24 the first five SSE Riga Case Studies were presented. The cases are intended for educational use, but should be of interest for the general reader as well. The cases cover different aspects of business and management and each case comes with a teaching note. The cases presented were: Transit through the Port of Tallinn, The Nordic Industrial Park, The Development of a National Branding Strategy – The Case of Latvia, The Impact of Strategic Human Resources within Organizations in Lithuania, and The Renewal of Latvian State Owned Forests.

More information about the cases can be found at the SSE Riga website, [www.sseriga.edu.lv](http://www.sseriga.edu.lv). Copies can be ordered from Daina Puntuka, [dainap@sseriga.edu.lv](mailto:dainap@sseriga.edu.lv)

### *Recent Publications*

**Mark Chandler:** Bernardi, Luigi and Chandler, Mark (2004). “Основные вопросы налоговой политики в странах — новых членах ЕС” [“Main tax policy issues in the new members of the EU”], *Transition Newsletter*, Russian version, No 3 (July-October), The World Bank/CEFIR, Moscow.

**Morten Hansen:** Hansen, Jorgen Drud and Morten Hansen (2004) Centre for European Policy Studies, Working document No 207, July 2004.

## *Seminar Series on Entrepreneurial Project Leadership*



TeliaSonera, SSE-Riga and Connect Latvia have joined forces to provide seminars on entrepreneurship project leadership to both would-be and existing entrepreneurs in various cities across Latvia.

The seminar leader, **Bill Barbour** from Scotland, is a visiting professor of entrepreneurship at SSE-Riga and a successful practicing entrepreneur who

runs his own business development company called Innosense Ltd.

The purpose of these Seminars in Entrepreneurial Leadership is twofold:

1) to provide participants with know-how on entrepreneurship in the context of starting and developing a business venture, and  
2) to stimulate and challenge participants' ways

of thinking and behaving to achieve greater success in their lives and careers, especially through new venturing.

The seminars are held over seven Evenings and two Saturdays (11 x 3 hour sessions).

The first seminar series took place at SSE-Riga in March/April 2004. Up to

180 people participated. This group consisted of students, would-be entrepreneurs, practicing entrepreneurs, and professional managers. In general, the participants confirmed that the series was a resounding success. They enjoyed and benefited greatly from the whole experience.

The second seminar series was run in Daugavpils in May 2004, when over 110 people, mainly pre-university students participated. Although the second group was different in nature to the first, these seminars were also highly successful. Like the first seminar series, students' feedback was positively encouraging for the seminar series sponsors, coordinators, and leaders.

A further seminar series on Entrepreneurial Leadership was held in Rezekne in October 2004.

## *New Fulbright Scholar*

Jeff Sommers will join SSE-Riga's faculty this year as a visiting Fulbright Scholar from North Georgia College & State University in the US. His specialty is global political economy and economic history.

He takes a distinctive transdisciplinary approach to his work making use of global studies, world economic history, historical sociology, and international relations. In that endeavour he has explored challenges and solutions to creating social, political and economic order in an effort to better understand the past, present, and future development of economy and society. While his work is global he has a special interest in the Baltic region and investigating ways to further its progress.

Dr. Sommers has a life-long interest in advancing discussion and ideas and thinks this best achieved through an exchange of ideas that both challenge and support received wisdom.

While serving as the Coordinator of the World History Centre in Boston he organized their speaker series, which included



the David Landes/Andre Gunder Frank C-Span broadcast debate on the causes of capitalist development in Europe. He will be bringing speakers to SSE-Riga to cultivate discussion both within the institution and with hopes of extending dialogue to interested parties in Riga.

## ***TeliaSonera Business Plan Connect Day***

On May 26<sup>th</sup>, the Business Development Lab at SSE Riga and Innovative Business Activities Support Foundation” in cooperation with TeliaSonera organized a day on innovations in Latvia as part of a project “Where ideas meets reality...” whose aim is to stimulate the implementation of innovative business projects in Latvia. During the Day young entrepreneurial ideas were presented to potential mentors and partners. It was a successful event and many contacts between young entrepreneurs and mentors and partners were established.

## ***Visit by the Speaker of the N.Z. House of Representatives***

A delegation from the New Zealand House of Representatives visited SSE Riga on April 22. The delegation was led by the Speaker of the House of Representatives Rt Hon Jonathan Hunt, who gave a lecture at SSE Riga on New Zealand’s economy and its development during the last decades.

## ***The SSE Riga TeliaSonera Venture Capital Day***

On May 12<sup>th</sup> the Venture Capital Day took place. The event was part of the TeliaSonera partnership initiative centred on SSE Riga that has the objective of contributing to the intellectual pool of resources that ultimately further Latvia’s chances of gaining an international competitive advantage. The objective of the Day was to create awareness of the opportunity for professionals to cooperate in an innovative fashion to develop business. There were presentations by Latvian and Swedish

scholars as well as by representatives from the venture capital sector. During the Day the first TeliaSonera Institute report was presented (see separate article).

## ***Co-operation with Riga City Council.***

SSE Riga has been assigned by City Development Department to carry out a research on the existing infrastructure fees in Riga and suggest appropriate improvements in order to ensure sustainable development and constant improvement of infrastructure supply in Riga city. This project can be seen as an opportunity for SSE Riga to influence positive development of Riga city and ensure improved quality of living. Within the project it is also planned to organize several seminars on the issues related to real estate development, infrastructure supply and urban economics. The seminars will be held in SSE Riga where participants from Riga City Council, real estate experts, investors as well as SSE Riga researchers will be invited. The project is managed by Research Associate Aivars Timofejevs in close co-operation with SSE Riga students.

## ***Fourth “Je Joue”***

The fourth “Je Joue” arts week took place in June. During this week student have the opportunity to indulge into new, creative, unusual activities as well as express their talents. The overall concept of this year’s week was “five senses”. The events are organized by the SSE Riga students and cover a wide range of activities and aim at broaden the students’ outlook and to develop their “five senses”.

## ***Visits by Parliamentarians***

On the eve of the Latvian EU Accession a group of Swedish parliamentarians, Carl B Hamilton,

Lotta Nilsson Hedström, and Per Arne Ströberg, visited SSE Riga. Their visit was part of a program where Swedish Parliamentarians visited the “new” EU countries. In her report back to the Swedish Riksdag, Lotta Nilsson Hedström discussed the School’s role as a place where students from four ethnic groups and three countries meet and work together.

## ***How will Small Countries Compete?***

In April the Baltic International Centre for Economic Policy Studies (BICEPS) together with SSE Riga organized the conference “How will small countries such as the Baltic Countries compete in the EU single market?”

The Conference was policy oriented and focused on the particular problems small countries appear to face when competing within the EU single market. More than one hundred scholars and policy makers from all the Eastern and Central European accession countries, Ireland, Scandinavia and the EU Commission attended. The Conference was supported by the Nordic Council of Ministers, Nordea, PHARE, and Rietumu Banka.

For further information about the Conference, please contact Alf Vanags at BICEPS, [alf@biceps.org](mailto:alf@biceps.org).

## ***Students win Bank of Latvia Prize***

Two SSE Riga students, Aleksandr Lobakov and Inna Kuzmina, won the first prize in the Annual Bank of Latvia student research competition organized by the Latvian Central Bank. The title of their papers was “The Impact of Sectoral Productivity Differentials on Inflation and the Real Exchange Rate: An Estimation of Balassa-Samuelson Effect in Latvia”.

## *Per Hiller 1946-2004*

**S**SE Riga lecturer and long term friend of the School, Per Hiller peacefully passed away on April 17.



Per's first visit to Riga dates back to the early 1990s, when he came to Riga to lecture on finance to banking sector executives. In 1995 Per was asked to give the finance course to the first class of SSE Riga students. This was the beginning of a long-term relationship that developed over the years. So did the course in financial economics, from something that was fairly short to the full-fledged course of today. This year Per was unable to deliver the lectures. However, he actively took part in the planning as well as the progress of this year's course showing his commitment and dedication despite his fight against the cancer. Dedication and commitment are probably the two words best describing Per. If there were a stronger word than commitment, it would perfectly characterize Per. In addition to dedication and commitment, those of us who knew him well would like to add two words to the list: friendship and humor.

In Per's case lecturing was a calling and the commitment to the students the lodestar of his professional life, putting the students in the first place and himself in the second. His contribution to the development of the education in finance at the Stockholm School of Economics cannot be overestimated. Since 1974 every generation of students at the Stockholm School of Economics have had him explaining the mysteries of internal rates of return and corporate valuation in his special way. Having had more than 10,000 students from undergraduates and executives in Stockholm and Riga, to Central Bank executives in the Dominican Republic, Per had a tremendous experience. He did not brag about his experience, but he gladly shared it when asked.

SSE Riga is proud to have had Per onboard and he will be greatly missed by all of us. We shared many special moments together, like when the Swedish Prime Minister, Göran Persson, came on an unannounced visit to SSE Riga. To his great surprise the Prime Minister found Per in the George Soros Auditorium still working with the students despite that fact that it was after 5 p.m. on a Friday afternoon. Needless to say, Per's as well as the students' commitment impressed the Prime Minister.

Colleagues and friends of Per Hiller have founded the Per Hiller Memorial Fund ("Insamlingsstiftelsen till Per Hillers Minne"). Donations can be made to the Swedish bankgiro, 5771-8975. Non-Swedish residents, who would like to make a contribution please contact the Rector of SSE Riga [andersp@sseriga.edu.lv](mailto:andersp@sseriga.edu.lv).

*Anders Paalzow*

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## *Speaker Series*

**S**SE-Riga is organizing a speaker series--Global Orders at SSE-Riga in the 2004/05 academic year. Speakers for the fall will include:

Boris Kagarlitsky is a political economist and journalist from Moscow with a diversity of experiences ranging from political prisoner in 1982/83, to Moscow city council member, to weekly columnist for The Moscow Times. He is director of the Institute for Globalization Studies in Moscow. Dr. Kagarlitsky will give a presentation on Russia and the world.

Andre Gunder Frank is often known as representing "the other Chicago School." Gunder has been, in the tradition of the Stockholm School of Economics' founding father Gunnar Myrdal, one of the world's most controversial scholars of economic development. Since doing his Ph.D. at the University of Chicago studying under such luminaries as Milton Friedman, Gunder has published 40 books and over 350 articles. He has taught around the world and currently is affiliated with the Luxembourg Institute for European and International Studies. Dr Frank will give a presentation on neoliberalism and role played by the dollar and euro in

overcoming the challenges to order and economic growth faced by Europe, the US, and the challenge East Asia presents to both.

Speakers for the winter/spring include:

Albert Steenge is Professor of General Economics at the Faculty of Public Administration and Public Policy, University of Twente, The Netherlands. He is currently exploring the importance of geography over national economic policy choices in explaining economic development and will present on this subject.

David Kalivas has specialties in Central Asia and ran banking programs there in the early 1990s with State Department funding. He is director of the Global Studies program and Middlesex Community College. Dr. Kalivas will give a historical presentation on Central Asia and the world.

Jeffrey Sommers, Visiting Fulbright Professor  
University of Latvia, Departments of Economics & Political Science  
mobile: (371) 6568856

## SSE Riga Executive Education

Continuing our activities in the area of management development Executive Education intend to meet the business education needs of the decision-makers using a variety of program designs that best fit the demands of their businesses and their personal time available.

Responding to the needs of the executive community, Executive Education continues partnership projects with organizations on management education and development. *Custom designed management training and development programs* have been very popular in 2003/2004 season. Among our partners were banks, e.g., Nordea Bank, Latvian Savings Bank, Aizkraukles Banka, companies e.g., Kesko Food, TetraPak Latvia, public administration institutions e.g., the Ministry of Foreign Affairs of the Republic of Latvia and non-governmental institutions e.g., Latvian Farmers' Federation. The range of the program focuses have varied from leadership and managerial capacity development to upgrading knowledge and skills in some specific area e.g., communication, managerial economics, selling skills to improve the overall quality. The formats of the programs have also differed; separate modules extending over the period of time (e.g., 3 - 6 months) an afternoon programs, regular once a week sessions etc.

To address the manager's personal development by upgrading managerial skills and strengthening their leadership capacity Executive Education have developed the *Executive Development Workshops (EDW)*. It is a modular program and is offered as an open- enrollment program. The 2003/2004 year's program faculty consisted of lecturers from Latvia, Sweden, Romania and the USA sharing their experience on such issues as "*Managing Interpersonal Relationships in Organisations*", "*Developing Your Social Capital*"; negotiation and decision-making "*The Art to Negotiate*", "*The Seven Steps to Better Decision Making*", personnel management issues "*Motivating Your Employees*".



"Preparing the group assignment"

The *Leadership Academy (LA)* is another popular program we run. Within the framework of this program we offer the "*Program for Personal Leadership Development*" and

"*Leadership Forums*" - a series of one-day interactive discussions centered on a major area of leadership development. The forums address different leadership competences e.g., voice (*The Language of Leadership*), trust (*Overcoming Resistance to Change*), courage (*Staying Cool in a Crisis*), values (*Making the Tough Call*). From August 2004 we offer the program "Best Practices for Everyday Management Life" – a five units program, each two hour module combine theory with hands-on practice.

## Better Business Ethics in Latvia

Latvia is perceived as a country with a high level of corruption and a lack of corporate governance. For that reason, a year ago, the private business world of Latvia, in the form of the Latvian Chamber of Commerce and Industry, took the initiative together with SSE Riga to start a project aiming at improving the situation.

The project, named BETIL, got enthusiastic backing by the Swedish government that contributed financially by covering roughly 50 % of the costs. The idea was to bring together local business people in groups of about 10 to discuss ethical matters, aiming at finally agreeing on a Latvian Code of Conduct for Business Ethics. The ambitious plan was to reach some 100 business people all over Latvia. As leader of the project was employed Dr Atis Zakatistovs, who also lectured at SSE Riga on ethical questions together with Professor Hans De Geer from Stockholm School of Economics.



The project is now finalised and a report is available from SSE Riga.

The results were very encouraging to the extent that altogether 120 people got involved in group discussions about various aspects of ethical conduct in business. These discussions revealed serious problems relating both to perceptions about the nature of business transactions, as well as some entrenched patterns for deception and taking advantage of the vulnerable in day-to-day activities.

The project succeeded at generating the engagement of business people with whom the discussions were held, as well as other likeminded business people who learned about the project from the media and by word-of-mouth. SSE Riga is now looking at ways and means to continue the project to further this initial engagement.



## Entrepreneurship Students

As part of the School's activities within the field of entrepreneurship, initiated by the TeliaSonera donation, a number of students from the University of Latvia and Riga Technical University will participate in this fall's course in entrepreneurship. Five students from each of the two academic institutions will participate. They have diverse backgrounds ranging from engineering to biology.

## New Students

The B.Sc. class of 2007 commenced their studies on August 16. The 115 new students were selected from a pool of 1.056 applicants. The class comprises 10 students from Estonia, 80 students from Latvia, and 25 from Lithuania.

47 of them are females and 68 are males.

The Executive MBA class of 2006 commenced their studies on August 23<sup>rd</sup>. In total there were 20 students from four different countries, Latvia, Lithuania, Finland, and Argentina. There were 13 males and 7 females and their average age was 31 years.

## Visiting students

In fall semester SSE Riga hosted one Barons Mobility Program (local exchange program) student from Ventspils University College and one student from School of Management, St.Petersburg State University. The exchange students have chosen individual study program.

## Visiting groups

SSE Riga hosted two student groups: on October 1<sup>st</sup> there was the group

of students from Oslo University, Department of Economics and on October 5<sup>th</sup> SSE Riga traditionally welcomed group of students from Institute of European Studies in Freiburg. Both groups had an introduction about SSE Riga and presentation from Student Association followed by the lecture on "Development of Economics in Latvia", by Vjacheslav Dombrovsky

## Study trip

This year the annual study trip is planned to Erlangen-Nirnberg and Freiburg. It will be from December 4-12. There will be several lectures arranged by our partners Friedrich Alexander Universität Erlangen Nürnberg and Institute of European Studies in Freiburg and it is planned to visit such companies and organisations as Siemens Medizintechnik, DaimlerChrysler, European Parliament in Strasbourg, European Central Bank. Besides the academic program there will be also a number of cultural activities

### Recent Public Academic Events:

SSE Riga/BICEPS Conference: **How will Small Countries Compete in the EU Single Market?**

April 22-24

One day course in cooperation with Connect Latvia:

**How to Start and Finance Technology Companies.** Kenneth Olsen, entrepreneur and business angel

May 10

The **Venture Capital Day** in cooperation with TeliaSonera and BICEPS

May 12

**The Business Plan Connect Day** in cooperation with TeliaSonera and Connect Latvia

May 27

The Third International Conference

**International Business in Transition Economies**

September 8-11

Lectures. **Controversial Issues in International Taxation,** Professor Leif Mutén

September 20-21.

Seminar: NATO and EU, **the Contribution of the Baltic States,**

Coit Blacker, Stanford University, USA, and Artis Pabriks, Minister of Foreign Affairs, Latvia.

October 1

SSE Riga/BICEPS seminar **A Political Economy Analysis of the Eastward Enlargement** Professor Jorgen Drud Hansen, Euro faculty Vilnius Centr

October 7

### Upcoming Events/SSE Riga Calendar

- October 18-19** Two Day Seminar in cooperation with TeliaSonera and Connect Latvia:  
**Business Growth Strategies for SME:s**  
Presenter: Bill Barbour
- October 28** SSE Riga World Affairs Lecture Series:  
**Russia in the World: Between Growth and Chaos**  
Speaker: Dr. Boris Kagarlitsky  
More information can be found at SSE Riga website, [www.sseriga.edu.lv](http://www.sseriga.edu.lv)
- November 5-8** **SSE Riga 10th Anniversary**  
More information can be found at SSE Riga website, [www.sseriga.edu.lv](http://www.sseriga.edu.lv)
- November 24** SSE Riga/BICEPS Seminar:  
**Title TBA**
- November 29** The TeliaSonera Day  
**Entrepreneurship**  
Keynote speaker: Professor Paul Reynolds
- December 2** SSE Riga/BICEPS Seminar  
**Title: TBA**

## EMBA community

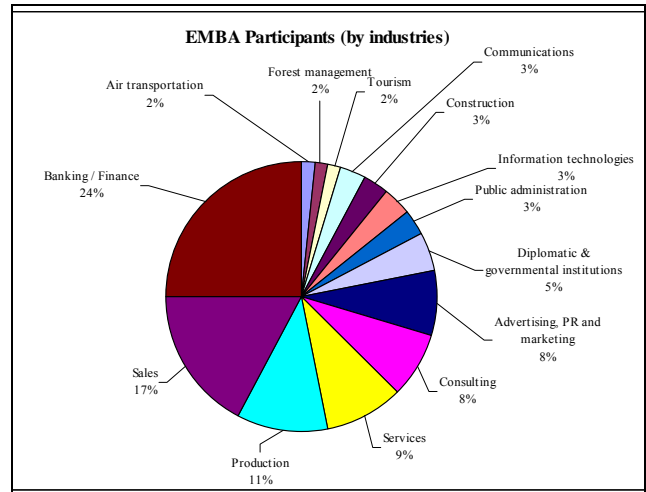


The seminar on “Integrated Marketing Communications” was organized especially and only for EMBA students and alumni at SSE Riga on 7 September 2004. SSE graduate Anna Lebedoka presented her suggestions on marketing communications in the Baltic context.

This event was organized to facilitate the networking between the two current EMBA classes and alumni and to encourage the exchange of expertise. This is the third year of welcoming a new Executive MBA class to SSE Riga, which means that EMBA community is growing.

We plan to organize similar events regularly, to keep in touch with all our students and graduates and to establish the practice of intellectual workout using the unique potential our EMBA community possesses.

*Evita Lune*  
EMBA Programme Director  
[evital@sseriga.edu.lv](mailto:evital@sseriga.edu.lv)



	<b>EMBA-1 (2002-2004)</b>	<b>EMBA-2 (2003-2005)</b>	<b>EMBA-3 (2004-2006)</b>
Number of students	20	22	20
Number of graduates	16	n/a	n/a
Male	16	14	13
Female	4	8	7
Average age	34	35	31

## SSE Working Paper Series

This year, as last, a committee of SSE Riga academics made a selection of the most promising bachelors’ theses and invited the authors to enter them into the working paper series. This involved some work on the part of the authors to reformat their papers, modify their style and also offered an opportunity to revise the content. As a result there are 13 new working papers appearing in the SSE Riga Working Paper Series. The topics range from selection of highest return share portfolios to testing the impact of approaches to personnel motivation on company performance. The working papers will be presented at a special session during the SSE Riga 10<sup>th</sup> Anniversary celebrations, on 5<sup>th</sup> November.

*Mark Chandler.*

## *Funding from EU Education Program Socrates/Erasmus*

SSE Riga continues to build up Socrates/Erasmus network. There are 10 Socrates/Erasmus student and/or teaching staff exchange agreements signed by now. SSE Riga has started negotiations with several Universities in Austria, Italy and Spain. It is possible that the semester in partner University can cover Tourism Management or Public Export-Oriented Management, Management dimension into the program which is of interest for some SSE Riga students.

No	Institution	Homepage	Country
1	University of Kalmar	<a href="http://www.hik.se">www.hik.se</a>	Sweden
2	Jönköping University	<a href="http://www.ihh.hj.se">www.ihh.hj.se</a>	Sweden
3	Gotland University	<a href="http://www.hgo.se">www.hgo.se</a>	Sweden
4	Østfold University College	<a href="http://www.hiof.no">www.hiof.no</a>	Norway
5	Ecole Supérieure de Gestion	<a href="http://www.esg.fr">www.esg.fr</a>	France
6	Universite D'Evry Val D'Essonne	<a href="http://www.univ-evry.fr">www.univ-evry.fr</a>	France
7	Friedrich Alexander Universität Erlangen Nürnberg	<a href="http://www.uni-erlangen.de">www.uni-erlangen.de</a>	Germany
8	Wyższa Szkoła Biznesu - National Louis University	<a href="http://www@wsb-nlu.edu.pl">www@wsb-nlu.edu.pl</a>	Poland
9	Häme Polytechnic, University of Applied Science	<a href="http://www.hamk.fi">www.hamk.fi</a>	Finland
10	Technological Educational Institution of Thessaloniki	<a href="http://www.teithe.gr">www.teithe.gr</a>	Greece

## *The Third International Conference on International Business in Transition Economies*



As part of the 10th Anniversary of the Stockholm School of Economics in Riga (Rīgas Ekonomikas Augstskola), the School organized the Third International Conference on International Business in Transition Economies, September 8-11, 2004. The conference theme was: "International Entrepreneurship, Innovation and Competitiveness in the Transforming and Enlarging Europe". The Conference attracted 120 scholars from 28 different countries including the United States, Canada and Japan. Many of the participants were leading experts in the fields of International Management, Entrepreneurship and Innovation and have a

long-term research interest in the emerging and transforming economies of the Central and Eastern European (CEE) as well as the Baltic countries. The Conference was organized in cooperation with the International Business Economics Group at Aalborg University, Denmark, and the Center for International Business and Economics Research (CIBER) in Lithuania. Corporate sponsors of the Conference were TeliaSonera, the SEB Group, and KPMG.

The Conference was opened by Mr. Ainars Slesers, Deputy Prime Minister of the Republic of Latvia. In his opening speech, Mr. Slesers addressed the issue of Latvia being increasingly open to and integrated into the European and global economic sphere.

The Conference was preceded by a Doctoral Seminar and the so called Baltic Roundtable. The Doctoral Seminar offers a selected group of Ph.D students an opportunity to receive high quality feedback on their research from leading scholars in the field. The Baltic Roundtable is a roundtable discussion for invited guests focussing on issues of interest to policy makers from Estonia, Latvia and Lithuania.

Further information about the Conference can be found at the Conference website <http://ibconference2004.sseriga.edu.lv/>

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
<b>Number of applicants</b>	<b>780</b>	<b>1067</b>	<b>963</b>	<b>1294</b>	<b>1091</b>	<b>1463</b>	<b>1616</b>	<b>1377</b>	<b>1530</b>	<b>1332</b>	<b>1056</b>
from Latvia	780	613	685	779	796	857	1067	889	941	741	497
from Lithuania		242	103	280	153	443	353	342	384	435	352
from Estonia		212	175	235	142	163	196	146	205	156	207
Male students					528	683	712	614	670	570	523
Female students					563	780	904	763	860	762	533

<b>Shortlisted for interviews</b>		<b>200</b>	<b>200</b>	<b>200</b>	<b>210</b>	<b>220</b>	<b>244</b>	<b>220</b>	<b>204</b>	<b>180</b>	<b>190</b>
from Latvia					154	138	157	129	134	114	120
from Lithuania					36	56	65	60	50	45	46
from Estonia					20	26	22	31	20	21	24
Male students						84	155	146	139	102	117
Female students						136	89	74	65	78	73

<b>Number of accepted students</b>	<b>56</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>116</b>	<b>115</b>	<b>113</b>	<b>116</b>	<b>115</b>	<b>111</b>	<b>115</b>
from Latvia	56	81	84	69	83	74	78	71	77	77	81
from Lithuania		9	8	17	19	27	27	30	26	22	24
from Estonia		10	8	14	14	14	8	15	12	12	10
Male students	35	70	58	58	57	73	76	70	73	65	67
Female students	21	30	42	42	59	42	37	46	42	46	48
<b>Age average</b>					19 (17-24)	19 (17-23)	19 (17-23)	19 (18-23)	19 (17-24)	19 (18-23)	19

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	Total
<b>Number of graduates</b>			<b>50</b>	<b>91</b>	<b>83</b>		<b>77</b>	<b>98</b>	<b>108</b>	<b>102</b>	<b>110</b>	<b>719</b>
Latvia			50	75	69		54	70	63	69	68	<b>518</b>
Lithuania				8	7		13	17	31	24	30	<b>130</b>
Estonia				8	7		10	11	14	9	12	<b>71</b>
Male			21	62	45		48	49	66	65	70	<b>426</b>
Female			29	29	38		29	49	42	37	40	<b>293</b>



