



# Kyiv-Mohyla Business School

## Principles for Responsible Management Education

### Report on Progress 2014 - 2017

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**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**

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## Message from the Dean

**Kyiv-Mohyla Business School [kmbs]** expresses our renewed commitment to the Principles of Responsible Management Education. For the last few years we have faced dramatic transformation in Ukrainian society, and these changes are still not finished. kmbs feels its responsibility deeply in these processes and we strongly believe that only value-driven business, governmental institutions, and public organizations could direct these changes in the right way. Also, we share the idea that openness and cooperation between all players in society are fundamental aspects for sustainable growth. As the result of this vision, we have contributed a lot of our efforts to the creation new projects and support of social initiatives that are based on the logic of cooperation between business, government authorities, public organizations, art and media. We have established a Project Office to facilitate these initiatives as well as transformed the structure and curriculums of our key MBA programs so as to be readier to face new challenges and lead system changes. We have increased our cooperation with different governmental bodies – both on a municipal and national levels – to promote the idea of cooperation in supporting reforms and sustainable changes that put human values at the center of social transformation. Our new report includes our major contributions to the formation of a strong environment that is based on social responsibility and business ethics, and we are delighted to share it with the PRME family.



Yours faithfully, **Oleksandr Savruk**, Dean of kmbs

## ABOUT KMBS

**Kyiv-Mohyla Business School [kmbs]** is a thought-leadership business school aiming at advance qualitative systems transformation and developing transformational type of responsible leaders. Its primary objective is to provide high quality executive education to business leaders in positions of top managers and business owners endowed with the responsibility to implement and advance multilevel changes in their businesses.

kmbs was established in 1999 in one of the Eastern Europe's oldest universities (National University of Kyiv-Mohyla Academy). kmbs is a high quality original school of thought and a school for transformational leaders aimed at qualitative systems changes. kmbs is a Ukrainian business school with up-to-date international approaches. It provides and fosters the environment for breakthrough personal, professional and organizational development. Most eminently, kmbs is a community of responsible leaders with a proactive mindset.

Values of kmbs:

- Responsible management education in accordance with PRME principles.
- Aiming at quality leap, implying transformational leadership as a breakthrough development of personality.
- Focus on client's success, implying "learning rather than teaching", creating a unique educational environment for effective life-long learning, and continuous partnership with Alumni in various areas.
- Quality, implying a significant humanities component of kmbs programs, setting high standards and being determined in achieving them, being open-minded, considering perfect service as an organic part of any intellectual product.
- "Glocality", implying a combination of being global and, at the same time, patriotic and responsible to one's own immediate social context.

## **Principle 1 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.*

### **BOOK PUBLISHING SPONSORSHIP**

In the period between 2014 and 2017 kmbs continued its partnerships with key Ukrainian publishing houses to promote our values. We are still working on the “Library of resistance, library of hope” project that was started in 2013 as a reaction to the Euromaidan process. The project includes more than 15 books on authoritarianism and totalitarianism written by Ukrainian (Vasyl Stus, Olha Hnatiuk) and international (Hannah Arendt, Adam Michnik, Svetlana Aleksievich) authors. This is our contribution to social transformation that puts human values in the center.

A new stage of our performance in the Ukrainian publishing market was to become a partner at biggest Ukrainian book fair “Book Arsenal”. For the last few years we prepared a special zone at the fair for presenting new business books and executive discussions on innovations, strategies, and best world business practices.

### **ART CLUSTER PROJECTS**

kmbs continue to support different art projects that were launched several years ago as well as new ones. We contribute our efforts for further development of initiatives that promote humanitarian values in Ukrainian culture and support building a value-driven society.

We are supporting the George Shevelov Prize that was established in 2013 in cooperation with the Ukrainian PEN Club for the best Ukrainian essays. In 2016 we decided to launch a special prize “Shereh” as part of the George Shevelov Prize, for young authors that were never published before.

The school is also a co-founder of the Vasyl Stus Prize - an award that is given annually to authors (writers, artists, directors) irrespective of their place of residence for life for a special contribution made to Ukrainian culture and the sustainability of a civil position.

### **SOCIAL SCALING OF KMBS ALUMNI PROJECTS**

For the last few years our alumni community has grown rapidly. There are now more than 1000 MBA alumni in a big kmbs family. Such growth has resulted in the establishing of the Association of kmbs alumni that aims to share kmbs values through the community via special alumni programs, alumni to alumni meetings, and specialized educational events.

We are pleased to report that one of the biggest Ukrainian reforms in the sphere of public procurement was realized with support of our alumni. This electronic system, called “ProZorro” helped to make a huge step in corruption limitation. It was estimated that before the system was implemented, annual losses in the Ukrainian budget were nearly 30 bln. UAH (nearly 1,2 bln. USD). In the first year after implementation (the system started to work in August 2016) “ProZorro” helped to save more than 17 bln. UAH, and now the total saving is more than 47 bln. UAH. It is one of the greatest wins for Ukrainian society after Euromaidan and we are extremely delighted that the kmbs community helped to make this a reality.

## **Principle 2 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.*

### **SPECIAL TRAINING PROGRAM FOR MANAGERS OF SMALL AND MEDIUM ENTERPRISES IN BUSINESS MEMBERSHIP ORGANIZATIONS IN COOPERATION WITH UNDP**

In cooperation with United Nations Development Programs (UNDP) kmbs has developed a special study program for small and medium enterprises that are a part of business membership organizations. The program was tailor-made for 7 business memberships organizations and 35 of their participants were admitted to the program, which was divided into 9 auditorium modules and special online-tutoring part for each organization. Also, kmbs representatives held strategic sessions for each membership organization.

One of the key purposes of the program was to develop in participants the abilities and competencies necessary for better understanding of the role of cooperation in sustainable growth. Also, it was important to emphasize the role of business in promoting social responsibility, especially when it comes to SME. We have included this intention in our courses related to sustainability and social responsibility of business.

### **SPECIAL PROGRAM IN COOPERATION WITH KYIV CITY COUNCIL FOR YOUNG ENTREPRENEURS**

In 2016 kmbs developed a special tailor-made program for young entrepreneurs. It was a partnership between our school and Kyiv City Council on the project "From Idea to the successful Business". The program was developed for 50 students that were on their last year of study in key Kyiv universities and who were engaged in the establishing of their own companies. The 2-day program was successfully held in December, 2016.

It was extremely important for our school to form the right understanding of the necessity to be a socially responsible business, as we totally understood our responsibility to work with such a tentative audience. It was our first experience to work with such a young audience, so we are glad that all program's goals were successfully accomplished.

### **SCHOOL FOR EDUCATIONAL PROGRAMS' MANAGERS**

In 2017 Kyiv-Mohyla Business School have started a new educational project – School for Educational Programs' Managers. The primary purpose for the establishing this School was to hire new team members to the big kmbs family. Still, we decided to do this through the multi-stage recruitment, where the final part of the process was 3-day study session for 30 best candidates. All participants of the School receive opportunity to learn more about business education, innovations in educational methods, and the concept of life-long learning. Also, the program has a huge emphasize on principles of responsible management and sustainability. In 2017 we received more than 160 applications for The School for Educational Programs' Managers and 30 participants were pick up for the study session.

## **Principle 3 Method**

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

### **HUMANITARIAN APPROACH**

kmbs continues to incorporate the disciplines related to philosophy, history and arts, commonly known as “Humanitarian Days” into our MBA. They are available to MBA participants within the core Presidents’ MBA curriculum. All MBA programs are delivered through a modular system – for the PMBA program there are 5 days per module, and each module has one of these 5 days dedicated to the humanitarian needs. The intention of these education sessions is to introduce MBA program participants to the wider implications of business decision-making, enhancing their “out-of-the-box” thinking, and developing abilities for truly systems-level thinking. Normally such a day would consist of both in-class sessions with renowned social leaders, artists, philosophers, writers, musicians etc., and field visits to various places where arts are “produced”, such as art studios, museums, photo studios, exhibitions etc. This is an exclusive learning experience aimed at developing “larger scope” thinking in Presidents’ MBA participants, during which they often deal with issues relevant to society, responsible business and sustainability.

This year we started the process of incorporation of a humanitarian approach in our Executive MBA on a systematic basis in the form of Creative thinking \ Art practices classes. In the last few years humanitarian meetings were a part of the EMBA curriculum as well, but there was no fixed logic of its incorporation. Starting from our last intakes, each EMBA group will have 2 classes of “Creative thinking \ Art practices” per module with our intention to grow this amount next year to a full day per module. The core aim of these classes is to through the action of intellectual and artistic provocations, contribute to a rethinking of stereotyped attitudes and habitual patterns of thinking; and Through the reformed practices and physical involvement in the creative process, create conditions for gaining experience in constructing new models of thinking.

### **INTERNATIONAL STUDY TOURS**

International study tours are an obligatory part of all kmbs MBA programs. Each MBA group has a tailor-made international module that, usually, takes 7-12 days and is held during the last stages of the program. kmbs has successfully organized study trips to Estonia, China, Chile, Argentina, France, USA, Netherlands, and many other countries. Our latest tours in April 2018 were to Great Britain and Belgium (for EMBA); and to Netherlands, Belgium, and USA for PMBA.

Even though all our international study tours are tailor-made for each group, the key principles and pillars are common – we try to show to our participants best practices of cooperation between business, government and academia (Triple Helix models), innovative strategies of development (on different levels – business, city, regional, and national). We pay attention to covering best practices and initiatives related to sustainability and social responsibility. For example, the last PMBA international study tour to Netherlands, Belgium, and USA had a special study unit on the smart cities concept – our participants discovered how cooperation between city authorities, business, agencies, and educational institutions contribute to sustainable development of Amsterdam and Antwerp.

## **Principle 4 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.*

### **MEMBERSHIP IN EMBAC**

In July 2017 Kyiv-Mohyla Business School became a part of the Executive MBA Council – one of the leading organizations in executive education that consists of nearly 200 top business schools. Our cooperation with EMBAC allows kmbs to share best MBA practices and to be a part of global development in executive education.

As a part of our EMBAC membership, we contribute to different research by taking part in special surveys and questionnaires on general school performance as well as social responsibility and sustainability which are common topics on annual EMBAC global and regional meetings that kmbs representatives attend on a regular basis.

### **BUSINESS SCHOOL QUESTIONNAIRE (BSQ)**

As a member of CEEMAN, kmbs contributes to global research on executive education by taking part in a Business School Questionnaire (BSQ) on an annual basis. This questionnaire was developed by CEEMAN and AACSB to collect and share general information on business school achievements, initiatives and projects. The questionnaire involves the participation of business schools in 100 countries and territories - it is a source for information on trends in business education globally and within regions.

kmbs consider internationalization as one of our key strategies for development, so memberships in such organizations as CEEMAN, EFMD, EMBAC help our school not only to promote ourselves on the global arena, but to share best practices from the world's top business schools and to be a part of global initiatives in executive education. This is a great opportunity to contribute to global efforts in building a sustainable and social responsible business environment.

## **Principle 5 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.*

### **REGIONAL DEVELOPMENT**

Our school is growing geographically. Currently kmbs has representative offices in Odesa, Dnipro, Kharkiv, and Uzhgorod. We also have separate study projects in other cities. Our regional performance is based on strategic partnership with local agencies, study platforms and our alumni. Thanks to this collaboration, more than 1500 executives receive new knowledge and ideas every year, without leaving their native cities.

This gives them a greater ability to participate in management development programs, visit kmbs master classes and events in IDEA days format (evening 2-hour sessions), as well as communicate with colleagues and managers to share experiences.

We believe that the professional and personal development of managers will contribute to the development of their regions, businesses and the country as a whole.

### **CLUSTER DEVELOPMENT**

Since 2012 we have been expanding our expertise in cluster development. Kyiv-Mohyla Business School experts have studied best practice in cluster initiatives in the Netherlands, Italy, Switzerland, Estonia, the USA, Chile, Brazil, and Argentina.

"Business clusters" is a compulsory course in all kmbs MBA programs.

Our business school also cooperates with leaders of cities and regions to initiate clusters in Ukraine. kmbs represents Ukraine in the organization TCI Network - a global network of more than 9,000 experts on cluster development and competitiveness of the regions.

Since 2013, the school has been cooperating with the Cluster Navigators agency. Its founder and president, Ifor Ffowcs-Williams, is one of the world's most influential cluster development experts, with experience of working with more than 1000 clusters in 50 countries around the world.

In 2015, at the invitation of kmbs, Ifor Ffowcs-Williams visited Ukraine for the first time. The main goal of his visit was the training of kmbs teachers and partners in the methodology of launching and developing cluster initiatives.

In 2016 our school held a National selection contest of managers for the development of clusters - the first Ukrainian competition for cluster initiatives. As a result of the national competition, 110 managers were selected - representatives of business, government, educational institutions and the public sector. Approximately 40 specializations were engaged, of which the top 5 included Agri-Food, IT, tourism, renewable energy, education.

All selected participants received a grant from kmbs for study at the School of Clusters Development - the first Ukrainian workshop on the methodology for the launch and development



of clusters in the regions. Moreover, because of the number of strong ideas three workshops were held instead the one that have been planned.

### **STRATEGIC LEADERSHIP. SECURITY AND DEFENSE SECTOR IN UKRAINE**

Launched in 2017 in cooperation with NATO PDP, the Embassy of Canada to Ukraine, and the British Embassy in Ukraine in response to challenges in the defense and security sector of our country. The program consists of 9 modules and a final project defense.

Participants – 40 public higher-level managers who are involved in policy and strategy for the defense of Ukraine. The program is designed to enhance administrative efficiency, cross-functional interaction, and the promotion of the personal leadership capabilities of participants - top managers from the Ministry of Defense of Ukraine, the Administration of the President of Ukraine, the Foreign Intelligence Service of Ukraine, the General Staff of the Armed Forces, the Ministry of Foreign Affairs of Ukraine, the Ministry of Finance of Ukraine, the Ministry of Internal Affairs , the State Border Guard Service of Ukraine, the Ministry of Economic Development and Trade of Ukraine, the National Guard of Ukraine, the State Concern "Ukroboronprom" Reform Office, the Ministry of Defense, the Government of Ukraine, the National University of Defense, and the Parliament of Ukraine.

## **Principle 6 Dialogue**

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

### **SCHOOL OF STRATEGY ARCHITECTS**

A program was designed for system leaders who understand the logic of wider systems, take responsibility for past and future generations, and create "the rules of the game" in large complex systems - governmental, business, and public.

Program participants are leaders in innovative business, government institutions, art, and NGOs. The program consists of six study modules (4 days per module) and project defenses. For now, the fourth group of 28 participants is finishing their studies and we are opening the fifth intake.

To work at the level of strategic architecture, is to see "invisible" things that very few people can see in the world. The School of Strategic Architects is a platform for these personalities - for their exchange of thoughts, unique experiences, and questions. We believe that this kind of interaction is what our country now needs as a foundation for broad changes. Social responsibility and sustainability are one of the pillars of program's curriculum.

### **COOPERATION WITH THE NATIONAL BANK OF UKRAINE**

Cooperation between kmbs and the National Bank of Ukraine started in 2014. Since than we have developed strong relation with executive team of the NBU and managed several strategic sessions for them. Also, some of their executive team representatives were enrolled in the School for Strategy Architects. Our last project with NBU involved large-scale cooperation in development of the new National Bank strategy, which was successfully presented in March, 2018.

Through cooperation with the National Bank of Ukraine kmbs contribute to the sharing of values of sustainability and social responsibility on the national level. We understand our responsibility in supporting dialog among key national players on critical issues relating to sustainability.