

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

PRME

Principles for Responsible
Management Education



MSM PRME Report
2017 – 2018

Working together for better global management

Table of contents

Message from the Board	3
Our school: MSM in words	4
Promoting Responsible Management	6
Principle 1: Purpose	7
Principle 2: Values	8
Principle 3: Methods	17
Principle 4: Research	19
Principle 5: Partnerships	24
Principle 6: Dialogue	27
Principle 7: Organizational Practices	31
Overview of progress made in each Principle	32
The way forward	35





Message from the Board

Sustainable development, business ethics, CSR and responsible management have been in Maastricht School of Management's core DNA since its inception. Not only is it clearly at the heart of MSM's vision, mission and values but it is also propagated by the students as they journey through the MSM experience, the passionate and international MSM staff and faculty, MSM's international partner institutions and the corporate partners that share MSM's vision for "working together for better global management".

Maastricht School of Management (MSM) has continued, since its previous PRME report two years ago, to invest in its role as Advanced Signatory of the UN initiative, Principles for Responsible Management Education (PRME). In 2017, MSM was one of the founders that helped launch the PRME France-Benelux Chapter and has, since then, been involved in developing this chapter further as a member of the PRME France-Benelux Chapter Steering Group.

Within the international frame, MSM's mission allows to derive three central domains that guide and relate to MSM's teaching, projects and partnerships. These are: *Global Opportunities*, *Creative Leadership* and *Societal Concerns*. The domains correspond clearly to the professional skills of ethical managers and to the contemporary global leader that MSM aims to develop.

In MSM's mission, its education and research activities continue to 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.

MSM continues to strive towards making the world a better place through responsible management education. This report highlights various activities, projects, partnerships and curriculum developments that have taken place in the period 2017-2018, in accordance with the PRME principles and in so doing, contributing to the achievement of the UN's Sustainable Development Goals.

MSM is proud to be a pioneer in the commitment it has shown in achieving more responsible and ethical management education and will continue to lead the way in "*bridging cultures and countries and thereby contributing to the shared and sustainable well-being of a global, diverse and peaceful world*".



Meinhard Gans, Msc
CEO a.i.



Chantal Muyrers, BA
CFO a.i.



Katalin Kovacs, MPA
Dean a.i.

Our school: MSM in words

Maastricht School of Management is an innovative, development-focused business school that is located in Europe yet present in the world. For more than 65 years, MSM has been committed to 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 400 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 and 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

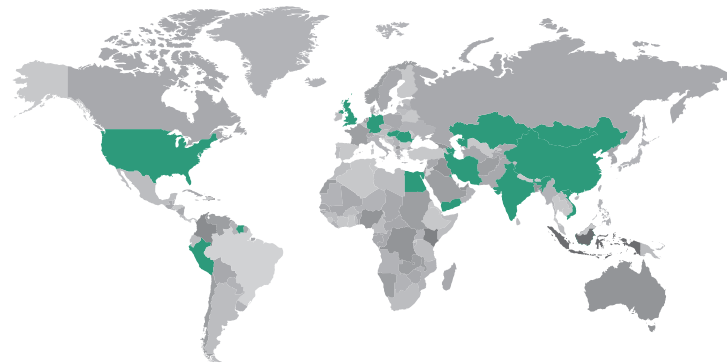
Maastricht School of Management provides **education** and **advocacy** for *ethical* management, *inspiring* leadership, *innovative* entrepreneurship and effective public policy, building on our unique history in working together with institutions in emerging economies for better global management.

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 Azerbaijan, China, Egypt, Germany, Hungary, India, Iran, Kazakhstan, Kuwait, Mongolia, Peru, Romania, Suriname, UK, USA, Vietnam and Yemen.



MSM in accreditations and awards



MSM staff and faculty nationalities

46 Dutch

29 internationals

Belgian: 2

Maltese: 1

British: 3

Peruvian: 1

Chinese: 2

Polish: 1

Colombian: 1

Romanian: 1

French: 1

Serbian: 1

German: 3

South African: 3

Hungarian: 1

Ugandan: 1

Irish: 3

USA: 1

Italian: 3

MSM in numbers

- 1** Eduniversal 4 Palmes Of Excellence Ranking - TOP business school with significant international influence
- 4** CEO Magazine 2018 global ranking of MSM's Online MBA program
- 5** number of international accreditations: AMBA; IACBE; NVAO; ACBSP, ATHEA
- 17** number of nationalities of students who graduated in 2018 from the MBA programs in Maastricht
- 34** number of students who graduated in 2018 from the MBA programs in Maastricht
- 55** capacity building projects were active in 2017 and 2018
- 65** number of full-time equivalent Faculty and Staff
- 440** number of students who graduated in 2018, from our various education programs, both in Maastricht and in our partner locations around the world.

MSM in time: A brief history

Building further on its research background, alumni network and student experiences, MSM has continued to focus on its endeavor to work together with its partners for better global management. In the last two years, MSM has also delved deeper in providing its students a sustainable and holistic business awareness, through its curriculum updates, sustainable/ CSR related social activities and capacity building projects.

- 2018** MSM created the Student Sustainability Award
- 2018** MSM organized its first sustainability week during the "European Sustainable Development Week"
- 2018** 21 capacity building projects were granted to MSM
- 2017** MSM launched the PRME chapter with 3 other schools
- 2016** MSM confirmed its commitment to the UN Global Compact Initiative as a Higher Education Institute
- 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
- 2016** MSM nominated for the AMBA Innovation Award
- 2016** Introduction of the Master of Management (MM) program
- 2015** Fifth annual Research Conference - Managing African Agriculture: Markets, Linkages and Rural Economic Development
- 2014** MSM joins Global Business School Network
- 2014** Research Conference: Corporate Social Responsibility
- 2014** MSM submits second PRME SIP report

- 2014** MSM nominated for the AMBA Innovation Award
- 2013** Research Conference: Corporate Social Responsibility
- 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) 16th 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 first MBA program in the Netherlands
- 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 Six Principles of PRME (see on the right) 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 21st century.

MSM and PRME

MSM's commitment to PRME continued to grow in the last two years and included the collaboration with three other schools to launch the France-Benelux PRME Chapter. Since then MSM has also played an active role in the Steering Group to encourage other schools in the France-Benelux regions to co-create, collaborate and share best practices surrounding the implementation of PRME principles in various domains of management education. MSM has continued to subscribe to high ethical standards in business by strongly promoting CSR, as well as sustainable development.

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

“The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals.”



Antonio Guterres
United Nations Secretary-General



Purpose

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.



Values

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.



Method

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



Research

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.



Partnership

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.



Dialogue

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.



Organisational practices

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



Principle 1: Purpose

MSM as it is known today, has its roots in capacity building in developing markets and continues to work on bridging the gap between developed and developing markets. MSM's purpose continues to be to provide, without discrimination, better global management in all areas and sectors by developing the capabilities of our students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Responsible Management

- *an integral part of MSM's objectives:*

MSM's purpose is derived from its Mission Statement, which is "to provide education 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".

To achieve this, we have various degree programs, short courses and capacity building projects to be able to attract and inspire a wide variety of people and cater to their various needs, namely:

i. A full range of accredited graduate management education programs:

1. short-course non-degree programs,
2. tailor-made trainings,
3. MBA in various formats (*full-time, part-time and online*),
4. Master in Management,
5. Research driven degrees such as the DBA.

ii. The three pillars that forms MSM's DNA are also visible in its approach to applied research. Focused research is done on the following topics (see descriptions of research areas in Principle 4):

- Societal concerns including entrepreneurship, society and innovation,
- Global opportunities including globalization, finance and trade,
- Creative leadership including risk, business and sustainable development.

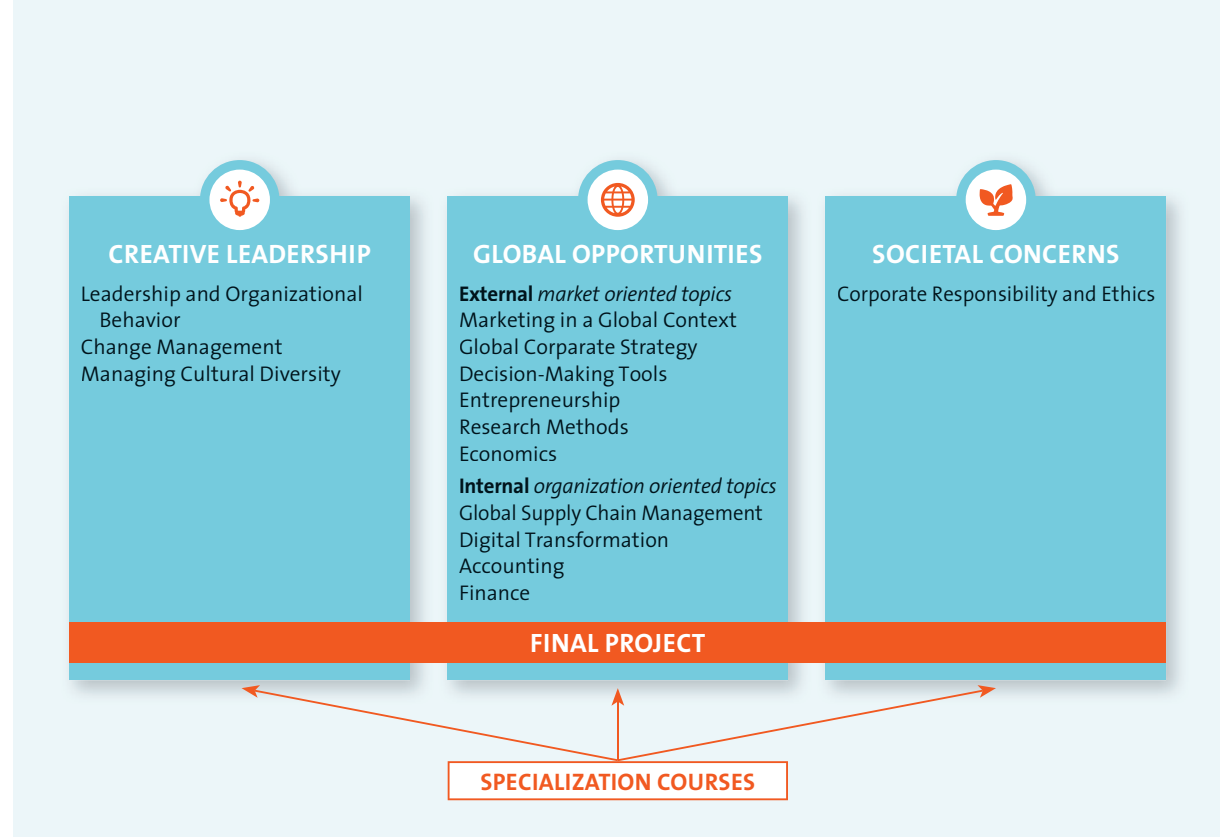
Through all of this, MSM prepares current and future leaders, entrepreneurs and policy makers to make decisions that are ethical, inspiring, and innovative in terms of promoting sustainable development. Our programs achieve this goal not only through the course content, the international faculty, and the research, but also through the partnership model that makes MSM unique (see principal 6 for more detail).

	No poverty
	Zero hunger
	Good health and well-being
	Quality education
	Gender equality
	Clean water and sanitation
	Affordable and clean energy
	Decent work and economic growth
	Industry, innovation and infrastructure
	Reduced inequalities
	Sustainable cities and communities
	Responsible consumption and production
	Climate action
	Life below water
	Life on land
	Peace, justice and strong institutions
	Partnerships for the goals



Principle 2: Values

MSM's MBA Program is an experience in the essence of organizational leadership and entrepreneurial management in a fast-changing, multi-cultural and global business environment. The program contains all the essential elements ensuring that students achieve the required master level. Within the international frame, MSM's mission allows us to derive three central domains that guide and relate the content of our programs. These are: Global Opportunities, Creative Leadership and Societal Concerns. All these domains, including the specializations, converge in the Final Project. The domains correspond clearly to the professional skills of ethical managers and to the contemporary global leader that this MBA aims for.



Three Pillars of the MBA and related courses

Domain 1: Global opportunities

MSM is concerned with providing managers the skills and tools to take advantage of business opportunities around the world. Courses offer students the knowledge to operate as innovative entrepreneurs, solving complicated and multidisciplinary issues, to realize new opportunities and to form a bridge with the emerging economics. These courses are divided into two areas of focus: 1. *External* (related to global market opportunities): Entrepreneurship, Global Corporate Strategy, Marketing in the Global Context, Economics for Managers, Research Methods, Decision-Making Tools and 2. *Internal* (related to looking for opportunities within the organization, that the global environment offers): Global Supply Change Management, Finance, Accounting for Managers, Digital Transformation.





Domain 2: Creative leadership

In order to meet the global opportunities, organizations need skilled leadership. They need managers that are sensitive to cultural differences, who are able to inspire others, and to transform their business to meet the changing needs of the market. Subsequently the following courses are offered: Leadership and Organizational Behavior, Change Management, Managing Cultural Diversity.



Domain 3: Societal concerns

In meeting those global opportunities, decisions are made that will have impact on a wide range of stakeholders, from individuals to society. As such, managers must learn how to make ethical decisions as well as develop a concern for issues of sustainability and societal needs. This has been specifically integrated in the curricula with the course Corporate Responsibility and Ethics, clearly placing a greater emphasis on ethical issues in management. Other courses have embedded this ethical role of managers in its content, such as Economics for Managers and Global Supply Chain Management.



MSM developed a summer **specialization course in International Business and Sustainable Development**.

The MBA specialization explores business issues facing international managers working both in developing and emerging economies. The specialization offers courses on the Global Economy, Green and Inclusive Innovation, International HRM and Fair Trade and Global Value Chains. 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.



Master in Management (MM) program: Over the last two years, MSM's Master in Management has continued to develop, based on the needs of the market, to provide capable high potential young leaders the opportunity to learn how about the impact they can make as future leaders by participating in company projects, consulting cases, business competitions, and experiencing various exchange moments with visiting partner schools. The Group Company Project is focused on Sustainable Business or Digital Economy and participants are exposed to the difficulties that companies face in operating ethically and sustainably and work together with companies on solving these issues.

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?

Non-degree programs

Executive Education (open enrollment) & Tailor-made programs

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: Leadership & Management, Complex Problem Solving, Public Policy & Administration, Sustainable Business Development and Entrepreneurship & Innovation. Next to the open enrollment courses taught on campus, MSM also offers Refresher Courses abroad and Custom made trainings domestically and abroad.

Most of our executive education programs, including those focusing on Sustainable Business Development, usually target participants from non-European countries and/or NGOs who are active in these countries. By adopting sustainable practices, companies can gain a competitive edge, increase their market share, and boost shareholder value. Also, the growing demand for 'green' products has created major new markets in which sharp-eyed eco-entrepreneurs are reaping rewards. MSM has extensive experience in developing sustainable business strategies for small and large organizations including in the agriculture, tourism, industry and financial sector.

For different regions, sustainability means to focus on models for sustainable local economic development, taking into account challenges such as conservation and social development in, for example, the tourism and education sector. To successfully manage these challenges there is a need for a cooperative development approach transcending the traditional boundaries between public and private sectors. This cluster focuses on

how to design public private partnerships for development including the organization of multi-stakeholder meetings. Finally, the focus is on other innovative forms of local economic development such as the Bottom of the Pyramid (BOP), Cluster strategies and Triple Helix Management.

MSM has a wide experience in developing local economic development capacities for local municipalities, national ministries, associations, chambers of commerce, universities, etc. Within the Sustainable Business Development cluster, MSM provides Executive Education programs in the following areas:

Corporate Social Responsibility (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.

At the end of the course, participants:

- Understand the underlying concepts of CSR and gain management knowledge about Corporate Responsibility and Sustainability approaches
- Have insight into strategic CSR implementation and the ability to use different CSR tools.
- Are able to identify different CSR approaches and to find solutions for complex societal and ecological challenges.
- Know how to communicate properly to different stakeholders about the role of his/her business in society.
- Have developed an appropriate CSR strategy for your business enterprise.
- Understand what role corporations may play in this development in terms of CSR.





Value-Chain Analysis (VCA)

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.

At the end of the course, participants:

- Are able to develop a value chain
- Understand the governance structures of different value chains
- Know how to analyze a value chain (its gaps and opportunities)



Tailor-made programs - Capacity development and consulting

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, labor 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.

Highlights and examples

DBA

Tom Buringuriza successfully completed his DBA thesis, entitled *Investment promotion and facilitation and new investments in Uganda*. Mr. Buringuriza's research is focused on the effectiveness of Uganda investment Authority (UIA). The UIA implements activities that should attract new investments into Uganda. Despite considerable resources spent by developing economies on investment promotion little is known about the success of these activities. In the case of Uganda, after over two decades of investment promotion, it is necessary to evaluate the effectiveness of these activities and the impact on the inflow of investments into the country. A qualitative analysis on the managerial flow model of the UIA and a survey of investors' satisfaction were undertaken.

Four propositions form the basis for the study conclusions and for the answer to the research question. Policy makers can gain an insight into the performance of the UIA and rethink Uganda's approach to attracting investments.



Dr. Caren Crowley

Assistant Professor in Research Methods.

"Our students are both users of existing knowledge and producers of new knowledge. As a result of their DBA studies they become adept at critically analyzing what is known about their research area and engage in an original research project with the aim of contributing to both practice based and academic knowledge. In so doing, they develop their own capabilities and contribute to the wider development of the community in which they are embedded."

Ramy William Hanna's DBA thesis focused on *Understanding Capital Structure Dynamics and Existence of Optimal Capital Structure: An Empirical Study on Egyptian Non-Financial Firms*. His research critically reviews capital structure literature from different perspectives, in diverse range of worldwide markets, and from theoretical and empirical sides. Results indicate that the effect of leverage on firm value is linear and negative. As a result he argues that an optimal leverage doesn't exist. Firm value is found to be affected negatively by political uncertainty and positively by firm size and assets growth. Analysis of capital structure dynamics revealed that there is a target leverage ratio that is determined by political uncertainty (positively) and set of firm-specific determinants. Results further indicate that Egyptian non-financial firms adjust toward that target at a rapid speed that is determined by set of firm-specific factors.



Sherif Shedid successfully completed his DBA thesis on *Estimating the Implementation Effort of ERP Projects in Saudi Arabia: Empirical Evidence on Oracle ERP Implementations*. Mr Shedid's study examines the implemented package size, the organisational complexity, the re-use level, the count of RICE objects (Reports, Interfaces, Conversion Programs, and Extensions), and key critical success factors for ERP projects in Saudi Oracle ERP adopters. His study determines these factors' influence on the effort estimates for Oracle ERP implementations in Saudi ERP implementations. The hypotheses are tested on a sample of implementation projects completed in Saudi Arabia using regression analysis, and estimation models are concluded. These models will help Oracle ERP implementers provide more accurate estimates thus enabling them to avoid potential cost and time overruns in their ERP projects, and improve their market competitiveness by better estimation and pricing.



Executive Education and Tailor-made trainings

Strengthening Capacity for Bhutanese Public-Private Partnerships (2017)

MSM supports the Bhutanese Government in enhancing their capacity on PPP through the Tailor-Made Training: Strengthening Capacity for Bhutanese Public-Private Partnerships. During this training MSM shares its best practices and participants will have the opportunity to work on assignments that are aimed at starting up implementation of several aspects of PPP. The training results are not restricted to participants and are transferrable to other government agencies that engage in PPP. Also included in this program is a work visit to the Netherlands.



A specialized diploma program on Sustainable Development Management in Peru (2018)

In cooperation with Centrum Graduate Business School in Peru MSM is developing a specialized diploma program on Sustainable Development Management at Centrum in Lima. MSM brings on board experience in the international concept of the development of courses related to sustainability. The program provides both the latest international insights as well as subjects which are more related to the Peruvian context. In addition, the program links students to businesses and organizations with a sustainability question. This gives the students the possibility to get experience that is more practical, but at the same time, the involved businesses will be assisted with the development of more sustainable strategies. As such, this program assists in the set-up of a business linkage program focusing on sustainability initially to Dutch Businesses operating in Peru.





Building a knowledge base of agri-tourism at the Caucasus University in Tbilisi

At the Caucasus University (CU) in Tbilisi, Georgia MSM is building a knowledge base for agri-tourism. CU wants to develop within its existing master in agri-business a specialization in agri-tourism as well as a standalone diploma program in this field. In order to build up the knowledge in this field, the Tailor-Made Training works with CU staff and selected resource personnel from the private and public sector on gaining more insight on the nature of agri-tourism potential in Georgia. The research-findings will lead to the development of a specialization and new standalone diploma program.



Building the knowledge capacity of ICARE in Eco-Tourism in Armenia

For the International Center for Agribusiness Research and Education (ICARE) in Armenia MSM is building the knowledge capacity in Eco-tourism. With MSM's help the organization wants to offer eco-tourism related courses within existing academic programs, as well as a completely new certificate program in tourism, with an accentuation on eco-tourism. During the Tailor-Made Training MSM experts train ICARE staff and faculty in the methodology in teaching eco-tourism related courses, as well as teach subject specific knowledge and skills. By strengthening its knowledge base on eco-tourism, ICARE is better capable of supporting the development of the eco-tourism industry in Armenia.



Examples of MSM's Capacity Development Projects per country

Colombia: A Triple Helix+ approach towards Inclusive and Conflict-Sensitive Development in Cauca Colombia

The project focuses on A Triple Helix+ approach towards inclusive and conflict-sensitive development in the Cauca region in Colombia. The project promotes sustainable peace and economic development by integrating entrepreneur/livelihood capacity building and peacebuilding activities in Caldono, Tororo and Silvia, three rural municipalities in the Cauca region. Under the leadership of MSM the project is developing a Triple Helix+ framework for integrating capacity building, peace building and rural economic development in a holistic, inclusive and sustainable manner. MSM, along with University of Utrecht - Centre for Conflict Studies and the University of Medellin, works with key Colombian partners such as the University Foundation of Popayan, National Service for Learning, Higher School for Public Management, and the Regional Centre for Productivity and Innovation of Causa. With a Train the Trainer approach, the project capacitates the Colombian partner institutes to more effective training, research and extension organizations, with improved capabilities in offering market based and conflict sensitive programs. The approach addresses the educational and opportunity gap in the project area while promoting and documenting peace building and economic development lessons learned.



Egypt: Enhancing water efficiency and food security through Egyptian TVETs

The project will enhance water efficiency and food security in Egypt by means of capacity building at TVET/HE's. A thematic workgroup combining Dutch and Egyptian expertise is set up to identify issues in the Delta and at the edge of the desert. The working groups bring together experts in water, agriculture, various social domains and labor markets

where the aim is to provide tangible and applicable outputs and disseminate these outputs to farmers, small enterprises, agro-industries and exporters. The project contributes to sustainable water use and agricultural production with a positive effect on nutrition and food security.



Ethiopia: Improvement of agricultural vocational education in Ethiopia

MSM has the lead in a comprehensive program aiming to improve the agricultural vocational education in Ethiopia. The Ethiopian State Minister for TVET, Dr Abdiwasa Abdilahi, expressed his personal support and accepted the invitation to become Chair of the foreseen National TVET Advisory Council. The program is concentrating on both the dairy and horticulture sub-sector. It is based on the fundamental notion that improving the quality and employability of agricultural TVET graduates necessitates changes on local, regional and federal level through triple helix partnerships. On local level, four agricultural TVET colleges (two in Oromia and two in Amhara) are capacitated to perform inclusive agro-processing, -value addition, and -production teaching, technology transfer and industry extension. On regional level, the Oromia and Amhara TVET Bureaus are capacitated to being better positioned to execute their pivotal roles in orchestrating the TVET sector. On national (federal) level, national TVET teacher training programs will be improved. In addition, partnerships and lessons learned will be rolled out to other agricultural TVETs in Ethiopia.



Rwanda: food & nutrition security in Rwanda

In the SEAD-West project MSM works in close cooperation with Mott McDonald and RDB (Rwanda Development Board) to contribute to food & nutrition security. This by strengthening technical and vocational education that enables integrated food chains to be developed around the horticulture, dairy and poultry value chains in the Western province of Rwanda. The SEAD-West project is strongly aligned to the currently running SEAD project under NICHE. Where SEAD is focusing on the poultry, dairy, horticulture and potato value chains in the Northern, Eastern and Southern provinces. The project is





VALUES

building new and strengthening existing partnerships to boost agricultural value chain development and ensures equal opportunities, labor market relevance and strengthening management of the chain actors for sustainability. There's also a strong focus on bringing the triple helix partners (education, private sector and government) together in a STIC (Service, Training and Innovation Centre). This to strengthen the economic results of the project's value chains, to support the Dutch private agricultural sector and to allow opportunities for cooperation between partners beyond the scope of the project.



Sierra Leone: Strengthening WASH Expertise in Sierra Leone

Together with the Government Technical Institute (GTI) in Sierra Leone MSM is working towards a 'fit for purpose' Polytechnic, delivering WASH focused vocational and technical training and education. For the project, 'Strengthening WASH Expertise in Sierra Leone' MSM supports GTI's transition from a TVET college to a Polytechnic college making relevant strategic inputs to MEST policies, taking a strategic view of the TVET sector in WASH and develop the capacity to undertake relevant applied research. The WASH focused vocational and technical training and education will be geared to the needs of students in the context of Sierra Leone's current WASH development priorities and the requirements of the private sector, Government and NGOs. MSM is training the senior GTI team in the fundamentals of Polytechnic/University management and develop their core competencies in i.e. project management, use of data in decision-making, team building and business planning for education and training service providers. MSM also shares skills and knowledge through 'on the job' coaching and mentoring of GTI senior staff as they undertake the organization reform.



Uganda: End impunity of sexual and gender-based violence in Uganda

The appropriate skills and knowledge to handle Sexual and Gender Based Violence (SGBV) cases and have perpetrators prosecuted successfully are not yet widely available in the police and judicial sector in Uganda. Through this project, crucial training institutions for police and judiciary officers are equipped with the capacity to better address cases of SGBV in order to prosecute perpetrators and treat SGBV survivors with the sensitivity they deserve. The goal of this project is contributing to promoting just, peaceful and inclusive societies and achieving legitimate stability. Creating better access to knowledge on SGBV by providing necessary skills to key officers in the police and judicial sectors crucial contribution will be made in the fight against SGBV. As such, Project EIS translates into justice for perpetrators and survivors of sexual and gender-based violence through improved service delivery.





Principle 3: Methods

We have created educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

The eclectic nature of our programs is due to the wide challenges that managers face, and it requires a broad learning environment. As such, various didactical approaches are used and each course is explicitly designed as a mix of different teaching/learning methods addressing different competencies and subject matter.

The didactical methods used are:

- Lectures;
- Case analysis;
- Group work
- Presentations
- Guest speakers (both professionals and academics)
- Small research projects in business organizations;
- Writing papers (individually and in groups);
- Role-playing, simulations and behavioral exercises.
- Literature search and critical reading.

MSM expects its students to be familiar with recent state-of-the-art management knowledge, where they learn to be less dependent on the teacher, thus allowing them to improve their learning skills. For example, within all the courses, students are required to carry out literature searches as well as collect data from various information sources, in order to develop their argumentation in their various assignments.

Furthermore, once the correct tools have been selected, students need to be able to use this knowledge to solve problems. Almost all courses make use of case analysis, allowing students to look at issues within a range of organizations, from a variety of different perspectives. Students are expected to make decisions that are based on their analysis. In the course Global Supply Chain Management, students work with a simulation game, giving them the opportunity to not only make decisions, but also to reflect on the outcome of their decisions.

MSM's MBA has sharpened its focus on soft skills in response to employer's demand. Leadership, communication and emotional intelligence have become increasingly relevant. Students are trained in intercultural communication in the course Managing Cultural Diversity, but also work constantly on their communication skills in the various courses. Individual and group assignments are central elements in every course and important assessment tools. Moreover, teamwork provides students with the opportunity of experiencing multicultural





METHODS

communication and collaboration first hand. In class, discussions centered on group work play a key role. This promotes the students' ability to debate, discuss and present their ideas, contributing to the development of communication skills for various audience.

Given the diversity and multicultural essence of the groups, the input of students enriches the interaction with unique insights. The more than two dozen nationalities represented in a typical class of the residential format of the MBA and the MM, creates a stimulating learning environment inside and outside the classroom. The full-time MBA and MM have a 100% international class. In the part-time MBA group 44% is from outside the Netherlands and in the online MBA delivery 75%.

Students also develop their written and presentation skills. Courses such as Global Corporate Strategy and Entrepreneurship (to name a few) request students to write extensive papers where their academic writing skills will be evaluated. In the course Research Methods, students must present their work and receive direct feedback on their presentation skills.

Students are expected to manage their own learning needs. To facilitate the process, students for the MBA and MM need to take the levelling courses and the inbound test (both online courses provided by Peregrine Academic Services), which help identifying areas that need improvement. Furthermore, during the course of the program, other tools are in place to stimulate student-centered learning. Many courses, for example, set individual assignments where students must carry out a small piece of research, whereby they must identify relevant literature and sources of information.

The MSM programs are enriched with guest speakers from all over the world, specialized in various areas of expertise from both scientific-research related domains and business/professional domains, as well as simulations and case studies. There are many extra-curricular activities that students can choose from, in order to support the achievement

of the program Learning Outcomes and students have various opportunities to reflect upon their own leadership skills and style.

The learning environment and the didactical approach of the part-time and full-time MBA is very similar. The courses are coupled in modules, according to the topic. The part-time students attend one-week modules every time they come to MSM.

The courses in the online delivery mode are based on similar principles as the face-to-face programs, encouraging student-centered learning. Students will learn through their efforts of researching, reading, reviewing materials from a variety of sources, and undertaking online activities such as writing papers and discussion board posts. The students' journey of discovery is guided and facilitated by their course instructor.

The online courses are divided into a number of "units" with a sequence of activities and specific research and reading assignments focused on learning new knowledge, demonstrating it, and applying it in a practical and current business context. Students receive education through video-conferencing (using Adobe Connect, small group meetings called "Learning Sets" composed of 5-8 students according to their time zone (example of tools used IM, Hangout, etc.) and one-to-one and group sessions through Zoom services, namely Zoom meetings.

The learning opportunities are enriched through the participation and discussion within small groups. For this purpose, the (online) discussion boards are extensively used in all courses. Additionally, the guest lectures and special sessions in Maastricht are recorded and added online as a resource for the part-time students.



Principle 4: Research

We engaged 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.

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 on supporting our education programs, and in particular our aim of better global management and sustainable business. MSM focuses on three primary research areas

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?

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?

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?

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

Entrepreneurship Society and Innovation



Dr Jakomijn van Wijk recently co-edited a special issue on social innovation.

Van Wijk, J. Zietsma, Dorado, S. de Bakker, F & I. Marti. (2018) Social Innovation: Integrating Micro, Meso and Macro Level Insights From Institutional Theory, Business & Society <https://doi.org/10.1177/0007650318789104>

Social innovations are urgently needed as we confront complex social problems. As these social problems feature substantial interdependencies among multiple systems and actors, developing and implementing innovative solutions involve the re-negotiating of settled institutions or the building of new ones. In this introductory article, we introduce a stylized three-cycle model highlighting the institutional nature of social innovation efforts. The model conceptualizes social innovation processes as the product of agentic, relational, and situated dynamics in three interrelated cycles that operate at the micro, meso, and macro levels of analysis. The five papers included in this special issue address one or more of these cycles. We draw on these papers and the model to stimulate and offer guidance to future conversations on social innovations from an institutional theory perspective.

Dr Caren Crowley has recently published in the area of women's digital entrepreneurship in the context of emerging economies and on artisan entrepreneurship and networking.

McAdam, M., Crowley, C., & Harrison, R. (2018) "To boldly go where no [man] has gone before" - Institutional voids and the development of women's digital entrepreneurship" *Technology Forecasting and Social Change*
<https://doi.org/10.1016/j.techfore.2018.07.051>.

This paper examines the emergence of digital entrepreneurship in the context of emerging economies. Given that these economies generally lack a well-developed institutional framework; we draw on the concept of institutional voids as our theoretical lens. We argue that digital entrepreneurship facilitates the navigation and bridging of socio-cultural institutional voids but also provides opportunities for entrepreneurs to directly and indirectly alter the existing institutional context. We illustrate these arguments by drawing upon six biographical narrations of female digital entrepreneurs in Saudi Arabia. Accordingly, through our development of a multi-level model, we make explicit the two-way causal interaction between entrepreneurial action, institution altering behaviour and the social and cultural context, thus providing a framework for future research.

Crowley, C., McAdam, M., Cunningham, J. & Hilliard, R. (2018) *Community of Practice: A flexible construct for understanding SME networking roles in the Irish artisan cheese sector. Rural Studies, Vol. 64, pp.50-62.*

Networking is generally seen as an important mechanism for small scale and rural enterprises to overcome their relative disadvantage by leveraging knowledge and resources. Communities of practice (CoP) are a type of network where close relationships develop around a shared identity and understanding. However, a gap remains regarding differences in the ability and willingness of members to engage with and develop the CoP, and, as a result, the different networking roles that emerge. In order to address this research gap, we present a full population, country-level study set in the Irish artisan cheese sector. We develop an original role typology depicting five distinct networking roles. It is posited that this typology can act as a sense-making tool for researchers and practitioners by which to diagnose and understand variation in small firm horizontal peer networking behaviour, particularly within the artisan based agri-food sector.





Risk, Business and Sustainable Development



Dr Nora Stel has engaged in original research examining the impact of the institutional context and the impact on sustainable development.

Stel, N. (2017) Mediated Stateness as a Continuum: Exploring the Changing Governance Relations between the PLO and the Lebanese State. *Civil Wars*, Vol. 19, Issue 3, pp. 348-376. Since the 1960s, the Palestine Liberation Organization (PLO) has implemented an extensive governance project in Lebanon that is often regarded as contributing to the weakness of the Lebanese state. Challenging such zero-sum logic, this article explores the institutional interdependencies between the PLO and the Lebanese state and their different yet mutual interests in governance coordination. It conceptualises the relations between the PLO and the Lebanese state along a continuum of mediated stateness and thereby contributes to both the operationalisation of the notion of the mediated state and our understanding of the diverse empirical manifestations of the PLO's governance in Lebanon.

Stel, N. & Van der Borgh, C. (2017) Political Parties and Minority Governance in Hybrid Political Orders: Reflections from Lebanon's Palestinian Settlements and Kosovo's Serbian Enclaves. *Journal of Intervention and State Building*, Vol. 11, Issue 4, pp. 490-510.

This article analyses how minority populations govern and are governed in South Lebanon's informal Palestinian settlements and the Serbian enclave in North Kosovo. Drawing on literature about hybrid political orders, it argues that in both settings political parties play a linchpin role in local governance. Based on this finding, three key functions of political parties in the governance of minority populations in hybrid political orders are identified: representation, provision and brokerage. Understanding the interdependencies

and trade-offs between these different roles contributes to remedying the analytical blind spot regarding the nature, positions and roles of political parties in hybrid political orders.

Globalization, Finance and Trade



Prof. Dr Harald Sander has examined the impact of global finance in the context of emerging economies and EU governance.

Sander, H. (2018) A European Agenda in and for the New Global Economy, in: Justin Yifu Lin and Alojzy Z. Nowak (eds.), *New Structural Policy in an Open Market Economy*, University of Warsaw - Faculty of Management Press, Warsaw 2018, 56-87.

After almost thirty years of hyper-globalization, the global economic integration process has plateaued after the global financial crisis of 2008/09. However, this article argues that it is premature to announce globalization's death. Rather, it posits that globalization is changing its character. Key features of the "new global economy" explored are: digitalization, the rise of superstar firms, the rise of emerging economies, and the changing geography of global finance. At the same time, the distributional consequences of both hyper-globalization of the past and the key structures of the new global economy have the potential of undermining political support of globalization and have been linked to the rise in populism in advanced countries. Taking into account the political challenges emanating from globalization, the article finishes by discussing policy options for the European Union. It argues, that is not enough to address the economic and distributional issues efficiently, but that is also urgent to rebalance and democratize EU governance to give Europe the legitimization and, hence, the credibility to act globally in support of a just and stable global economy.

Professor van Dijk and Dr. Diederik de Boer have examined the impact of tourism to contribute to sustainable development in Tanzania.

De Boer, D. & Van Dijk, M. P. (2017), Can sustainable-tourism achieve conservations and local economic development? The experience with nine business - community wildlife-tourism agreements in Northern Tanzania. African Journal of Hospitality, Tourism and Leisure Vol. 5, Issue 4, pp.1-19

The number of partnership agreements for development is increasing in Africa, and they have different degrees of success. Which critical success factors play a role for partnerships at the community level in the tourism sector in Tanzania? This article analyses nine tourism business–community agreements including three NGO-initiated agreements, three business-initiated agreements and three government-initiated agreements. The partnerships are addressing local economic development and conservation and are assessed on 12 different criteria for success. We found that business-initiated partnerships are working best in meeting the criteria for success. Trust, commitment and mutual benefits are found to be the most important factors. Technical aspects such as accountability and planning (which are mentioned as being of critical importance for national partnerships) are secondary and of less importance for the success of local partnerships.

Dr Stephanie Jones has examined the growth of emerging economies, particularly Vietnam, given the opportunities inherent due to increasing internet adoption.

Commentary: Ambitious and smart, youths in Ho Chi Minh are building Asia's Silicon Valley Jones, Stephanie and Masters, Rafael MSM Occasional Paper 2017/2 Occasional Paper 2017

Vietnam is rapidly becoming the Silicon Valley of Asia: the country has seen continuous growth, averaging 6.15 per cent each year since 2000, with urbanisation and a growing middle class fuelling economic growth and driving new commercial opportunities. 50 per cent of the population have access to the internet; more than a third use smartphones. They are young and entrepreneurial. Meanwhile Vietnam is increasingly attractive for new investors, even in competition against Singapore and Hong Kong. Vietnam is poised to become the newest, fastest-growing technology hub, especially through the aptly named US\$1.5 billion project Silicon City, located just outside Ho Chi Minh City.





Principle 5: Partnerships

We 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.

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

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

- Azerbaijan Diplomatic Academy (ADA) Baku, Azerbaijan
- Almaty Management University (ALMA) Almaty, Kazakhstan
- Amirkabir University of Technology Tehran, Iran
- Centre of Business Administration (CBA) Sana'a, Yemen
- CENTRUM, Colombia
- CENTRUM Católica Graduate Business School Lima, Peru
- FHR School of Business Paramaribo, Suriname
- Mahan Business School (MBS) Tehran, Iran
- MBDA, Ulaan Baatar, Mongolia
- MSM Kuwait (MSM KW) Sharq, Kuwait
- MSM Romania (MSMRO) Bucharest, Romania
- Nanjing University (NJU) Nanjing, China
- Nichols College, Massachusetts, USA
- Regional IT Institute (RITI) Cairo, Egypt
- Hochschule Reutlingen, Reutlingen, Germany
- RWTH Aachen University Aachen, Germany
- School of Industrial Management (SIM) Ho Chi Minh City, Vietnam
- School for Executive Education and Development (SEED), Budapest, Hungary
- Suffolk University (US), Ipswich, United Kingdom
- Xavier Institute of Management, Bhubaneswar, India



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.

Memberships & non-academic partnerships

PRME
Principles for Responsible
Management Education





PARTNERSHIPS

Highlights and examples

MSM supports new sustainability center in Indonesia

In 2018 MSM co-hosted the International Symposium on Transdisciplinary Approach for Knowledge Co-Creation in Sustainability in Bogor, Indonesia. At this event, the Centre of Transdisciplinary and Sustainable Science (CTSS) was launched by the rector of IPB, Arif Satria. This new center from IPB, the Agricultural University Bogor, will be supported by MSM.



MSM and AUB collaborate on project to improve the mental health of Syrian refugee children

Together with the American University of Beirut (AUB) MSM started a 12 month project in 2018 named; Safe and Sound (SaS) in Lebanon. The aim of the project is on improving the mental health of Syrian refugee children in primary and secondary schools through community and family-based psychosocial support.



Integrating Gender in Agro-Value Chain Development with Gambella University in Ethiopia

In 2018 MSM supported Gambella University to mainstream gender in value chain education. Gambella University (GmU) is one of the recently established higher learning institutions in Ethiopia. The College of Agriculture at GmU has planned to open a BSc program in Agribusiness and Value Chain Management for the next academic year.



In 2018 MSM relaunches MBA program in Ulaanbaatar, Mongolia

MSM is proud to announce the relaunch of its MBA program in Ulaanbaatar, Mongolia in partnership with the “Mongolian Business Development Agency (MBDA)”. MSM and MBDA have a valued longstanding collaboration since 1998.



MSM’s partner in Azerbaijan launches a new MBA in cooperation with MSM in 2018

The partnership with ADA University which began in 2014 with a joint EMBA program was deepened in 2018 as MSM co-developed a new domestic MBA program. One of MSM’s ongoing goals is educational capacity building in developing countries. This new program is an important step in the development of ADA University’s own internationally accredited MBA program.



MSM and LWV enter into partnership in 2018

With this partnership both parties will join forces to generate a positive impulse to employment opportunities and to give a boost to sustainable business innovation in the province of Limburg. The LWV (Union for Employers in Limburg) is one of the leaders in bringing together various education providers which will lead to the establishment of the so-called LWV academy.





Principle 6: Dialogue

MSM's unique business model, based on the collaboration with partner institutions through various education programs and international projects, helps 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.

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's community, consisting of our students, our alumni, our faculty and staff, our global partner institutes and our corporate relations is constantly growing and adapting to changing social and environmental needs. MSM has developed several channels to stay connected with its' community, as well as the wider public, namely through the following channels:

MSM Information Sharing Platforms

In 2018, MSM launched its new and updated website.

The website is regularly updated with news, events, and information about MSM. MSM has also launched a blog which covers relevant topics surrounding social and environment issues and responsible management opinions.

For example, recent topics included:

- Multicultural leadership - five ways to learn by doing
www.msm.nl/news-events-and-publications/blog/multicultural-leadership-five-ways-to-learn-by-doing
- Implementing the anti-female genital mutilation project: outputs
www.msm.nl/news-events-and-publications/blog/implementing-the-fgm-project
- The life of women refugee entrepreneurs
www.msm.nl/news-events-and-publications/blog/the-life-of-women-refugee-entrepreneurs

MSM Newsletter

All activities are promoted on the website and communicated to all partners and stakeholders in the network via the monthly MSM newsletter. Activities communicated in the Newsletter include 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.





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.

MSM's Alumni Portal

The MSM Alumni Portal, MSM Networker, has continued to grow in presence, encouraging alumni to connect, 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 blogs, articles and events are also shared with alumni via this channel.

Conferences, workshops, seminars

MSM actively participated in two PRME France-Benelux Chapter meetings (Antwerp in 2017, Marseille in 2018), and two steering group meetings (Antwerp 2017, Nantes 2018) as well as hosted a steering group meeting at MSM in 2018. Faculty also attend and regularly present research on environmental, social and ethical management issues at relevant conferences and seminars (see examples in section here below).

Extra-curricular workshops focusing on sustainability issues are additionally organized for MSM students and include topics such as integrated reporting, circular economy, SDGs and business and sustainable issues in the fashion industry.

Highlights and examples

Business-interest organizations and social activism in the context of “grand challenges”

In the summer of 2018 MSM's Associate Professor in Sustainable Business, Jakomijn van Wijk, presented a paper at the annual conference of the European Group for Organization Studies (EGOS) in Tallinn, Eastland. Jakomijn presented a co-authored paper (with Jean-Baptiste Litrico from Canada's Smith School of Business and José Carlos Marques from Canada's Telfer School of Management) that theorizes the interplay between social movement organizations, companies and business-interest organizations like trade associations.



MSM presents paper at sustainable development and climate change conference

Ms. Mirjana Stanisic, lecturer and Academic Coordinator Online MBA presented a session paper titled “Policy measures in forestry and nature protection for climate change mitigation in selected EU and Western Balkan Countries” at the Humboldt-Kolleg Conference on “Sustainable Development and Climate Change: Connecting Research, Education, Policy and Practice”.

The research of Ms. Stanisic concentrates on governance of natural resources and stakeholder cooperation in state of climate change. In this case, the emphasis was on the investigation of policy measures related to the climate change, which are at the disposal to various institutions and organizations in forestry and nature protection.



MSM Graduate aims to boost food security & modernize Agriculture in Zambia

Mutende Musonda, an MBA graduate from Maastricht School of Management, is working to modernize agriculture and boost food security in his native Zambia. A former official in the Ministry of Agriculture, he is set to design commercially viable business models for farmer training centers, to be rolled out in the country.



Embracing the European Sustainable Development Week

During the European Sustainable Development Week in 2018 MSM organized several sustainability related activities for its staff and students. Activities included; a sustainability dinner bringing together students, staff and representatives of MSM’s global partners. The food was prepared with bio-dynamic products from the own cattle and the vegetables grown in the Garden of the Beeldentuin. Furthermore, a movie night was organized featuring “An inconvenient sequel; TRUTH TO POWER.” We closed off the sustainability week at MSM with a lecture day about the Sustainable Future of Denim.



MSM alumnus receives grant for project on harmful cultural practices and disability in Kenya

In April 2018 Rolando Jr. Villamero, Co-Founder of Global Observatory for Inclusion (GLOBI) in Kenya, followed MSM’s executive Project Finance & Project Management program. At that time he didn’t know that he could apply his newly acquired knowledge into practice quickly....and with success. Rolando and his friend Esmael Omar received a grant

from the Jeanne Sauvé Foundation to do a project exploring the link between harmful cultural practices such as Female Genital Mutilation (FGM) and disabilities in Kenya.



Guest lecture on Ecology and Business

MSM welcomed guest lecturer Professor Leticia Greyling from Rhodes University in South Africa, who lectured on Ecology and Business. Professor Greyling outlined the need for a Circular Economy and discussed the requirement that companies publish a ‘One Report’, which integrates all impacts of a business: financial, manufacturing, human, intellectual, natural and social. Such reporting may help to quantify the cumulative impact that businesses have on life, resources and the planet.



MSM MBA launches a nonprofit startup to fight food waste in Georgia

Tamar Papuashvili-Epstein started her own nonprofit startup, For a New Day, in her native Georgia, after an MBA at the Netherlands’ Maastricht School of Management (MSM). Her goal and her passion is to use her MBA skills to help those that are most vulnerable. With her nonprofit, she wants to distribute food that supermarkets would otherwise throw away to the people that need it most; reducing food waste and helping the homeless at the same time.





DIALOGUE

MSM facilitated national forum for an innovative and sustainable agricultural sector in Palestine

In March 2017, a group of stakeholders of the agricultural sector in Palestine agreed on concrete steps to create a forum with the purpose to foster innovation and sustainability in the agricultural sector of Palestine through linking and learning. It is an initiative from all key stakeholders of the sector, such as universities, private sector, government, NGO's, and donors. It is an open forum. MSM facilitates this process as part of the Netherlands-funded PAAC project (Palestinian Agribusiness & Academic Cooperation).



Women refugee entrepreneurs in the Middle East: photo documentary

Drawn to the photo documentary "Selling Strength" a full audience of external stakeholders, faculty, staff and students were present at the opening ceremony in the MSM Business lounge. The photo documentary is based on the work of MSM's Professor Josette Dijkhuizen and Jeroen Berkhout, Communications consultant and photographer, to support and strengthen women refugees in Lebanon and Jordan.





Principle 7: Organizational Practices

MSM has a “walk the talk” attitude. As a management school claiming to be focused on responsible management education, it is important for MSM to also lead by example in its own daily operations. MSM has strived to continue to improve its support systems, policies, procedures and technologic advancements to support all organizational operations in a sustainable way.

Restaurant

The MSM restaurant offers organic food and uses biodegradable paper coffee cups. Also, more sustainable packaging of the food served has been implemented. In 2018, MSM’s catering services also switched to healthy, fresh and locally-sourced sustainable foods, cutlery and wines.

Operations and Facilities

MSM’s lecturing facilities were upgraded in 2017 with SMART boards. A new, centralized CRM system was implemented to ensure a more fluid and enjoyable student experience, and to help avoid any potential inter-departmental communication gaps. MSM has gone paperless when it comes to student assessments. The majority of the MBA courses are now assessed through an assignment paper, which is uploaded in pdf version, rather than printed out. The final thesis project has also a paperless assessment process.

MSM recruiters have decided to drastically reduce the amount of brochures used at fairs, providing potential students with a re-useable USB stick with all the necessary documents on it.

Finally, MSM has also focused on converting its marketing efforts to be more sustainable. “Welcome” postcards sent to future students once they joined the program, were made of recycled paper. Information received before and upon arrival at MSM was sent digitally. Student and visitor gifts are made out of recycled materials (for example, the student backpacks was 100% recycled). MSM continues to search for ways that it can push the boundaries in setting a good example to its students, its staff and its partners.

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.

To encourage a healthy lifestyle, MSM has created a bicycle plan, providing employees to purchase a bike at favorable conditions and a fitness plan, where staff and faculty are encouraged to join a local gym by receiving partial funding from MSM.



Overview of progress made in each Principle

Principle Initiative - SIP 2016

Progress/Achievement*

Related SDGs

Purpose



MSM aims to develop new programs, partnerships and courses that focus more on sustainability in the form of societal concerns in various formats, which was to be integrated into its various curricula.

- Strengthened integration of Mission in educational programs, research areas and link to capacity development projects.
- MSM developed strong new partners in India, Hungary, USA, UK and Indonesia
- MSM's Core DNA was redefined to include societal concerns and sustainability topics



Values



MSM's continued focus on responsible management, ethical leadership, and the creation of societal concerns will be seen through further development of the 3 core pillars in the course, the participating in international capacity building projects, and the creation of relevant executive education courses

- MSM's MBA curriculum now includes several assignments and courses related to its core DNA of societal concerns and sustainable issues.
- MSM's international projects have been successful in various African countries, in building capacity and creating awareness about sustainability and ethics.
- MSM's executive education courses help people from all over the world to improve their skills in CSR and Value chains to become more responsible and ethical leaders.



Methods



MSM will continue creating educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

- Developed an Online MBA, focusing on current global issues from an MBA perspective, and includes a specialization in International Business and Sustainable Development
- MSM has created a Career and Personal Development track where soft skills, responsible management techniques and personal and environmental awareness parallel to the degree program curricula.
- The Master in Management program has included a company project focusing on consulting on a sustainable issue for the company to provide students with real life examples and experience of how important sustainability is in the workplace.
- Assessments of students are often done in assignment format, and students are encouraged to write about sustainable and societal issues.



*see highlights and examples after each Principle

Principle Initiative - SIP 2016

Progress/Achievement*

Related SDGs

Research



MSM's Research Department continues to aim to lead MSM to conduct, co-ordinate, commission, publish, apply and disseminate research that

- Adds value to leaders, managers and entrepreneurs
- Inform organizational learning, social responsiveness and environmental sustainability
- Support policy makers to create and maintain supportive and competitive business conditions
- Bridge the gap between applied research and decision-making.

- Strengthened mission within research areas to include the following topics: Entrepreneurship, Society and Innovation; Globalization, Finance and Trade; and Risk, Business and Sustainable Development
- Various books and articles published on PRME-related topics



Partnerships



- MSM is continuously developing its partnerships to encourage "better global management". New initiatives aim to include:
 - Help launch a PRME Chapter for France-Benelux region
 - In the near future, education partnership programs will also be rolled out in India, Hungary, USA and UK.
 - Collaborate with different organizations and education partners on societal, ethical and sustainable education projects
 - Develop local partners

- MSM was one of four schools that launched the PRME Chapter for France-Benelux and is further ensuring its growth by sitting on the Chapter Steering Group
- Education partners were established in Hungary, UK, USA and India and several new programs and partnerships are being negotiated.
- Many examples and highlights are given on how MSM participated actively on various projects in Azerbaijan, Armenia, Tbilisi, Syria and Mongolia.
- MSM has partnered with local corporate network LWV to boost sustainable business innovation in the region.



Dialogue



Involve students and alumni more in extra-curricular sustainable activities. Organize more Guest lectures, seminars, events and workshops on (Global) Social Responsibility and Sustainability. Further cooperation with Top business experts active in the field of (Global) Social Responsibility and Sustainability and organize debates on Corporate Social Responsibility

- MSM launched the Student Sustainability Award in 2018 to create more awareness about sustainable practices among students
- Guest lectures from various other PRME schools were organized
- Companies focusing on sustainable issues and CSR were invited to discuss these issues with students
- Alumni events have been created to encourage networking
- MSM's new website includes blogs on sustainable issues that MSM has been involved in. These blogs are shared via newsletter and alumni platform to stay connected.







The way forward

MSM has once again undergone exciting transformations and developments over the last two years, to ensure that it remains relevant to its stakeholders. MSM continues to forge its own, unique character, and stands out from other business schools through its personal approach in everything it does (partnerships, lecturing, coaching) and truly caring about making “the tomorrow” a better place, and encouraging each student to work towards leaving a positive legacy,

MSM has always been, and will continue to be, a key player in the development of responsible managers in emerging markets. As globalization continues to grow, MSM has come to realize that this knowledge is also important and useful to its local, EU-Region market. It will continue to develop this in the future, by creating a local corporate network with shared values, establishing regional institutional partnerships in various sustainable domains and through its executive and online MBA, which attracts more Dutch and other border country students than the full-time MBA, which remains 100% international.

The reskilling and upskilling needs of employees in general, that will be increasing drastically in the next 5 years, due to the digitalization of the workforce, will be a source of opportunity for MSM. By combining its strengths in the domains of sustainability and the industry 4.0, MSM can provide solutions to companies and individual students on skills gaps and training needs, both globally and locally.

With the uncertainty that the digitalization era is bringing with it, MSM will remain vigilant to the needs to the market and continuously adapt its curriculum, research and courses to ensure that it will continue to effectively “work together for better global management”.

MSM | **MAASTRICHT
SCHOOL OF
MANAGEMENT**

Maastricht School of Management

Endepolsdomein 150

6229 EP Maastricht, The Netherlands

T: +31 43 387 08 08

E: info@msm.nl



www.msm.nl

CONNECT WITH US
#EXPERIENCEMSM

