

# MSM

MAASTRICHT  
SCHOOL OF  
MANAGEMENT

# PRME

Principles for Responsible  
Management Education



## Responsible Management Education at MSM

Report 2015 – 2016

Working together for better global management

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## Message from the Dean

**Maastricht School of Management (MSM) sets great store in being an Advanced Signatory of the UN initiative, Principles for Responsible Management Education (PRME). Our mission is to provide education and research for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy, building on our unique history in working together with institutions in emerging economies for better global management.**

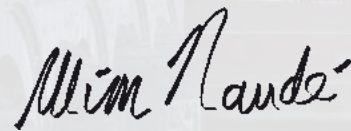
In this Mission, our education and research activities understand (i) 'better' global management as requiring management that promote sustainable development of business and society; (ii) 'working together' as requiring inclusivity and participation of all stakeholders at MSM to make management education accessible across the world, but in particular in developing and emerging economies. As such MSM subscribes to high ethical standards in business and strongly promotes corporate social responsibility (CSR) and sustainable development. CSR and business ethics are an integral part of our School's program offer - in both research and education.

MSM's commitment to the Seven Principles of the PRME are concretely implemented in its threefold approach focusing on:

- 1. Entrepreneurship, Society and Innovation**
- 2. Globalization, Finance and Trade**
- 3. Risk, Business and Sustainable Development**

In each of these three focus areas MSM conducts research, continually aligns its education programs, and engages in policy advocacy. This report outlines (i) Our School and (ii) Our approach to the promotion of Responsible Management Education.

For those who are new to MSM, please see this report as an invitation to become more closely acquainted with our unique institution. On behalf of the Management Team I wish to thank all our faculty, staff, partners and sponsors for their dedication and commitment to MSM. To all the participants in our programs, who hail from all the corners of the globe: thank you for bringing the world to MSM.



Prof. Dr. Wim A. Naudé  
Dean Director



# Maastricht School of Management

## MSM in words

Maastricht School of Management is an innovative, research-driven and development-focused business school that is located in Europe yet present in the world. For over 60 years we have been committed bringing to our students and clients fresh, relevant and accessible programs to challenge their ideas about business, sustainability and leadership. As a key player in global education, we have more than 1,000 students graduating each year in more than 20 countries, making us the largest and most international business school in the Netherlands.

## Vision

Maastricht School of Management's vision is to be the brightest star amongst business schools in The Netherlands. As such to shine our light onto management education and advocacy across the emerging and developing world, **bridging** cultures and countries and thereby contributing to the shared and sustainable and peaceful well-being of a global, diverse world.

## Mission statement

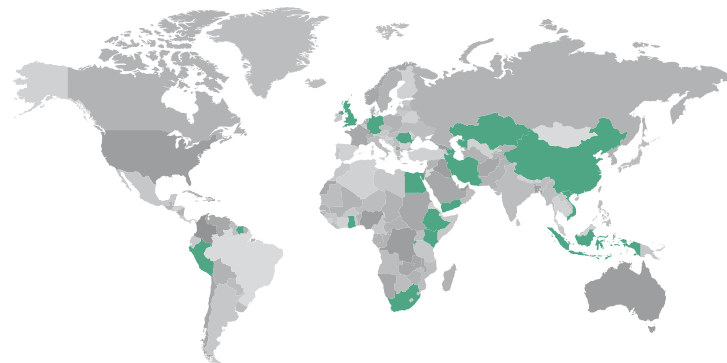
Maastricht School of Management provides **education** and **research** for *ethical* management, *inspiring* leadership, *innovative* entrepreneurship and *effective* public policy, building on our unique history in working together with institutions in emerging economies for better global management.

## Core values

Hard work • Integrity • Initiative • Creativity • Accountability • Inclusiveness • Teamwork • Personal Growth • Diversity and Safety.

## MSM in the World

In addition to its campus in Maastricht, MSM offers also, in collaboration with partner institutions, postgraduate education in countries all over the world. Among others, MSM collaborates with partner institutions in Germany, Ghana, South Africa, Ethiopia, Rwanda, Kenya, Indonesia Azerbaijan, China, Egypt, Iran, Kazakhstan, Kuwait, Peru, Romania, Suriname, UK, Vietnam and Yemen.



## MSM in accreditations and awards



## Current nationalities of full-time staff and faculty

British	Maltese
Chinese	Peruvian
Colombian	Polish
Dutch	Romanian
French	Serbian
German	South African
Hungarian	Uganda
Iranian	USA
Irish	

### MSM in numbers

- 1 Eduniversal 4 Palmes Of Excellence Ranking - TOP business school with significant international influence
- 2 dbastudies.com global ranking of MSM's DBA program
- 4 international accreditations: AMBA; IACBE; NVAO; ACBSP
- 16 nationalities of students who graduated in 2016 from the MBA program in Maastricht
- 28 students who graduated in 2016 from the MBA program in Maastricht
- 71 full-time equivalent Faculty and Staff
- 566 students who graduated in 2016, from our various education programs, both in Maastricht and in our partner locations around the world.

### MSM: A brief history of key milestones

Over time this historical development path had resulted in **MSM evolving into a modern business school with a particularly strong focus on applied research-based management education that is characterized by unique multicultural, multidisciplinary setting with a deep alumni base in emerging and developing countries.**

- 2016 MSM confirmed its commitment to the UN Global Compact Initiative
- 2016 New Executive MBA programs with specializations in Sports Management, in Healthcare Management and in International Business & Sustainable Development
- 2016 Sixth annual Research Conference - Migration, refugees and security in the Eurasian context
- 2015 Fifth annual Research Conference - Managing African Agriculture: Markets, Linkages and Rural Economic Development
- 2015 Introduction of the Master of Management (MM) program
- 2014 MSM joins Global Business School Network
- 2014 Research Conference: Corporate Social Responsibility
- 2014 MSM submits second PRME SIP report
- 2013 Research Conference: Corporate Social Responsibility
- 2013 Start MSc programs in Management and Engineering
- 2012 Research Conference: The Women in Entrepreneurship
- 2012 International Conference on Sustainable Business Competitiveness in Indonesian Agribusiness

- 2012 Research Conference: Peace, Security and Development in Fragile Contexts
- 2012 MSM Contributes to Symposium on nature conservation and tourism
- 2008 MSM becomes signatory to PRME
- 2007 MSM organizes the International Management Development Association's (IMDA) 16<sup>th</sup> World Business Congress at its campus in Maastricht
- 1995 DBA Launch
- 1993 MSM offers its first Executive MBA program
- 1993 RVB changes its name to Maastricht School of Management (MSM)
- 1991 RVB launches its first MBA Outreach program
- 1990 Official opening of the new campus by H.R.H. Prince Claus of the Netherlands
- 1989 RVB moves from Delft to Maastricht
- 1983 Launch of MBA program
- 1970 RVB rapidly expands its activities with training courses in Delft
- 1959 Technical assistance and training courses on behalf of developing countries
- 1952 Foundation of the Research Institute for Management Science (RVB) at the Technical University of Delft (the Netherlands' premier engineering school)





## Promoting Responsible Management

### The importance of PRME - Principles for Responsible Management Education

The PRME initiative serves as a framework for gradual, systemic change in business schools and management-related institutions, based on three distinctive characteristics of the initiative: continuing improvement, a learning network, and reporting progress to stakeholders.

The mission of PRME is to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities and promoting awareness about the United Nations' Sustainable Development Goals.

The Principles of PRME are inspired by internationally accepted values, such as the United Nations Global Compact's Ten Principles, and provide an engagement structure for academic institutions to advance social responsibility through incorporating universal values into curricula and research. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21<sup>st</sup> century.

### MSM and PRME

Our commitment to PRME involves taking responsibility to develop business leaders capable of managing the complex challenges faced by business and society in the 21<sup>st</sup> century. By continuing to subscribe to high ethical standards in business and strongly promoting CSR, as well as sustainable development, we are committed to influencing and preparing responsible and globally aware business leaders.

The following sections set out MSM's activities which aim to promote responsible management education per the Principles determined by PRME.

*“The Principles for Responsible Management Education have the capacity to take the case for universal values and business into classrooms on every continent.”*

*Ban Ki-moon - UN Secretary-General*

## Principle 1: Purpose

### Responsible Management - an integral part of MSM's objectives:

MSM's objectives follows from its Mission Statement, which is to provide education and research for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy, building on our unique history in working together with institutions in emerging economies for better global management.

Therefore, we offer:

- (i) A full range of accredited graduate management education programs from short-course non-degree programs, tailor-made training, to degree programs such as the MBA, Executive MBA, Masters in Management, M.Sc. and ultimately research driven degrees such as the DBA.
- (ii) Applied research that is focused on supporting our educational programs, in particularly towards better global management, under which we understand the need for socially and environmentally sustainable business. Hence, we do focused research on the following (see full descriptions of research areas in Principle 4):
  - Entrepreneurship, Society and Innovation
  - Globalization, Finance and Trade
  - Risk, Business and Sustainable Development

Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development.

Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

Currently we work with no less than 15 degree-program partners across the world, but especially in emerging and developing countries, to offer these programs and conduct this research.



*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*



## Principle 2: Values

Purpose: Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

### Responsible Management - an integral part of MSM's educational programs

#### Degree-programs

##### 1. Master of Business Administration (MBA)

A unique distinguishing feature of the program is its focus on understanding and anticipating how the societal context within which organizations function will determine their success or failure. The economic rise of emerging and developing economies and their demographics, the threats and opportunities of climate change, corporate social responsibility, and the role of business in social inclusiveness are examples of these societal contexts. This program thus offers participants the opportunity to develop a deeper understanding of these environments and trends and their relationship with the advanced economies.

#### *Key elements promoting Responsible Management:*

- Subject - CSR and business ethics are an integral part of the MBA curriculum, training students to become responsible and effective managers.
- Specialization - MBA candidates can customize their MBA by choosing from four different specializations, namely Entrepreneurship in Emerging Markets, International Business and Sustainable Development, Accounting and Finance and Public Sector Management.

***MBA Specialization International Business and Sustainable Development*** explores business issues facing international managers working both in developing and emerging economies. The specialization offers courses on the Global Economy, Innovation Management and International HRM and Consulting. Upon completion, students will have the skills to manage in a global business environment, having not only an insight into the challenges facing the contemporary international organization, but also understand the challenges and opportunities in emerging markets.

##### 2. Online MBA

The MSM Online MBA provides students with the same high quality management education as our on-campus MBA programs - the only differences are in its delivery, its opportunity for unprecedented global networking, and its

flexibility to allow them to learn while they are working, and work while they are learning.

The flexibility of our Online MBA enables students to study where they want, and whenever it fits their busy schedule. The MSM Online MBA is the only internationally accredited online MBA program in The Netherlands and the broader Benelux area, which is available as a 100% online program.

The curriculum of the MSM Online MBA follows the same structure and content, and has the same learning objectives as the MSM MBA programs conducted in Maastricht. The MSM Online MBA is NVAO accredited and international accreditations by ACBSP, IACBE and AMBA are in progress.

##### 3. Executive MBA (EMBA)

The EMBA is an innovative and dynamic program designed for professionals with the ambition to grow into senior management and leadership positions. The program departs from the realization that development on this planet faces serious constraints. And that future development, if it is to be socially and environmentally sustainable, needs to be different from the pattern of development of the past. Businesses, and moreover businesses that trade and invest internationally, need to take the lead in generating and disseminating new



business models that will make this possible - and at the same time create a shared economy.

**Key elements promoting Responsible Management:**

- Specialization - The achievement of the Sustainable Development Goals (SDGs) and realization of the objectives of the Paris Agreement on Climate Change, offers substantial new opportunities for job creation, innovation, economic growth, social equity and environmental rejuvenation. One of the specializations on offer in this EMBA is in International Business and Sustainable Development, which is a demanding but exhilarating part-time program that will equip participants with the management and responsible leadership skills required for steering their organization in this regard.

International Business and Sustainable Development participants are thoroughly immersed in understanding the key elements of international business and sustainable development. Four in-depth courses prepare them in the following areas:

- Sustainability in the Global Context:  
*understand the inter-connectivity of the global economy*
- Green and Inclusive Innovation:  
*gain contemporary perspectives on innovation*
- International Human Resource Management:  
*learn how to manage people effectively*
- Fair Trade and Global Value Chains: *understand how value is*

*added to goods as they move around the world.*

**4. Master in Management (MM)**

Our MM program is people-focused: organizations are created and exist by people for people. Participants will gain a deeper understanding of how organizations that are responsible, managed to adopt and adhere to ethical standards by studying what works and what does not in CSR and sustainable development.

**5. Doctorate of Business Administration (DBA)**

The strength of MSM's DBA program lies in our ambition to have an impact on participants' professional knowledge base and skills to conduct not only rigorous research, but also to conduct research that is directly relevant for their organization, industry, region or country. Thus, the DBA program is the best choice for those who have been grappling with questions like: Does my business really contribute to the prosperity of my region or country? How can I improve my organization's performance? Will my business survive the onslaught from competitors, regulators, changes in consumer tastes, and disruptive new technologies? How can we manage the growing scarcities in basic resources like energy, water and land? Should we start exporting or not? How will climate change impact my business? Is big data the answer?



*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*



### Non-degree programs:

*Executive Education (open enrollment) & Tailor-made programs*

#### 1. Executive education

MSM offers short Executive Education programs aiming to offer life-long education that is relevant to individual careers and societal needs, preparing participants to respond effectively to today's global management challenges. Theory and tools are combined with personal management skills and professional experience from participants' real working situations. These programs are offered in the following clusters: Higher and Vocational Education, Leadership & Management, Public Policy & Administration, Sustainable Business Development and Refresher Courses.

*Sustainable Business Development Cluster provides Executive Education programs in the following areas:*

- CSR: This program provides participants with the theoretical and practical CSR skills. They will explore the different theoretical aspects of CSR and learn how to apply the concepts to the practice of their own organization.

#### *Value-Chain Analysis:*

This course provides participants with more in-depth knowledge on how to analyze and develop frameworks for local economic development. By discussing various value chains they practice how to analyze a value chain. The course also addresses various models for sustainable local economic development and how to design a public private partnership for development program including the organization of multi-stakeholder-meetings.

### Reasons to follow the CSR course

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- ✓ Understand the underlying concepts of CSR and gain management knowledge about Corporate Responsibility and Sustainability approaches
  - ✓ Learn how to develop tools of ethical, environmental and social responsibility with an emphasis on systems, standards, organizational change and reporting
  - ✓ Develop the skills to implement, monitor and evaluate a CSR strategy
  - ✓ Get inspired by exposure visits and guest lecturers from experts in CSR
  - ✓ Benefit from the interactive learning environment and exchange views and experiences with peers and experts from around the world
- 

#### *Sustainable Entrepreneurship, Small Business and Innovation:*

This program has been developed to provide individuals, entrepreneurs, public policymakers and scholars who focus on entrepreneurship, small business, innovation and public policy a concise, but cutting edge, introduction to the leading issues in sustainable entrepreneurship and innovation.

#### *Identifying Agricultural Export Opportunities for African Economies - supporting export decision - making with applied analysis:*

The program provides participants with a practical introduction to the analysis of agricultural trade flows and the identification

of realistic export opportunities for decision-makers in Africa and concerned with Africa. The course is designed to integrate theory with real-world data through progressive, step-by-step and hands-on learning. Although the course applications focus on agricultural goods produced in African countries, the content of the course is suitable and readily applicable for analyzing and identifying export opportunities for any product produced in any country.

## **2. Tailor-made programs - Capacity development and consulting (See Appendix A for full list of active projects)**

As part of our mission to enhance the management capacity of professionals and organizations in and for emerging economies, as well as for developing countries, we are involved in management development research and other international projects throughout the world. This involves working together with international development agencies and donor organizations to offer to both to the public and private sector, institutional capacity strengthening through educational and advisory interventions in a variety of fields. These fields include higher education, public administration, entrepreneurship, private sector development, labour market, international trade, environmental management, sustainable tourism development and gender. These projects are often funded by the Dutch government as well as international donor organizations such as the World Bank and European Union.

## **Digital learning: Maastricht Open Online Education Resources (MOOEs)**

Our MOOEs offer free access to learning materials for businesses and managers. The MOOEs cover the following areas: entrepreneurship, innovation, leadership and governance, higher education management, agri-business, water management, sport management, sustainable business, as well as engineering and management. The learning materials consist of short video's wherein MSM's faculty, adjunct faculty, guest lecturers or senior students set out the key issues in a topic, or their specific point of view. Our MOOEs also contain an open online Mini-MBA. In many cases, supplementary reading material is available in the form of an online publication, including from our Working Paper Series or a link to a publisher's website.

Sustainable Business deals with the impact that business operations and entrepreneurial decisions have on social and environmental sustainability (see full list of online resources for this category in Appendix B).

Leadership and Governance deals with strategic decision-making on the level of the individual and within the context of teams and institutions, whilst considering individual and societal resources that are necessary for responsible leadership (see full list of online resources for this category in Appendix B).





## Highlights and examples

### DBA

Azhar Baisakalova completed her DBA thesis on Corporate Social Responsibility in Kazakhstan: An Analysis of the Perspectives of Key Actors”. Ms. Baisakalova documents in Kazakhstan, a post-communist emerging economy, where the CSR agenda is influenced by its historical, cultural, political, and development aspects, and as such, it provides an interesting case for exploring CSR related issues in the context different from the West. Her thesis furthermore proposed key areas for promoting CSR in the country.

Ms. Taghreed Hassan Mohammed Badawoud completed her DBA thesis on Corporate Social Responsibility Policies of Multinational Hotel Chains and Their Implementations in Emerging Markets. A Case Study of Egypt. Ms. Badawoud discovered that compliance was often random and that the stated CSR policies frequently contained caveats explaining that these policies apply only to certain categories of owned and managed hotels, and that sometimes franchised properties are excluded. Stakeholders see the branding but do not know if the advertised CSR policies apply to a specific property or not, raising further concerns about the authenticity of CSR practice.

Ms. Sheila Mziray’s research focused on resource risk with her DBA titles “Can Regulation Reduce the Resource Curse Risk? The Case Study of Gold Value Chain Actors in



Tanzania”. She established that the interactions of public and private regulations are facilitating actors within the gold value chain to a limited extent.

### Executive Education and Tailor-made trainings

#### Refresher course in “Marketing Sustainability”

In attendance was alumni from Bhutan, India, Nepal, Philippines and Sri Lanka, organized in Kathmandu Nepal. The program consisted of lecturers, real life case studies developed with support of Empowering Women of Nepal (EWN), work visits to the Association for Craft Producers in Kathmandu and Empowering Women of Nepal (EWN) in Pokhara, linking sustainable development and marketing topics and related challenges.

#### Risk Management for Anti-Money Laundering

During this week the participants were coached by MSM to finalize the master plan on Risk Management for Anti-Money laundering for presentation to the Board of Directors of PPATK (a governmental organization in Jakarta). Each year PPATK (in Jakarta, Indonesia) receives more than 2 million fraud reports from 91.000 reporting units in the country and the organization is currently facing limited capacity to deal with all these reports. As such the master plan focused on corruption, financing of terrorism and drug money laundering. As a first step the Business Intelligence Unit will

be built out with manpower and quality in order to set up a system for prioritizing the analysis of the fraud reports.

#### Monitoring and Evaluation development projects

A group of participants from all over the world working in development co-operations completed a 1-week Monitoring and Evaluation in Development Projects program at MSM in 2015. This program was developed as a response to the growing call for accountability in development co-operation and foreign aid programs. Companies and NGO’s involved in project implementation are required by donor agencies (for example the United Nations, European Union and DFID to name a few) to show evidence of their capacity.

#### MSM promoting Sustainable Development in Afghanistan

In 2013 Mr. Sadruddin Fakhruddin, Kabul, Afghanistan, travelled to Maastricht to follow MSM’s Managing Sustainable Development (MSD) course. During the MSD course participants acquire the skills and knowledge, which help them to understand sustainable management processes and how to apply these in their own organizations.

#### MSM training Jordan’s Institute on Family Health Care

MSM is organizing a tailor-made program providing training to the Institute on Family Health Care (IFH) in Jordan. MSM will target staff and trainers of IFH in developing dual strategies, policies and processes focusing both at refugees

as well as at the local population in further capacitating the smaller local NGO's and CSO's which do fall within their mandate. IFH itself is supervising more than 15 NGO's providing assistance to the refugees in Jordan.

#### **Clean energy for education and health:**

##### **MSM's executive education in PDM makes an impact**

Mr. Michael Waiyaki Nganga was facing many challenges when he decided to apply for the Project Identification, Development and Management (PDM) executive program at MSM.

*"Originally coming from the rural areas of Afghanistan I acquired a master level qualification and wider working experience in the development of the rural communities across the country...I work for an organization which aims to empower and provide people with licit livelihood opportunities. Despite my current qualification and practical experience, I wished to gain further knowledge in development and management. As a result of this course, my overall performance and delivery to the organization have improved. I am now more involved in the programs concerned with development and management at national level and I am no longer worried about how to carry out development projects more effectively and efficiently."*

Mr. Sadruddin Fakhruddin (MSM promoting Sustainable Development in Afghanistan)

#### **Addressing challenges to youth sexual reproductive health needs and rights in Rural Uganda**

Florence Nalukusa from Uganda participated in the Project Identification, Design and Management (PDM) course in January 2016. Back home she immediately implemented her knowledge and skills for the benefit of her organization Future Focus Uganda. During the course Florence identified the project "Addressing Challenges to Youth Sexual Reproductive Health Needs and Rights in Rural Uganda" and this project has been implemented - she organized a five-days residential youth camp in May with participants from different schools in Uganda. Due to the great success of the camp, and the achieved sponsorships and partnerships, Future Focus Uganda has now decided to organize two camps every year.

*Florence (3<sup>rd</sup> from the right) with part of her team of camp facilitators*



*"The PDM course came exactly when I needed it most. As the manager of a team of 25 in Kenya, it was important for me to get better in working with such a big team distributed across the country and to learn the skills needed to make a solid team. We were growing at a very fast pace and we needed to be able to handle it. As the country manager for East Africa, I knew that we really needed to understand more about the new areas we were going to start our projects in order for them to be effective, based on the challenges we had faced in 2013. We needed to understand as an organization how important our stake-holders were, manage the growth and risks, and still be able to balance our lives as we did it. I needed to delegate, equip and train others to help us achieve our goals and objectives."*

Mr Michael Waiyaki Nganga (Clean energy for education and health: MSM's executive education in PDM makes an impact)

#### **MSM fosters female entrepreneurship**

Female entrepreneurship in developing countries can play a crucial role in the fight against poverty. The 3-week course in Women Entrepreneurship Promotion (WEP) at MSM supports the economic empowerment of women and enhances their participation and potential for leadership in businesses. Ms. Olga Obando, an Ecuadorian female entrepreneur specializing in education and training, explains why she joined the course.

## Examples of MSM's Capacity Development

### **Netherlands | Entrepreneurship pilot projects for migrants in the Netherlands**

Dr. Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development at MSM has set up a pilot project in the province of North Brabant for a group of eight refugees who wish to start a company. The project was launched at the end of February 2016 with an information meeting and intake conversations. Starting in March, the eight selected aspiring entrepreneurs will receive an intensive six-month coaching program during which they will take part in workshops, visit companies and also learn how to formulate a business plan in the Dutch context.

### **Egypt | Ministry of Water Resources and Irrigation**

The project aims to increase the capacity of Training Center for Water Resources and Irrigation (TSWRI) to provide high quality training for the human resources in the water sector for the Ministry of Water Resources and Irrigation in Egypt. The overall scope of the project is to support the TSWRI, as a training center within the Ministry of Water Resources and irrigation (MWRI) by developing their competences in management and engineering, in order to meet institutional demands for training.

### **Mozambique | Institute for Sustainable Process Technology (ISPT)**

Strengthening ISPT's capacity for the provision of

competent professionals for the mining sector for ISPT and "to promote sustainable economic and social development by supplying well-trained competent and qualified professionals for the mining industry, taking the environment into account and with gender equality".

### **Rwanda | Sustainable agricultural development**

Strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda with MB Mott McDonald BV and various other partners.

### **Liberia | "United Entrepreneurship Coalition" program**

This program aims at pro-poor sustainable economic growth, particularly through strengthening the position of relevant local partners, (2) facilitating entrepreneurship; and creating an enabling environment for private sector development in Burundi, Kosovo, Liberia, Rwanda, and the Palestinian Territories. Within this coalition, MSM provides support through training and curriculum development. In Liberia, MSM will work with the Rwanda Tourism University College (RTUC) in developing an entrepreneurship curriculum.

### **Tanzania | Improving the Labor Market Responsiveness**

This project is designed for Technical Education for the National Council for Technical Education, the College of Business Education in Dares Salaam, and the Zanzibar



*"At the time of the course I was working on designing a project to support and train female entrepreneurs in Ecuador. The course helped me to further develop my idea and to understand the complexity, from a gender perspective, of what was needed to build a successful female entrepreneurship project in a developing country. It is with great pride that I say that we now have 300 active members in our network, who are constantly being trained via our online platform. We hold monthly meetings to assess progress and identify new opportunities to promote, sell and expand their small businesses."*

Ms. Olga Obando (MSM fosters female entrepreneurship)



Institute for Tourism Development. The project is embedded in the wider setting of education sector reforms focusing on competence-based learning, as taking place in Tanzania. The overall objective is to improve the supply and quality of education and training in Tanzania in support of private sector development. Project partner is Witwatersrand University (Wits), South Africa. The project is sponsored by the Netherlands government through Nuffic.

#### **Indonesia | Capacity Building in Animal Logistics of Poultry and Livestock**

The project is framed within the overall policy to increase food safety and security in Indonesia, through innovative production and processing methods and research in animal logistics from farm to consumers. It targets the enhancement of expertise on animal logistics and the development of subsequent institutional capabilities of the Faculty of Animal Science of Bogor Agricultural University (IPB) and its alignment with the animal logistics sector of Indonesia.

#### **Indonesia | Guide on Gender mainstreaming**

MSM has published a practical guide that can contribute to gender mainstreaming in Higher Education Institutions in Indonesia and beyond. This manual has been prepared as part of the EP-Nuffic funded project 'Building Capacities in Agribusiness at Bogor Agricultural University and collaborating partners, Indonesia', with support from Van Hall Larenstein

University of Applied Sciences. The guide aims to take away the 'elite' notion of gender and instead put it forward as something that concerns all of us: men, women, boys and girls. Working on equality for men and women will contribute to a better world. The focus of this guide is on institutions in Indonesia, based on experience working with the Department of Agribusiness, Bogor Agricultural University.

#### **Indonesia | Building Capacities in Agribusiness at Bogor Agricultural University (IPB) & collaborating partners**

The overall scope of the capacity building project is the support of the Indonesian Agribusiness sector at large in its development, in particular in promoting its competitive strength, as one of the prime drivers of sustainable economic development.

#### **Guyana | Capacity development for the Caribbean Forum for ACP States**

This EU-funded project, which started in January 2015 and will run until mid-2017, will support the beneficial integration of the Caribbean Forum for ACP States (CARIFORUM) into the world economy.



### **Palestine | “Palestinian Academic and Agribusiness Cooperation”**

MSM Dean Director Prof. Wim Naudé and the President of Al-Quds University (Prof. Dr. Imad Abukishek) signed a cooperation agreement in the framework of a four-year capacity development program which focuses on curriculum development, applied research, and on strengthening the interaction within the agricultural sector in Palestine.

### **Kenya | MSM in collaboration with Q-point and the East Africa Business Council (EABC)**

A four-year Nuffic-funded project on “Strengthening linkages between post-secondary education and the private sector for more effective food security and water management” in Kenya. The project focuses on the capacity building of LIWA, an institution that is focused on the linkage of industry with academia. The overall objective of the project centers on the development of the linkages between higher educational institutions and the private sector focusing on quality, relevance and gender sensitiveness in order to contribute to private sector development.

### **Kenya | Agricultural Entrepreneurship Incubator**

The general objective of this project is to improve the agribusiness climate in Kenya by fostering profitable

agribusiness models with Aeres Group (The Netherlands) and the African Business Council (The Netherlands).

### **Kenya | Value-chain development**

Building capacity to deliver competent graduates for enhanced competitiveness in the dairy value chain in Kenya. The overall objective of the project is to build the capacity of Egerton University (EGU) and Dairy Training Institute (DTI) to deliver competent graduates for enhanced competitiveness in the dairy value chain (DVC) through delivery of quality, market relevant and gender sensitive programs and research.

### **Kenya | Development of Latia Resource Centre and its Agricultural Training Program**

A strategy and the capacity to implement (supported through action research) engagement and networking with stakeholders to deliver and innovate LRC’s training programs and consultancy services, business planning, including an income-generation strategy, HR Policy. This will include an updated, integral four-year realistic and sustainable strategic business plan for LRC.

### **Ethiopia | Entrepreneurship development in Ethiopia**

MSM has carried out an assessment among nine universities. The research team concluded that entrepreneurship education and entrepreneurial activities at the

Ethiopian universities are at their infant stage. A set of policy recommendations were made to address these challenges, presented in a policy brief published by the Education Strategy Centre (ESC, Ethiopia). The project was supported by the Netherlands government through EP-Nuffic and is implemented by MSM and the Education Strategy Centre (ESC, Ethiopia).

### **Ethiopia | Toolbox Female Talent Program in Higher Education Institutes**

This proposed training program was designed by capitalizing on the review of a large number of women leadership programs, mostly in universities and private sector settings, in different parts of the world.

This ‘Learning Initiative’ will bring this project one big step further, by piloting the program and subsequently developing an implementable toolbox, online, accessible in Ethiopia and beyond.





*“It highly increased the visibility of the organization resulting in sponsorships to organize another camp in the December holiday period, and since the camp the organization established new partnerships with different organizations, among others with Save The Children”.*  
Florence Nalukusa (Addressing challenges to youth sexual reproductive health needs and rights in Rural Uganda)





## Principle 3: Methods

Purpose: Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

### **Responsible Management - an integral part of MSM Faculty Development**

MSM is committed to the personal development of all faculty members. MSM's faculty development process includes new teaching methods and new technologies. Regarding teaching, MSM strives to develop an innovative concept of teaching in which an effective balance is obtained between traditional teacher and content centered approaches on the one hand, and self-directed problem based methods on the other, taking the cultural diversity of the student group into account.

### ***Faculty involvement in Capacity Development and Consultancy Services***

MSM recognizes the value of its staff participating in the capacity development projects and other work for outside bodies. Several faculty members work for these projects; part-time faculty members are usually also active in

assignments and normally work in consultancy or managerial roles outside MSM. Their involvement in these projects provide a link between topics and how it is delivered in the classroom.

### ***Faculty training program***

MSM's faculty is encouraged to not only ensure quality teaching, but also to innovate in the classroom. This is realized by the implementation of a faculty training workshop series for improvement in teaching methods. This faculty training program will involve payroll and adjunct faculty, to create consistency in MSM's quality of teaching methods. The workshop series is prospected to take place in the spring of 2017.

### ***Conferences***

Faculty members are also encouraged to attend academic conferences relevant to MSM's mission to maintain and broaden their network for research and teaching opportunities and to discuss the results of their research.

### **Responsible Management - an integral part of MSM Course Content and Content Development**

### ***Course outcomes linked to Mission***

As part of MSM's outcomes assessment plan (see Appendix C), broad-based goals are defined. In promoting responsible

management education, a specific Broad-Based Student Learning Goal consist of the following: MSM students will determine and demonstrate responsible and inspiring leadership for organizational performance and societal impact.

### ***Assessment of course outcomes achieved***

Student Intended Learning Outcomes are measured at program level by Direct and Indirect Measures (see Appendix C) and course evaluations are taking place after each course throughout the program. The results of these measures feedback into the assessment cycle, articulating the goals for the programs and the assessment tools, as well as determining the extent to which students are achieving the desired results. This control cycle provides information for the decision makers about the ways in which to improve learning, curriculum and teaching. As a supporting and guiding document MSM has a Quality Assurance Policy in place. This document is also in the website available to the public. Feedback and ideas from different stakeholders are an input in the evaluation of the academic programs and in the decision to make improvements and changes in the curriculum. The surveys used as Indirect Measures in the Outcomes Assessment Plan (Student Satisfaction Survey and Alumni Survey) and the Employer Survey give specific information about the curriculum and its relevance, maintaining the contact with the business world and trends.



*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

### *Process of course content development*

#### **1. Results from outcomes assessment**

Information and data received from the outcomes assessment process regarding the curriculum is reviewed, evaluated and used to make necessary improvements in the curriculum.

#### **2. Input from Faculty**

The programs and curriculum should always be designed to represent best practice in management education and consider the latest market trends and practices. So, faculty through their scholarly and professional activities are providing input to the discipline heads on how the curriculum should be adjusted and improved if necessary. This is essential as business degrees must respond fast to the ever-changing environment.

#### **3. Input from Partners**

Partners also evaluate the curriculum and provide information regarding the local market needs and student experience. An example is that the demand for a different type of final assessment (additional to the thesis) has resulted in concrete proposals and in the option of presenting a Business Plan or a Business Consultancy Project (From Academic Year 2016-2017). Additionally, often specializations are tailor made responding to the demands of each region and market target.

### **Responsible Management - an integral part of MSM Teaching Methods**

#### ***Mentorship Program***

MSM has developed the International Management Mentorship as a platform to link our talented, experienced and diverse group of MBA students on an individual basis to representatives of the Dutch business community and governmental institutions. This match allows mentors and students to build mutually beneficial and durable networks and relationships. The initiative is also valued by local representatives, who see it as a chance to broaden their personal knowledge of foreign business cultures and expertise. This program won the third prize in the Final of the annual MBA Innovation Award organized by the Association of MBA's (AMBA) in 2014.

#### ***Student-centered learning, teaching and assessment***

Each course follows a Course Outline which contains the Intended Student Learning Goals, a description of the types of evaluation, the literature, cases and resources used, etc. (see example of how the MBA outcomes are linked to MSM's mission in Appendix C). The following sets out the process to implement MSM's student-centered learning environment:

#### **1. Multinational environment and company visits**

MSM emphasizes on the fact that MSM is a multinational community in which students learn to apply business concepts



## Highlights and examples from MSM Newsletters

for a multicultural, emerging economy environment. Our marketing efforts are primarily directed towards attracting students from all over the world. Therefore, MSM organizes company visits and trips offering the opportunity to expose the groups from other countries with the full-time MBA and MM in Maastricht, creating a truly international studying atmosphere.

### 2. Guest-speakers

MSM invites guest speakers from all over the world, specialized in their various areas of expertise from both scientific-research related domains (to talk about their research findings) as well as from the business/professional domains. MSM tries to take every opportunity possible to improve experimental learning.

### 3. New technologies

Following MSM's new strategy for 2016-2018, new technologies for the delivery of study programs will be implemented - see full description in Principle 2 or in the highlights-section beside.

### **MSM launches Open Online Education Resource during Open Education Week**

Open Education Week was held for the fifth time in 2016, an initiative aiming "to raise awareness about free and open educational opportunities that exist for everyone, everywhere, right now". It is coordinated by The Open Education Consortium, an association of institutions and organizations across the world who support and promote Open Education. MSM took part in Open Education Week by organizing a free global webinar together with several our partners. The topic was "Business School Education in emerging economies: What role for open online education?" MSM's partner institutions who participated were ADA University Azerbaijan, Sana' University, MSM Romania and Centrum Catolica Graduate Business School. Within the framework of this event our partners have elaborated on their perspectives about online education and touched subjects like governmental obstacles for online education recognition or employability in online education.

During the webinar, MSM Dean Professor Wim Naudé announced the launch of a new open online education resource aimed at broadening understanding of MSM's internationally accredited and highly ranked MBA programs. It organizes the essence of the MBA into three blocks, each containing 2-3 short courses each on respectively, The Organization, The Individual, and The Society and the Market. Under the label, Maastricht Open



Online Education Resources, MSM will create a virtual online handbook of management concepts in the format of 2-minute video lectures that can be copied, shared and distributed.

### PechaKucha event now a tradition

Devised by Klein Dytham Architecture in Tokyo in 2003 as a fast-paced presentation format to showcase new ideas, the PechaKucha concept is simple yet effective: each speaker shows 20 slides, each for 20 seconds. PechaKucha events are now happening in 800 cities across the globe and have grown into valued platforms for inspiration, creativity and networking.

In 2016, four African business-minded women shared their entrepreneurial ambitions and visions on women empowerment in Africa. They were followed by Yosief Iyassu (Eritrea), Emanuel Balele (Tanzania) and James Bamwete (Uganda) who described the deplorable health and environment effects caused using inefficient traditional charcoal cooking stoves in Africa and showed how the situation could considerably improve by replacing them with energy saving clay-based cooking stoves.

Eleftheria Sitara from Greece gave a very personal story of her journey into the MBA program at MSM and how studying with fellow students from 22 different nationalities has brought a new meaning to the word “beauty” for her. Eleftheria said she found it an unforgettable learning experience.



*“When I first heard about the PechaKucha concept, I thought of a double-edged sword. Based on the power of images - that sometimes may be equal to a thousand words - PechaKucha allows presenters to express themselves concisely but still in a rich and creative way. Relying on the inspiring feedback I received from people telling me how much they were touched and surprised by the spirit created through the single means of a presentation, I would definitely recommend to everyone to try the PechaKucha experience even just for once in their lifetime.”*  
Eleftheria Sitara



## Principle 4: Research

Purpose: Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

### Responsible Management - an integral part of our Research activities

At MSM we conduct applied research that is focused at supporting our education programs, in particularly towards better global management, under which we understand the need for socially and environmentally sustainable business.

#### MSMs focused research areas (see full list of publications in Appendix D)

##### 1. Entrepreneurship, Society and Innovation

This area is concerned with sustainable entrepreneurship and inclusive innovation - entrepreneurship that creates and uses new business models for sustainable development. This involves the promotion circular economy, increasing widespread, and decreasing social inequalities and poverty.

#### *Typical research questions within this research area:*

How does entrepreneurial innovation impact on society? Who benefits from rapid technological innovation such as Industry 4.0? What new business models will promote the circular economy? How can entrepreneurs leverage personal competencies and resources to be successful? How can social entrepreneurship be supported? How can governments promote innovation through procurement? How can entrepreneurial universities be strengthened?

##### 2. Globalization, Finance and Trade

This area relates to global value chains and the position of small businesses in these, and how finance, investment, aid and the global economic institutions facilitate or impede shared prosperity. It involves promoting a trade system that is fair, that facilitates the participation of small businesses and farmers from emerging economies in global value chains, and that ensures corporate social responsibility and cultural awareness in trading across borders.

#### *Typical research questions within this research area:*

How can exports be better facilitated? How can African businesses gain more access to global value chains? Should and could fair trade be promoted? Is agri-business and agri-exports the future of rural development in Africa? How does the rise of China affect the potential of other countries to industrialize and trade?

##### 3. Risk, Business and Sustainable Development

This area focuses on businesses and entrepreneurs that pro-actively promote peace, safety, good governance and the promotion of the sustainable development goals. It also involves reducing the risks to sustainable business and the risks of businesses towards development, such as risks reflected in conflict, migration and the impacts of climate change on development outcomes such as security, nutrition, water availability and management of coastal cities and industrial facilities.

#### *Typical research questions within this research area:*

How to avoid business complicity in genocide and mass atrocities? Can migration be a source of entrepreneurial dynamics? Can refugees make a living as entrepreneurs? When and how do businesses capture policymaking? How can businesses play a role in building communities' resilience in the face of natural disasters? How can management of natural resources such as water and wildlife contribute to sustainable development? What are the best models for eco-tourism management? What is the relationship between public governance and private business development?

#### *MSM's approach to research dissemination*

To increase the uptake of our research by decision-makers, various dissemination and policy advocacy initiatives are

undertaken. This includes annual conferences and workshop events, publication of journal articles, books, working papers, occasional papers and business briefs, video clips of the research on the MSM website, as well as various research fellows writing their own blogs (see examples in Principle 6).



## Highlights and examples

### Business in genocide: understanding and avoiding complicity

MSM academics Nora Stel and Wim Naudé published a chapter on Business in Genocide: Understanding and Avoiding Complicity. The chapter is in an Oxford University Press book entitled 'Economic Aspects of Genocides, Other Mass Atrocities, and their Prevention', one of the first books to systemically explore all the economic aspects of Genocides and Mass Atrocities (GMAs). In their chapter, which considers GMA as business organization, Nora Stel and Wim Naudé first map the scholarly debates about what manifests, determines and drives corporate involvement in genocides. They furthermore explore the specific role entrepreneurs and businesses played in three of the most uncontested genocides of recent history: the Jewish, Kurdish, and Darfurian genocides. From this they offer several emerging lessons of the "what," "how," and particularly the "why" of business in genocide.

### Mission to Beirut

How is security organized in cities characterized by split sovereignty, hybrid governance and fragile political order? How do public, private and civil institutions coordinate and compete in their attempts to control and safeguard neighbourhoods in such contexts? And how do residents and citizens in such areas experience safety? MSM together with Clingendael Institute, Utrecht University's Centre for Conflict Studies, the Centre for Urban Studies of the University of Amsterdam and the Graduate Institute Geneva to conduct exploratory interviews, expert meetings, observations and focus groups in four neighborhoods



*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*



of Beirut, Lebanon's capital city. The purpose was to develop an analytical framework suited to address some of the issues mentioned above. The mission represents the first joint effort of the research consortium and will inform future research in other cities around the globe with the aim to contribute to a growing stock of empirical evidence on local governments' engagement with non-state security provision in urban contexts.

#### **MSM professor contributes chapter to new book on global women leaders**

'Women as Global Leaders' is a book in which Dr. Stephanie Jones, Associate Professor at MSM, wrote a chapter focusing on the contribution of former British Prime Minister Mrs. Margaret Thatcher to the progress of women in leadership roles worldwide. Published by the US-based International Leadership Association, the book deals with the aspects of gender and leadership.

#### **New MSM book on Sustainable Human Resources Management**

A book by Dr. Stephanie Jones and co-author Ms. Sheena Graham - "Cases on Sustainable Human Resources Management in the Middle East and Asia" - includes extracts provided by many MSM graduates. Several of MSM's former and current students, from Vietnam,

Bhutan, Afghanistan, Egypt and Iran, contributed chapters to Dr. Jones' and Ms. Graham's book, based on both MBA and DBA theses. The book, released in 2015, contains 12 case studies and is designed for human resources practitioners and graduate students of HRM around the world, explaining the challenges of managing HR in emerging markets. The book leverages the teaching outcomes and research of MSM faculty and students, especially showing MSM's unique strengths in front-line fieldwork in emerging markets.

#### **Prize-winning alumnus**

MBA30 alumnus Abdul-Nasiru Iddrisu Alhassan won the 2015 University Meets Microfinance Master Award for his MSM master thesis: "The value of skills training in the improvement of the socio-economic status of Microfinance beneficiaries: A case study at Grameen Ghana".

#### **Special issue: International journal of water**

MSM Professor Meine Pieter van Dijk is co-editor of a Special Issue of the International Journal of Water on the topic of "Benchmarking for the Delivery of Water and Sanitation Services to the Urban Poor" (2016 Vol. 10 No. 2/3). This special issue contains 10 papers that tackle the complex issues involved in providing water for drinking and sanitation by the poor in urban areas, including

policies, stakeholder involvement, infrastructure, distribution justice, financing and technical instruments.

#### **Fresh perspectives on conservation tourism**

A Springer publication co-edited by Jakomijn van Wijk (MSM), was launched in 2015. The book "Institutional Arrangements for Conservation, Development and Tourism in Eastern and Southern Africa. A Dynamic Perspective" describes and analyzes six novel conservation arrangements in Eastern and Southern Africa, illustrating how tourism is increasingly used and promoted as a key mechanism for achieving conservation and development objectives outside state-protected areas.

#### **Endowed Chair in Innovation Procurement at MSM**

In 2016, MSM and Corvers Commercial and Legal Affairs have established the Corvers Chair in Innovation Procurement at MSM. The focus is on using procurement to tackle social challenges such as vaccines for neglected tropical diseases, water management, etc. The Corvers-MSM Chair will build upon the strong attention received in recent years by both Public Procurement and Innovation, as two fundamental drivers for growth and development, a point particularly stressed by the recent 2014 EU Public Procurement Directives. The Chair, occupied by Professor Nicola Dimitri, will conduct research, lecture, and generally build capacity

in procurement innovation, aiming also to link Europe and emerging economies through the networks and programs of MSM.

### **Yale University supports MSM's research on Refugees in Lebanon**

MSM's Assistant Professor Nora Stel's ongoing research on refugees in Lebanon explores on the ground governance arrangements between Lebanese and Palestinian authorities. During 2015 fieldwork for the study was supported by a grant from Yale University's Council on Middle Eastern Studies. In a paper prepared for Yale University's and Gothenburg University, Ms. Stel explores the political economy of housing and tenure dynamics in an informal Palestinian settlement, a so-called "gathering" in South Lebanon.

### **Erasmus+ Research Project on Professional Doctorates launched**

MSM was awarded an Erasmus+ grant, in partnership with a consortium of European Universities, under the scheme KA2-Cooperation and Innovation for Good Practices. The focus of this grant is on how to make doctoral research more aligned with Europe's sustainability goals. The project identifies best practices in the field of supervisory practice for practice-based, industrial and professional doctorates. The outcome of the project will consist out of appropriate resources (workshops, examiners list, a handbook and social media activities) for

European universities and companies to leverage the innovation and new knowledge these degrees can produce. In the context of the Erasmus+ project, MSM Dean Professor Wim Naudé visited project partner ADAPT and the University of Bergamo in Italy in 2015 where he presented a lecture on his research on technological innovation, employment and inequality, and discussed further developments on the website of the Erasmus+ project.



**Erasmus+**



## Principle 5: Partnerships

Purpose: Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

### Responsible Management - an integral part of our Partnership and Membership selection, relations and activities

A crucial element in achieving our objectives, is the selection of and relationship with our partners. As part of our partnership engagement strategy, we recognize our role in serving growing institutions to develop their capacity, and therefore focus our partnership-selection to institutions in emerging and developing countries.

### MSM's Institutional Partners for degree programs

In addition to its campus in Maastricht, MSM offers also, in collaboration with partner institutions, postgraduate education in countries all over the world.

- ADA University Baku, Azerbaijan
- Almaty Management University (ALMA) Almaty, Kazakhstan
- Amirkabir University of Technology Tehran, Iran
- Centre of Business Administration (CBA) Sana'a, Yemen
- CENTRUM Católica Graduate Business School Lima, Peru
- FHR School of Business Paramaribo, Surinam
- GISMA Business School Hannover, Germany
- Mahan Business School (MBS) Tehran, Iran
- MSM Kuwait (MSM KW) Sharq, Kuwait
- MSM Romania (MSMRO) Bucharest, Romania
- Nanjing University (NJU) Nanjing, China
- Regional IT Institute (RITI) Cairo, Egypt
- Regent University College of Science and Technology (RUCST), Accra, Ghana
- RWTH Aachen University Aachen, Germany
- School of Industrial Management (SIM) Ho Chi Minh City, Vietnam
- University of Suffolk Ipswich, United Kingdom





#### Capacity Development project partners

- Iliuni Business School (IBS), Georgia
- IPD Bogor Agricultural University, Indonesia
- ESC, Ethiopia
- RIAM, Rwanda
- Birzeit University, Palestine
- Al Quods University, Palestine
- North West University, South Africa

#### Memberships



#### Membership highlights

In November 2016, MSM joined the United Nations Global Compact (UNGC) pledging to participate in and engage in the following way(s): Conduct applied research and thought leadership to advance best practices; promote the UN Global Compact Ten Principles and educate a variety of audiences about sustainability; and continue to be a signatory of PRME.



MSM recognizes that global and multicultural leadership skills are vital assets for today's managers and therefore values being a member of Global Business School Network (GBSN). Established in 2003, GBSN tackles the developing world's severe shortage of management talent by building local management education capacity with programs, networking and events. Their capacity building programs match their international network of top business schools with colleagues in the developing world for cross-cultural knowledge exchange and collaboration.



*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*



## Highlights and examples

### MSM Romania joins UN Global Compact Network Romania

Ms. Dora Surugiu, Managing Director of MSM Romania, has been appointed to the Board of Directors in the Global Compact Network Romania. The network was launched in 2015 during an official event in Romania. The Global Compact Network Romania is a UN strategic policy initiative for businesses that are committed to aligning their operation and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

### MSM and long-term partner in China

MSM and the School of Business at the Nanjing University (NJU) launched an EMBA program specializing in Healthcare Management. The first cohort started in November 2015 in Nanjing, with no less than 31 students in the program. The teaching team for this program consists of MSM and NJU faculties as well as top experts in healthcare sectors in Europe and Asia. During the program, participants will conduct part of their studies in Singapore and in the Netherlands. The MSM-NJU partnership has also resulted in the creation of the Sino-Dutch International Business Center (SDIBC) of Nanjing University. The two institutions already back in 1999 established this center. The SDIBC will accelerate efforts to promote three MSM-NJU MBA programs, namely the IMBA and MBAs with specializations in healthcare management and innovation respectively.



### MSM's Azerbaijan MBAs explore European business and sustainable energy management

Intake 3 of MSM's Executive MBA in Azerbaijan, offered in partnership with ADA University recently visited Maastricht for their study-attachment abroad. During their two-week stay the group attended cutting-edge courses in marketing and strategy and visited companies in the region to gain a practical understanding of management practices and business conditions in this part of Europe. Participants in the program specialize in either international business management or energy management. Companies visited included W.P. Haton, a company in the food-processing sector, who is already present in Azerbaijan producing bread under the brand name "Nº1", and the Feed Design Lab. This latter company combines education, research and the production of experimental/test feed in agriculture and is unique in Europe.



### Kazakhstan EMBA group gets a taste of business in the Netherlands

The 15 participants from the EMBA program jointly offered with Almaty Management University (ALMU) visited MSM for their European Attachment in July 2015. Apart from following two courses, they visited the Philips Customer Visitor Center and the Gulpener Brewery. At Philips, the participants enjoyed a presentation of Philips HealthTech demonstrating the developments in innovative solutions for social sustainability across the continuum of health - from healthy living, prevention,



to diagnosis, treatment, recovery and home care. **GULPENER**

The Gulpener Brewery in the province of Limburg is famous for its socially responsible initiatives and is a recipient of the CSR encouragement award from the Ministry of Agricultural, Nature and Food quality. During the visit the participants learned about the ecologically and environmentally friendly production process of the brewery.

#### **MSM partners with Connect Limburg**

Connect Limburg's mission is to put Limburg on the international map as a unique cross-border region and has 75 partners in Limburg who actively make use of the unique border location. In October, the MBA and MM students participated in the Cross-Border Dinner event, organized by Connect Limburg. During the day, the students visited successful international companies in Limburg, many directly leading in sustainable business models, such as Smurfit Kappa, Arion Group and Medtronic, and participated in a lively and interactive panel discussion at the Brightlands Chemelot Campus with representatives from science, education, government and the business community in Limburg. To highlight the cross-border character of the event the dinner was held at the Avantis business park right on the border between the Netherlands and Germany.





## Principle 6: Dialogue

Purpose: Our education, management capacity development programs and research inform current and future managers, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also the partnership model for which MSM has become well known.

### Responsible Management - an integral part of MSM's community engagement

#### *MSM Community*

The MSM community consists of our students, our alumni, our faculty and staff, our global partner institutes and our corporate relations. We create awareness to our community of our responsibility towards social and environmental sustainability by ensuring that all relevant information about our activities is clear and updated on the MSM website. Our Marketing and Communications department oversees publishing MSM's activities as well as facilitating the communication for the institution within the network as well as with the wider public.

#### *MSM Information Sharing Platforms*

MSM Website: This website is updated daily - which includes news, events, newsletters, MSM in the media, Student Learning results in relation to the goals set for the previous academic period, as well as MSM press releases. Video clips of research projects can also be found via the website.

##### **1. MSM Newsletter**

All activities are promoted on the website and communicated to all partners and stakeholders in the network via the MSM newsletter. Activities communicated in the Newsletter includes information on all its projects, ethical standards, as well as interesting achievements from MSM alumni in their home countries. The MSM newsletter is sent monthly and reaches 16.000 contacts (students, alumni, corporate contacts). All newsletters are available on the MSM website and subscription to the MSM newsletter is possible via the website as well.

##### **2. MSM's Research Portal**

This portal can be found on MSM's website with information about publications, trends and events directed to entrepreneurs, managers, students, researchers and policy makers. MSM faculty and students regularly publish articles in renowned (scientific) journals, (chapters in) books, working papers and occasional papers.

##### **3. MSM's Alumni Portal**

This new interactive platform invites alumni to share their knowledge and to actively participate in the discussions, blogs and forums held. They are encouraged to build friendships and network with their fellow alumni through the different activities. MSM is represented by alumni chapters in P.R. China, Indonesia, India, Pakistan, Oman, Philippines, Bangladesh, Vietnam, Nepal, Sri Lanka, Kuwait, Lebanon, Syria, Palestine, Peru, Chile, Surinam, Trinidad & Tobago, Egypt, Ethiopia, Ghana, Kenya, Namibia, Nigeria, Rwanda, Tanzania, Uganda, Zambia, Zimbabwe, Armenia, Georgia, Germany, Belgium and the Netherlands.

#### *Conferences, workshops, seminars*

MSM also hosts annual research conferences and numerous seminars on PRME-related topics. Examples include the Annual Research Conferences, such as Managing African Agriculture: Markets, Linkages and Rural Economic Development held in 2015, as well as Migration, refugees and security in the Eurasian context hosted in 2016 (see more examples of events promoting Responsible Management in the Highlights section).

## Highlights and examples

### Worldwide alumni events

MSM boasts about 20,000 alumni in 120 countries on six continents. Regardless of which program they completed, our former students are all part of one of the most international alumni networks in the world. Together with our alumni chapters around the globe, we regularly organize alumni events. In 2015, alumni gatherings took place in Peru, Indonesia and Vietnam. MSM alumni were informed on current MSM activities, projects and prospects, as exciting future plans reflect positively on alumni.

### Can promoting shared prosperity help to reduce global poverty?

This was the question recently asked by, Mario Negre, non-residential research fellow of MSM, during a MSM research seminar. Dr. Negre's seminar is based on recent research for the World Bank that simulates the global poverty headcount under three growth scenarios for the bottom 40 percent up to 2030.

### MSM regular feature at the Smart City Expo World Congress

MSM, in collaboration with EADA Business School Barcelona and Fira Barcelona, organized a side-event at the Smart City Expo World Congress that was held in November 2015 and October 2016 in Barcelona, Spain. The event was called SMART UP! and focused on how to foster smart business and investment projects between smart cities from Asia and Latin America.

### Global Entrepreneurship Week (GEW)

GEW is the world's largest celebration of innovators and job creators, who launch startups that bring ideas to life, drive economic growth and expand human welfare. During the 2015 GEW in Maastricht, MSM professors Wim Naudé and Josette Dijkhuizen discussed women entrepreneurship in emerging economies and how entrepreneurship in general affects economic development. Their joint lecture was based on their own research in entrepreneurship, and MSM's rich tradition of research and practical experience on women entrepreneurship in emerging economies.

### MSM contributes to UNIDO's Industrial Development Report

The United Nations Industrial Development Organization's (UNIDO) 2016 Industrial Development Report was launched in Vienna on 2 December 2015. This report 'addresses the challenging question of what conditions are required for structural transformation, driven by technological change, to drive sustained growth and inclusiveness, while avoiding environmental degradation' (UNIDO). MSM's Dean Professor Wim Naudé and assistant professor Paula Nagler contributed to this report as members of the core team in collaboration with UNIDO and UNU-MERIT. Their focus was on Chapter 4 of the report, which deals with technological innovation and socially inclusive development. The entire report can be read online.



*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*



### More third generation universities needed

#### - higher education leadership under the spotlight at MSM

In 2016, MSM hosted a Forum on Higher Education Leadership, with a special focus on the role of universities and other higher education institutions in addressing pressing global challenges. Speakers included Dr. Jürgen Rüttgers, Honorary Professor in Education and Innovation at MSM, and former Minister of Education and Research, Germany, who emphasized the importance of higher education for modern economic growth and development. Dr. Rüttgers stressed that higher education is more important than ever, and outlined the imperatives for good leadership to ensure continued investments in education, research and the kind of innovation that will support sustainable development. The keynote speech was given by Professor Ihsan Sabuncuoglu, Rector of Abdullah Gül University, Turkey. Professor Sabuncuoglu outlined the evolution of universities over the past 700 years, from being first generation “knowledge sharing” institutions, to becoming teaching and applied research based institutions in the 19<sup>th</sup> and 20<sup>th</sup> centuries, to the third generation of universities who today lead in terms of multiplying teaching and research for a positive impact on society. The presentations were followed by a discussion session, and a networking session in MSM business lounge. Participants concluded that given the greater need for higher education in the world, and the many disruptions to higher education while a new mode of university is needed to respond and address global issues. Special guests included H.E.,

Mr. Sadik Arslan, Ambassador of the Republic of Turkey to The Netherlands, the MBA group and a group of 30 participants in MSM’s EMBA program in Azerbaijan, who is on a two-week attachment in Maastricht.





### **Fifth annual Research Conference**

#### **- Managing African Agriculture: Markets, Linkages and Rural Economic Development**

Now seen as an established series of international research conferences, MSM's annual Maastricht-based research conference continues to attract leading scholars and to offer a platform for provocative discussions. Co-organized by the Austrian Foundation for Development Research and the German Development Institute, participants at the 2015 conference heard and presented a total of 15 papers on one day - some as plenary sessions and some in parallel sessions. Presentations included Dr. Luc Christiaensen, a Lead Economist at the World Bank, whom started off by separating the myths and realities prevalent about agriculture in Africa. The second keynote speaker, Dr. Christopher Gilbert of the SAIS Bologna Center of Johns Hopkins University, added further controversy by introducing the debate about seasonality in African agriculture - is there or isn't there? Other speakers looked in more detail at issues already flagged in the keynote addresses, such as rural self-employment; the use of irrigation and fertilizers; spatial proximity to markets and borders; and financial issues such as forms of finance in rural development.

In further sessions, speakers considered the role of value chains, and looked at commodity exchanges, trade, and exports.

Speakers came from the sponsoring institutions, and many others were from nearby seats of learning, such as Rotterdam School of Management, the Free University in Amsterdam,

Szent Istvan University in Hungary, and from Tilburg, Wageningen and UNU-MERIT in Maastricht. Others were based in Africa itself, from North-West University in South Africa, from the University of Abomey Calavi in Benin, and from the International Food Policy Research Institute in Addis Ababa.

### **Sixth annual Research Conference**

#### **- Migration, refugees and security in the Eurasian context**

The sixth annual research conference was held in September 2016 on the Rise of Eurasia. It included a session on the 'Refugee Crisis the 'Refugee Crisis and Divergences in Europe: The Russian Connection' was presented by Hasan Selçuk Türkmen from the Middle East Technical University, Ankara, Turkey. The second paper, on 'Migrants' Location Choice: The Role of Migration experience' was presented by Eugenia Chernina, from the Centre for Labour Market Studies (CLMS) at Higher School of Economics, Moscow. The third paper in this session was by Dr. Derya Buyuktanir, Abdullah Gül University, Turkey, and focused on 'Increasing Multi-Stakeholder Initiatives and Cooperation in Private Sector: The Case of the Syrian Refugee Crises'.



## Principle 7: Organizational Practices

As captured in Appendix C - Broad-Based Operational Goals - MSM commits to implement and maintain appropriate and effective support systems, policies, procedures and technologic advancements to support all organizational operations.

### ***Restaurant***

The MSM restaurant offers organic food and uses biodegradable paper coffee cups. Also, more sustainable packaging of the food served has been implemented.

### ***Operations and Facilities***

MSM is currently exploring the possibilities to replace the current lightning throughout the whole building with LED lightning. In 2013 the IT infrastructure was renewed (server virtualization) which led to a significant decrease in servers and savings on electricity. Paper use monitored and evaluated monthly.

### ***Health and Safety***

Company emergency team is in place to ensure security on the workplace. Funds are made available for training of the team members.

### ***Bicycle Plan***

MSM gives their employees the opportunity to purchase a bicycle which promotes environmental friendly transportation. An estimated 50% of MSM employees bike to work.



*We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students*

## Overview of progress made in each Principle

Principle	MSM PRME Sharing Information Progress (SIP) Report 2014 Initiatives	Progress/Achievement - see highlights and examples after each Principle
Purpose	In the near future partnership programs will also be rolled out in India, Poland, Macedonia, Mauretania, USA, Mongolia, Indonesia, Australia and Taiwan	<ul style="list-style-type: none"> <li>• Strengthened integration of Mission in educational programs, research areas and link to capacity development projects.</li> <li>• Various additional partners have been added to partnership list, in accordance to our commitment to capacity development.</li> </ul>
Values	<ul style="list-style-type: none"> <li>• In January 2015 a full CSR course will become regular part of the MBA curriculum (next to the CSR workshop).</li> <li>• Implementation of the Shared Value Action Learning Project (SVALP)</li> </ul>	<ul style="list-style-type: none"> <li>• MSM has included CSR as in the MBA curriculum across all locations</li> <li>• New specializations in EMBA, such as International Business and Sustainable Development</li> </ul>
Methods	MSM will continue creating educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.	<ul style="list-style-type: none"> <li>• Developed online-learning resources (as part of blended learning), for example, online Mini-MBA</li> <li>• Implemented Mentorship Programme</li> <li>• Incorporated options in MBA such as Business plan or Business consultancy</li> </ul>
Research	<p>MSM's Research Department aims to lead MSM to conduct, co-ordinate, commission, publish, apply and disseminate research that</p> <ul style="list-style-type: none"> <li>• Adds value to leaders, managers and entrepreneurs</li> <li>• Inform organizational learning, social responsiveness and environmental sustainability</li> <li>• Support policy makers to create and maintain supportive and competitive business conditions</li> <li>• Bridge the gap between applied research and decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened mission within research areas to include the following topics: Entrepreneurship, Society and Innovation; Globalization, Finance and Trade; and Risk, Business and Sustainable Development</li> <li>• Various books and articles published on PRME-related topics</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Start-up of a new MBA Program in Czech Republic in collaboration with CMC Graduate School of Business.</li> <li>• In the near future partnership programs will also be rolled out in India, the Fiji Islands, Malta, and Chile.</li> <li>• Executive Programs abroad</li> </ul>	<ul style="list-style-type: none"> <li>• Became a member of GBSN</li> <li>• Confirmed commitment to UN Global Compact</li> <li>• New partners abroad - institutional and capacity development</li> </ul>
Dialogue	<p>Organize more Guest lectures, seminars, events and workshops on (Global) Social Responsibility and Sustainability.</p> <p>Further cooperation with Top business experts active in the field of (Global) Social Responsibility and Sustainability and organize debates on Corporate Social Responsibility</p>	<ul style="list-style-type: none"> <li>• Fifth annual Research Conference - Managing African Agriculture: Markets, Linkages and Rural Economic Development</li> <li>• Sixth annual Research Conference - Migration, refugees and security in the Eurasian context</li> </ul>





## The way forward

Recognizing that graduate management education is in a flux as a result of new technologies, changing labour markets, demographic shifts, economic uncertainties and the challenges of climate change, Maastricht School of Management strives to ensure that its business model remains viable and sustainable through making a crucial contribution to the challenges facing the manager in the 21<sup>st</sup> century.

This means first and foremost delivering students that have 21<sup>st</sup> century skills, and producing research and consultancy reports that solve increasingly complex and multi-disciplinary problems. It also requires doing so in a way that utilises new technologies in order to increase the flexibility, affordability and pace of learning of students wherever they are in the world. Hence MSM is also starting a range of 100% online education programs.

MSM has recognized the growing need in virtually all labour markets for workers and managers who can thrive in a global economy that is now on a technological cusp. Industry 4.0, the Internet of Things (IoT), networked production; mass customization, automation and the Circular Economy have become widely debated issues. Will automation and ICT replace human workers? Is technology driving job polarization and inequality? Is artificial intelligence ultimately humanity's biggest threat? Can technology limit global warming and provide sustainable models for a circular economy? Are we on the brink of an

entrepreneurial revolution made possible by new business models and new markets that radically novel technologies will enable?

These questions today confront all organizations, in both advanced and emerging economies, that want to remain competitive, relevant, and contribute to sustainable human development.

Hence, MSM is developing, and will continue to do so, an increasing number of novel education programs on the interface of technology, entrepreneurship and management. For instance, MSM has been and will continue to offer unique degrees for the managers of the future, and in recent years, through a trans-national partnership with RWTH Aachen University, MSM has established five distinct M.Sc. degrees in Management and Engineering, respectively in (i) Production Systems Engineering, (ii) Electrical Power Systems, (iii) Computer Aided Mechanical Engineering, (iv) Water Engineering and (v) Engineering in Design Concepts and Structural Engineering of Industrial Facilities.

In 2017 MSM is 65 years old. A number of activities will be organized to celebrate this but at the same time also to ponder the future of management education, and to chart out an exciting new course for the next 65 years, a course that will see MSM play a vital role in creating the manager of the future.

## Appendix A: Capacity Development Projects and Tailor-made trainings in 2015 and 2016

Projects	Country	Expertise Area
To increase capacity of TSWRI to provide high quality training for the human resources in the water sector	Egypt	Water Management
Addressing Root Causes Fund - Hope and Opportunities for People in Ethiopia	Ethiopia	Sustainable job creation
Development of an executive MBA strengthening Agribusiness in Ethiopia	Ethiopia	Agri-business and Food
Areas of Competition, Procurement and Customs and Trade Facilitation for the Implementation of the EPA	Guyana	Sustainable Trade/Fair Trade
Building capacities in agribusiness at Bogor Agricultural University/ Institut Pertanian Bogor (IPB) and collaborating partners	Indonesia	Agri-business and Food
Capacity Building in Animal Logistics of Poultry and Livestock	Indonesia	Agri-business and Food
Building capacity to deliver competent graduates for enhanced competitiveness in the dairy value chain	Kenya	Agri-business and Food
Development of Latia Resource Centre and its Agricultural Training program	Kenya	Agri-business and Food
Integrated capacity development to strengthening linkages between post-secondary education and the private sector	Kenya	Higher & Vocational Education
Agricultural entrepreneurship incubator - Telephone farmers	Kenya	Agri-business and Food
Capacity Building for Strengthening the Livestock Value Chain	Kenya	Trade and Agriculture
Introducing Triple Helix approach as a catalyst for Skills Development for mega projects to support economic growth in Eastern Africa	Kenya	Sustainable job creation
Youth Entrepreneurship and Employment	Liberia	Sustainable entrepreneurship and job creation
MFS II - United Entrepreneurship Coalition	Liberia/Rwanda/West Bank	Sustainable entrepreneurship and job creation
Modernisation et Professionalisation en huit Etablissements du Supérieur	Mali	Sustainable entrepreneurship and job creation
Strengthening ISPT's capacity for the provision of competent professionals for the mining sector	Mozambique	Resource Management
Strengthening Professional Training	Mozambique	Higher & Vocational Education
Strengthening capacity for suitable innovation processes, incl. market responsiveness of HE & training to the needs of Food & Agribusiness and Rural Dev. Sectors in Palestinian Territories	Palestinian Territories	Agri-business and Food
Strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda	Rwanda	Agri-business and Food
Improving the labour market responsiveness of technical education in Tanzania	Tanzania	Sustainable job creation
Supporting the integration in Agricultural Curricula of Climate Change concerns at Univ. of Agriculture, Hanoi Univ. of Agriculture, Hong Duc Univ. in Thanh Hoa and Hue Univ. of Agric. & Forestry	Vietnam	Climate Change/Agri-business and Food
Strengthening the Capacity of the Women National Committee in order to enhance gender mainstreaming in the niche program and government institutions in Yemen	Yemen	Governance and female empowerment
Institutional Strengthening and Capacity Building of the Ministry of Higher Education and Scientific Research (MoHESR) and the Accreditation and Quality Assurance Council (AQAC)	Yemen	Higher & Vocational Education

## Appendix B: MOOE online resources



### MOOE Category: Sustainable Business

	Lecturer	Duration
Development Economics	Prof. Wim Naudé	02:00
Can promoting shared prosperity help to reduce global poverty?	Dr. Mario Negre	02:08
Early- Life Conditions and Economic Development	Prof. Philip Verwimp	28:52
Youth Development in Egypt	Dr. Stephanie Jones	18:50
UNICEF Ambassadors talking about climate change in Zambia	Ms. Tabitha Nkhata and Mr. Brighton M. Kaoma	23:53
Shared Societies and Armed Conflict	Prof. Wim Naudé	17:59
Where did the money go	Dr. Steven Tobin	21:01
An international Crisis of Social Justice, Occupy Wall Street and the Realm of Policy	Dr. Sara Burke	35:02
Can the Economics of Shared Societies Support More Resilient Economies and Global Sustainability?	Dr. Rob Harrison	23:26
Challenges and opportunities in an interdependent world	Dr. Protap Mukherjee	17:46
Northern Ireland Peace Monitoring results	Dr. Paul Nolan	28:50
Global sustainability, case of Tunisia	Dr. Juan Ramon de Laiglesia	29:26
How does South Africa perceive shared society	Mr. Jan Hofmeyr	28:56
Towards greater equality in China	Dr. Guanghai Wan	57:51
Violence Containment in the United States	Mr. Daniel Hyslop	37:19
Shared societies, do they improve economic performance	Mr. Aldo Caliri	30:56
Link between service delivery and state legitimacy	Dr. Thea Hilhorst	37:51
Peace, Security and Development Network	Mr. Derick Brinkerhoff	34:28
Ethical Business and New Roles of Leadership	Dr. Jan Worst	26:22
Effective natural resource management for inclusive and sustainable growth	Dr. Dirk Willem te Velde	37:41
Daring to create a radical new vision for Management Education	Dr. Katrin Muff	42:00
Corporate Social Responsibility	Mr. Rio Praaning Prawira Adinigrat	2:58



### MOOE Category: Leadership and Governance

	Lecturer	Duration
Holistic Mangement	Dr. Josep M. Coll	02:00
Learning trend	Mr. Anwer Azzan	06:40
Leadership in competitive sailing	Dr. Stephanie Jones	05:14
Global Women Leaders	Dr. Stephanie Jones	02:35
Global Business Emerging Markets and Human Rights	Dr. Jürgen Rüttgers	03:58
Local relations between Palestinian and Lebanese local authorities in informal refugee camp	Ms. Nora Stel	03:58
Decision making from individuals	Prof. Wim Gijssels	04:16
Service Delivery and Legitimacy of State Institution in Situations of Conflict and Fragility	Dr. Diederik de Boer	09:35
Europe with the Lisbon Treaty	Frans Timmermans	05:23



## Appendix C: Outcomes Assessment Plan

### Section I: Mission and Broad-Based Goals

#### ***Mission Statement of Maastricht School of Management***

We provide education and advocacy for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy building on our unique history in working together with institutions in emerging economies for better global management.

#### ***Broad-Based Student Learning Goals***

- MSM students will recognize and evaluate the nature, the impact of and the concepts of management in a globalizing multicultural context.
- MSM students will determine and demonstrate responsible and inspiring leadership for organizational performance and societal impact.
- MSM students will identify and apply the appropriate combination of methods and tools to reflect on, analyze and solve contemporary business challenges.

#### ***Broad-Based Student Operational Goals***

- MSM provides quality and relevant education in the fields of management, entrepreneurship, leadership, governance and decision-making for better global management.
- MSM treasures existing partnerships, develops partnerships in new markets and attracts funding for future investments and the sustainability of MSM.

- MSM implements and maintains appropriate and effective support systems, policies, procedures and technologic advancements to support all organizational operations.

### Section II: Student Learning Assessment

#### ***Master's-Level Programs***

##### ***Student Learning Assessment for***

##### ***Master of Business Administration***

Program Intended Student Learning Outcomes  
(Program ISLOs)

#### ***Program Learning Outcome 1***

Our students will recognize and evaluate the nature, the impact of and the concepts of management in a globalizing, multicultural context. *Broad-Based Student Learning Goals Associated with this Outcome: MSM students will recognize and evaluate the nature, the impact of and the concepts of management in a globalizing multicultural context.*

#### ***Program Learning Outcome 2***

Student will identify and apply the appropriate methods and tools to solve contemporary business challenges. *Broad-Based Student Learning Goals Associated with this Outcome: MSM students will identify and apply the appropriate combination of methods and tools to reflect on, analyze and solve contemporary business challenges.*

#### ***Program Learning Outcome 3***

Student will evaluate and determine responsible business decisions that impact on both organizational performance and society. *Broad-Based Student Learning Goals Associated with this Outcome: MSM students will determine and demonstrate responsible and inspiring leadership for organisational performance and societal impact.*

#### ***Program Learning Outcome 4***

Student will be able to discuss, debate as well as provide convincing ideas to a variety of multicultural stakeholder groups. *Broad-Based Student Learning Goals Associated with this Outcome: MSM students will determine and demonstrate responsible and inspiring leadership for organisational performance and societal impact.*

#### ***Program Learning Outcome 5***

Student will be able to work autonomously and determine their own learning process. *Broad-Based Student Learning Goals Associated with this Outcome: MSM students will determine and demonstrate responsible and inspiring leadership for organisational performance and societal impact.*

## Assessment Instruments for Intended Student Learning Outcomes

### - Direct Measures of Student Learning

1. Direct measure 1: Final evaluation (Applying knowledge and understanding)  
General Program ISLOs Assessed by this Measure: 2
2. Direct measure 1: Final evaluation (Judgment)  
General program ISLOs assessed by this measure: 3
3. Direct measure 1: Final evaluation (Communication)  
General program ISLO assessed: 4
4. Direct measure 1: Final evaluation (self-direction)  
General program ISLO assessed: 5
5. Direct Measure 2 Inbound/outbound test (knowledge and Understanding)  
General Program ISLOs Assessed by this Measure: 1

## Performance Targets/Criteria (Objectives)

### for Direct Measures

- More than 70% of the students score 7.0 in the evaluation criteria related to this SLO in the Final evaluation format (for Academic Research, Business Plan or Consulting Project)
- More than 70% of the students score 7.0 in the evaluation criteria related to this SLO in the Final evaluation format (for Academic Research, Business Plan or Consulting Project)
- More than 70% of the students score 7.0 in the evaluation criteria related to this SLO in the Final evaluation format (for Academic Research, Business Plan or Consulting Project)
- More than 70% of the students score 7.0 in the evaluation criteria related to this SLO in the Final evaluation format (for Academic Research, Business Plan or Consulting Project)
- At least 70% of the graduates score 8% higher in the outbound test in comparison with the inbound test.

## Assessment Instruments for Intended Student Learning Outcomes

### - Indirect Measures of Student Learning

1. Indirect Measure 1 Satisfaction Survey  
General Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5
2. Indirect Measure 2 Alumni survey  
General Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5

## Performance Targets/Criteria (Objectives)

### for Indirect Measures

- More than 70% of the MBA graduates indicate that they either 'agree' or 'fully agree' with the achievement of each ISLOs (including the specialization).
- More than 70% of the alumni either 'agree' or 'fully agree' with the statements about the achievement of ISLOs and the impact in their professional life (including the specialization).



## Appendix D: MSM's key publications of the past five years

### Publications on entrepreneurship, society and innovation

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- Naudé, W. and Gries, T. (2011). Entrepreneurship and Human Development: A Capability Approach, *Journal of Public Economics*, 95 (3): 216-224.
- Naudé, W. and Gries, T. (2011). Entrepreneurship, Structural Change and a Global Economic Crisis, *Entrepreneurship Research Journal*, 1(3): article 4.
- Naudé, W. and Szirmai, A. (2013). Technological Innovation, Entrepreneurship, and Development, *The European Business Review*, September, pp. 51-54.
- Naudé, W., Amorós, J.E. and Cristi, O. (2014). 'Surfeiting, the Appetite May Sicken': Entrepreneurship and Happiness, *Small Business Economics Journal*, 42 (1): 523-540.
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Sunanto, S. (2012). Modern retail impact on store preference and traditional retailers in West Java, *Asian Journal of Business Research*, 2(2): 1-7.

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