

The background of the entire page is a photograph of a pair of hands cupping a small, glowing Earth. The Earth is shown from space, with city lights visible on the dark side and a bright horizon. The hands are positioned at the bottom, with fingers gently holding the globe. The background is a deep space scene with many small, distant stars.

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

PRME REPORT
2019-2020

PRME

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Message from the Dean

Imagine how the world looked 2 years ago and try to predict how it will be two years from now, when you finish the program. In order to face the changes, you will need strong leadership competencies, combined with entrepreneurial skills and ethical values". This is how I started the MSM introduction ceremony in 2019 to welcome the new MBA and Master in Management students' to MSM. We see it as our task to help students to develop their environmental and societal awareness as well as develop their skills, targeting both individual competencies, organizational skills and strategic leadership and entrepreneurship.

Our mission at Maastricht School of Management is to groom the talents who will become the new generation of leaders, and to provide them with the innovative and entrepreneurial mindset and the moral values required to bring sustainable development in our globalized world. Looking back at 2019-2020, faced with the many challenges that covid-19 brought, we are proud to have pulled-off the 2.0 version of ourselves.

By any standards, 2020 was the most challenging year at MSM since the beginning of the MBA program 36 years ago, when on 13 March, we moved our face-to-face education delivery overnight to an online-based learning environment. Due to the pandemic, the world is fundamentally different from when students started their MSM journey, one or two years ago. The requirements for good leadership are rapidly changing in a world where businesses are becoming more value-driven, focusing more on human and social values. This unprecedented situation is not described in the textbooks, so it will be up to our students to set the example!

"One of our goals at Maastricht School of Management has always been to change the world. MSM is an education institute, so we get to be idealistic. This is where it starts and this is where we want to inspire our students to give them the feeling that they can really make a difference."

Mr Meinhard Gans

Chief Executive Officer / Dean a.i.



Our school: MSM in words

ABOUT MSM

Maastricht School of Management is an innovative, development-focused business school that is located in Europe yet present in the world. For almost 70 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 well-being of a global, diverse and peaceful 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.

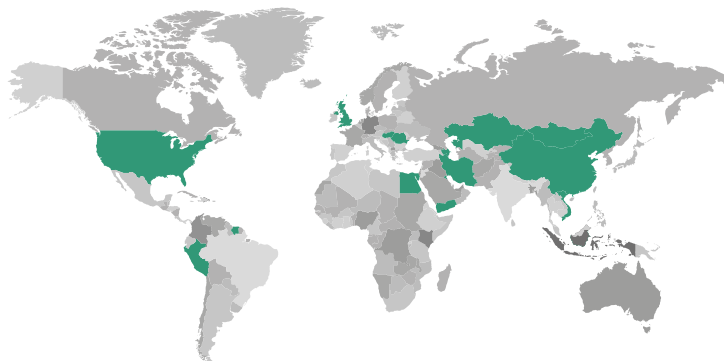
CORE VALUES

- 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, Hungary, Iran, Kazakhstan, Kuwait, Mongolia, Peru, Romania, Suriname, UK, USA, Vietnam and Yemen.



ACCREDITATIONS AND AWARDS



STAFF & FACULTY NATIONALITIES

19 Nationalities

Belgium	Germany
The Netherlands	South Africa
China	Hungary
Peru	United Kingdom
Colombia	Ireland
Poland	United States
Ethiopia	Italy
Romania	Kenya
France	Malta
Serbia	

MSM IN NUMBERS

- 1 Eduniversal 4 Palmes of Excellence Ranking - TOP business school with significant international influence
- 1 CEO Magazine 2020 - Global Tier One MBA
- 2 CEO Magazine 2020 global ranking of MSM's Executive MBA program
- 5 number of international accreditations: AMBA; IACBE; NVAO; ACBSP, ATHEA
- 26 number of nationalities of students who graduated in 2020 from the MBA programs in Maastricht
- 52 number of students who graduated in 2020 from the MBA programs in Maastricht
- 12 number of nationalities of students who graduated in 2020 from the Master in Management program
- 35 number of students who graduated in 2020 from the Master in Management program in Maastricht
- 54 capacity building projects were active in 2019 and 2020
- 67 number of full-time equivalent Faculty and Staff in 2020
- 484 number of students who graduated in 2020, from our various education programs, both in Maastricht and in our partner locations around the world.

MSM IN TIME: A BRIEF HISTORY

MSM's core reason for being has always been focused on sustainable development, ethical management and capacity building around the world. It's what has set us aside since Day 1 of being a business school, and continues to be our motivating drive and strategic compass in defining everything we do. This can be seen in our history, and will continue to be our guiding light in the future.

- 2020 MSM introduces hybrid teaching during covid-19
- 2019 MSM students participate in National Inter- SDG University Challenge and the MSM SDG Challenge for the first time
- 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
- 2015 5th 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

- 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
- 2005 Introduction of the Master of Management (MM) program
- 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

The PRME (Principles for Responsible Management Education) 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.

“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

MSM AND PRME

MSM remained committed to PRME in 2019-2020, especially with regards to the development of the France-Benelux PRME Chapter, as an active member of the steering committee, and in implementing an increasing amount of SDG-related student activities, as well as capacity development programs all around the world.

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

PRME
Principles for Responsible
Management Education



United Nations
Global Compact



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 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 updated its vision and mission over the past 2 years, 2019-2020, to ensure that our purpose is even more closely aligned with UN's PRME principles, namely, which is "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 well-being of a global, diverse and peaceful world." 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. Various double degrees (MBA/ Master in Management)
6. Research driven degrees such as the DBA.



SUSTAINABLE DEVELOPMENT GOALS

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

- Societal concerns through entrepreneurship, CSR and ethics and innovation
- Global opportunities related to digital transformation and the Internet of Things,
- Creative leadership in sustainable development and ethical business decisions.

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).





Principle 2: Values

MSM's Degree Programs, namely the MBA (full-time, online or executive part-time) and the Master in Management (MM) are an experience in the essence of organizational leadership and entrepreneurial management in a fast-changing, multi-cultural and global business environment. The programs have been created in such a way that, although they share an overlap in their curricula, the teaching experiences, as well as the additional unique courses per program, are aimed to provide the students with all the essential elements needed to grow in their skills and achieve the required masters level that they are enrolled in. Within the international frame, MSM's mission allows us to derive three central domains that guide and relate the content of the MBA and MM. 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.



The 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 in an ethical and sustainable manner. 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 economies. Over the past two years, MSM has developed its courses relative to the challenges arising from the Fourth Industrial Revolution, to help students embrace the digital transformations, and learn to use them for good. A specialization in the Digital Economy has become a favorite of the MBA students, while Master in Management students work on a Digital Economy Challenge as consultants in a group company project.



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. At MSM, we like to take this one step further, by teaching them how to do this in a sustainable and ethical manner. Subsequently the courses such as the following 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 MBA curriculum with the course Corporate Responsibility and Ethics, clearly placing a greater emphasis on ethical issues in management. At MSM, we also believe that innovation and entrepreneurial endeavors are absolutely vital in bridging societal concerns. We therefore also prepare our students in these domains by including courses such as Entrepreneurship and Innovation.



How these domains are further developed at MSM:
To strengthen these 3 domains in our **MBA**, MSM's MBA specializations help students to grow in one of several options, based on themes that MSM believes are related to the 3 domains mentioned above, such as: **specialization course in International Business and Sustainable Development, specialization in Entrepreneurship, or the specialization in Digital Economy.**

Master in Management (MM) program: Over the last four 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 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 Circular 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.

- In 2019, the MM students worked together with Pincvisiion on the following theme: ***How can authorities and companies overcome the obstacles to the introduction of a circular economy to such and extent that the objectives of both businesses and of authorities become mutually reinforcing?*** Pincvisiion is a trusted partner for large multinational companies and supports them in meeting the rules and regulations that they need to adhere to, among others in the fields trade, tax and environmental law compliance.
- In 2020, in the first part of the course the MM students worked on a group project for MSM. They have been requested to present/pitch a set of recommendations on how ***MSM can embed a more sustainable approach into the DNA of every part of its business and manage and report its sustainability performance.*** In the second part of the course, the students have been asked to work together with Abbott on helping the company ***to reduce their Environmental Impact focusing on waste reduction & material usage.***





Doctorate of Business Administration (DBA)

“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.”– Dr Caren Crowley, Assistant Professor in Research Methods.

The DBA strategy remained similar to 2017-2018 as MSM is engaged in intensive talks with Maastricht University to investigate the options of institutional partnering. Within this framework, talks are ongoing to turn the MSM DBA program into a collaborative effort between the two institutions, with an intended start of the program in the course of 2021.

NON-DEGREE PROGRAMS

Executive Education (open enrollment) & Tailor-made programs

Executive education

In 2019 and 2020, MSM continued to offer its most successful short Executive Education programs and Tailor-made programs to individuals and companies, NGOs and governments, with the aim of 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.

Thanks to MSM's extensive experience in capacity building and developing sustainable business strategies for small and large organizations, MSM hopes that by teaching these sustainable practices, companies can gain a competitive edge, increase their market share, and boost shareholder value.

MSM's short courses can be broadly placed into three clusters, namely 1) the Sustainable Business Development Cluster, 2) Designing of public/ private partnerships and 3) Innovative economic developments (such as Bottom of the Pyramid, Cluster strategies and Triple Helix Management).

MSM has continued to develop its 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 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.

In 2019, MSM also organized an Immersion Program in Sustainability for the Indian Institute of Management, Lucknow, for their Post Graduate Program students in Sustainable Management.

HIGHLIGHTS AND EXAMPLES

DBA

George Francis Nangale successfully completed his DBA thesis titled *Developing a Contract Farming Framework for Determining Increased Income and Improved Livelihood of Smallholder Farmers in Cotton Production in Tanzania*. Dr. Nangale's thesis sought to contribute to the understanding of the theoretical and practical implications of contract farming in Tanzania with the view to providing an applicable framework design and policy recommendations that determines increased income and improved livelihood for smallholder farmers. The analysis, results and findings of the research study suggest that availability of key contract attributes to smallholder farmers are related to increased cotton yield and extra sources of income. The results support the hypotheses that good practice in contract farming attributes lead to increased productivity and improved livelihood indicators and, that good practices also provide for an effective governance structure in contract farming. The thesis concludes by proposing a framework that attempts to address smallholder farmers' income plight through adoption of appropriate contract farming arrangements and that future research may focus on the behavior of smallholder farmers with respect to their farming practices and the way in which the cotton production chain influence such practices.

Felipe Augusto Janica Vanega's thesis focused on *The Effect of Corporate Entrepreneurship, Innovation and Strategic Renewal on Business Performance, Business Failure or Organizational Decline Moderated by Industry and Firm Size*. The thesis provides a conceptual framework that tends to explain the effect of Corporate Entrepreneurship that encompass Innovation and Strategic Renewal on Business Performance in Colombian companies. Dr. Janica Vanega's study shows that Corporate Entrepreneurship has a direct influence on Business Performance. It is important to highlight that Corporate Entrepreneurship is influenced only by Innovation. Strategic Renewal does not have a direct impact in Corporate Entrepreneurship. It could be inferred that the Colombian companies do not perceive that Corporate Entrepreneurship is a crucial part of the strategic planning. Furthermore, Corporate Entrepreneur-

ship does not impact Organizational Decline. It can be inferred that the more Corporate Entrepreneurship activities the Colombian companies put in place the better the outcomes from the business and financial performance. Thus, the Colombian companies that are facing Organizational Decline could have avoided it by implementing Corporate Entrepreneurship activities.

The purpose of Juan Diego Alzate Gomez's descriptive-quantitative study for his DBA thesis on *Corporate Social Responsibility Practices and Performance: The Moderating Effect of Family Control*, was twofold. On the one hand, it seeks to determine the relationship between the implementation of CSR practices and economic performance. On the other, it seeks to identify the effect of family control on the CSR-Performance relationship. For this, a sample of 55 companies listed on the stock exchange of Colombia have been studied during the period 2010-2017. Three findings are highlighted in Dr. Alzate Gomez's thesis:

- (a) No evidence was found about a relationship between the family character and the adoption of CSR practices;
- (b) Evidence was found on a direct relationship between the adoption of CSR practices and economic performance; and
- (c) the family character does not influence the CSR-Performance relationship.

Nevenka Saavedra Ivancovich successfully completed her DBA thesis titled *Relationship between Perception of Quality and Millennials Satisfaction: The Gender Moderating Role*. The objective of Dr. Saavedra Ivancovich's research was to find out if gender acts as a moderating role in the relationship between the perception of quality and the satisfaction of the service provided to Millennials as clients of the banking sector. It also aimed to identify the most important attributes of service quality that can be used to assess the characteristics of the quality of banking service according to customer perception. The research concluded that there is a direct and positive relationship between each of the dimensions of perceived quality and the level of satisfaction with the service that banks provide to Millennials. Furthermore, it was concluded that gender does not have a moderating role in expectations, in perceived quality, or in satisfaction with the perceived quality of service.

A full list of successful DBA defenses in 2019 and 2020 can be found in Annex 1.





EXECUTIVE EDUCATION AND TAILOR-MADE TRAININGS

Transition and Change training for Accra Technical University (ATU) (2019)

MSM organized a five-day Summer School on Transition and Change for ATU in order to constructively contribute to the development of the university. The conversion of the university from Accra Polytechnic to Accra Technical University goes hand in hand with change that is needed in order for the university to not be left behind during the world's technological revolution. During the training 200 senior members of ATU learned about identifying and clarifying the values and mission of the university and translating this into faculty procedures and actions to strengthen the institute and work towards developing the future of ATU.



Fostering Cross-Sector Collaboration to Promote Innovation in the Palestinian Water Sector (2020)

In collaboration with the Water Sector Regulatory Council (WSRC) in Palestine, MSM started a tailor-made-training (TMT) on cross-sector collaboration to promote innovation in the Palestinian water sector. During this TMT there has been a strong emphasis on building the capacity of WSRC and other main stakeholder in the water sector (government, academia and private sector) on the concept of the Triple Helix Model. Through the TMT a cooperative and inter-disciplinary approach among regional stakeholders could be strengthened through the promotion of new tools such as a digital platform for water innovation, aimed at identifying water-related issues and solutions.



Strengthening WASH Expertise in Sierra Leone (2019/2020)

MSM started a tailor-made-training project to support the Government Technical Institute's (GTI) 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 water, sanitation and hygiene (WASH) and develop the capacity to undertake relevant applied research. The WASH focused vocational and technical training and education has been 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.



Contributing to trade and private sector development in Liberia (2019/2020)

Through this tailor-made-training (TMT) MSM provided Nimba County Community College (NCCC) staff with key insights enabling them to use new technologies and methods and to facilitate experiential learning. The TMT has broadened NCCC's staff roles to learn from interaction with a range of stakeholders and effectuate personal enterprise and self-confidence. Training sessions on Project Management Skills and Youth Entrepreneurship & Community Enterprise were among others trainings that were part of the TMT which enabled staff to propose projects, empower local communities, identify potential business start-up prospects and to recruit and train youth to take up entrepreneurial opportunities.





Principle 3: Methods

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

ACADEMIC CURRICULUM METHODS

The eclectic nature of the MBA and MM program 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 matters.

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 degree programs have also increased 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 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 audiences.

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, creates a stimulating learning environment inside and outside the classroom.

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 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 learning environment is 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.

Although the MBA and the Master in Management program have several similarities, including the international focus, the teaching approach, a shared core curriculum, there are also several differences. The MM program is for recent graduates and young professionals (< 3 years of working experience) with the ambition to manage people and processes with success in any organization, country or context. The MM program provides the students with a first necessary step to fast-forward their career to higher levels by providing them with a solid foundation in the practice and theory of management in a fast-changing global world. During the program the students will understand how to steer an organization to high performance in a diverse and multicultural international business context. The curriculum of the Master in Management consists of 13 courses, one group company project, a supply chain management project, a personal development portfolio of workshops and an integrative final project. As such, an interactive pedagogical approach is designed for the program addressing real-world problems and on multitude competencies. The didactical methods used are:

- Lectures
- Case studies
- Groups company projects: consultancy projects
- 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.

The learning environment and the didactical approach of the MM program and MBA is very similar. As an international program with a practically oriented approach the students are stimulated to optimally use their special talents and aptitudes to solve organizational problems and turn opportunities into business success. Through consultancy projects or Personal Development Portfolio courses, the program allows the students not only to connect theory with practice, but they will also develop the personal and interpersonal skills they need as managers.

EXTRACURRICULAR ACTIVITIES

Although the students learn a lot about the challenges of sustainability, and the application of the SDGs through their academic courses, we believe that true understanding comes from experiencing this in various formats. In 2019 and 2020, we focused on increasing our offer of sustainable-related activities to our students.

Celebrating the European Sustainability Week

Like in previous years, MSM organized some special activities in the light of the European Development Week 2019. On Monday 3 June, MSM organized its first ever Debate Night, during which two teams of MBA and Master in Management students debated against and for the topic: the global climate change is a result of human activities. MSM's Movie Night on 5 June featured the movie *The True Cost*, a groundbreaking documentary that provides an eye-opening journey into the lives of the many people and places behind our cloths. We closed off the European Sustainable Development Week with the awarding of the Student for Sustainability Award for both an MBA student and a Master in Management student for their contribution to and activities in sustainability



MSM MBA students win the TSH Changemakers

On Friday 21 June 2019, a team of MSM MBA students were the proud winners of the TSH Changemakers Challenge with their business case on Urban Ponics. The TSH Changemakers Challenge competition launched by The Student Hotel challenged students to work on a business case that has a positive impact, to support entrepreneurs who are changing the world. The team of MSM MBA students worked on the business case of Urban Ponics, a Dutch company that promotes the production of nutritious food through a mist ponics/aeroponics vertical farming system, applicable in urban areas and big cities. The company needed the help of the students to devise a strategy that entices entrepreneurs and companies in hospitality to integrate their installations into their way of working, so that the staff and urban farmers can produce their own healthy greens



MSM SDG-Challenge finals

Creating SDG-solutions for business partners MSM's full-time MBA and Master in Management students participated in the yearly Soapbox SDG-Challenge. The mission of the MSM SDG-Challenge was to inspire and mobilize students and companies to work together on the Sustainable Development Goals of the United Nations. Teams of students teamed up with leading companies to work together on these SDG-Challenges. MSM was glad to have the Municipality of Maastricht, Sappi, Royal Mosa and Swapfiets on board. During the finals at MSM all teams presented their solutions in front of the jury. The team with the biggest potential impact on the company (profit & people), the sector (people & planet) and society (people & planet) was declared the winner. The jury was very impressed by all the solutions presented, but in the end Team Sappi was announced the winner.



SuliTest And Sustainability Awareness Questionnaire

Since 2019, students have the option to participate in the SuliTest (i.e. "Sustainability Literacy Test" which checks the knowledge, skills and mindsets that allow individuals to become deeply committed to build a sustainable future and that help them to make informed and effective decisions to this end), as well as a questionnaire to help them gauge their sustainability awareness. The SuliTest is repeated again at the end of the academic year, as a wrap up of the sustainable experiences students had throughout their year at MSM, and to show how their knowledge has grown in this field since arriving at MSM.



National Inter-University SDG Challenge

The National Inter-University "SDG Challenge" is a platform that activates students from the top universities in the Netherlands to critically think about present-day sustainability topics and to take action together with leading companies. Six MSM full-time MBA and Master in Management students teamed up with Renewi. Renewi, created in 2017 by the merger of Shanks Group plc and Van Gansewinkel Groep B.V., is a leading waste-to-product business ideally positioned to be part of the solution to some of the main environmental problems facing society today: reducing waste, avoiding pollution, and preventing the unnecessary use of finite natural resources. The SDG Challenge the MSM students worked on, was to develop an effective communication toolkit for Renewi Sales to help them realize the SDG ambitions of the customers.





Dutch IoT Challenge

The mission of the Dutch IoT Challenge is to stimulate students to innovate. In collaboration with several stakeholders of the Triple Helix the students work on designing innovative applications for existing challenges. The focus of the Dutch IoT Challenge is not only to come up with an applicable solution but also on the development of 21st century skills. MSM MBA and MM students took part in 2019 and 2020, winning various categories in both years. In the 2020 edition, the students won the 'Social Impact' category thanks to their idea: 'Connecting city with farmers via smart recycling'.

"The ability to connect textbook learning into a real life project was a great learning experience. All the team efforts contributed to the success of the project."

Syed Mohammad Walid, MSM Full-time MBA



MSM Student for Sustainability Award

The student for Sustainability Award was introduced in 2018 and has continued to play an important role in bringing together all the efforts made during the year by students. Students have to fill in a Sustainability Checklist and questionnaire, as well as nominate candidates among their fellow students, who in their opinion deserve the Sustainability Award. Also taken into consideration for the award are the number of assignments that the students linked to the SDG's/ sustainable development, the number of sustainable-related activities they participated in during the year and the Suli-Test results. Every year one Master in Management and one MBA student is awarded the Student for Sustainability Award.





Principle 4: Research

We 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.

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.

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, which are also aligned with our 3 pillars that are used as the basis for our degree programs, namely Global Opportunities, Societal Concerns and Creative Leadership (see full list of publications in Annex 2)

GLOBAL OPPORTUNITIES

Digital Transformation and the Internet of Things

Digital transformation is a multidisciplinary process that introduces enormous changes in most if not all facets of an organization to revive its game plans, to face the fierce competitions and to capture the new opportunities of the digital world. Today, digital technologies are transforming every aspect of business forms. At MSM we believe that a digitalization and digital transformation of the way things are done in companies can potentially play a vital role as a key differentiator in creating a sustainable future. MSM has been preparing, and empowering, students for tomorrow's world since its inception in 1952, through the research it has done in this field.

SOCIETAL CONCERNS

Entrepreneurship, CSR, Ethics, 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 of circular economy, increasing widespread, and decreasing social inequalities and poverty. This area focuses on businesses and entrepreneurs that pro-actively promote peace, safety, good governance and the promotion of the sustainable development goals.

CREATIVE LEADERSHIP

Ethical business strategies and sustainable development

This pillar 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. This area also relates to global value chains. 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. 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 Principle 6).



HIGHLIGHTS AND EXAMPLES

Global Opportunities

Research Summer School on Machine Learning and Data Mining - an essential part of the modern manager toolkit

From 29 June to 4 July 2020, 18 participants were taught all the ins and outs of the Machine Learning and Data Mining algorithms using the Python programming language during the 2020 Research Summer School. Because of Covid-19 the courses took place in a distance learning format. The participants highly valued the knowledge and online teaching method of Theofrastos Mantadelis, the lecturer of the course.



Book chapters

Naudé, W., Surdej, A., & Cameron, M. (2019). Ready for Industry 4.0? The Case of Central and Eastern Europe. In M. Dastbaz & P. Cochrane (Eds.), Industry 4.0 and Engineering for a Sustainable Future. Cham, Switzerland: Springer.

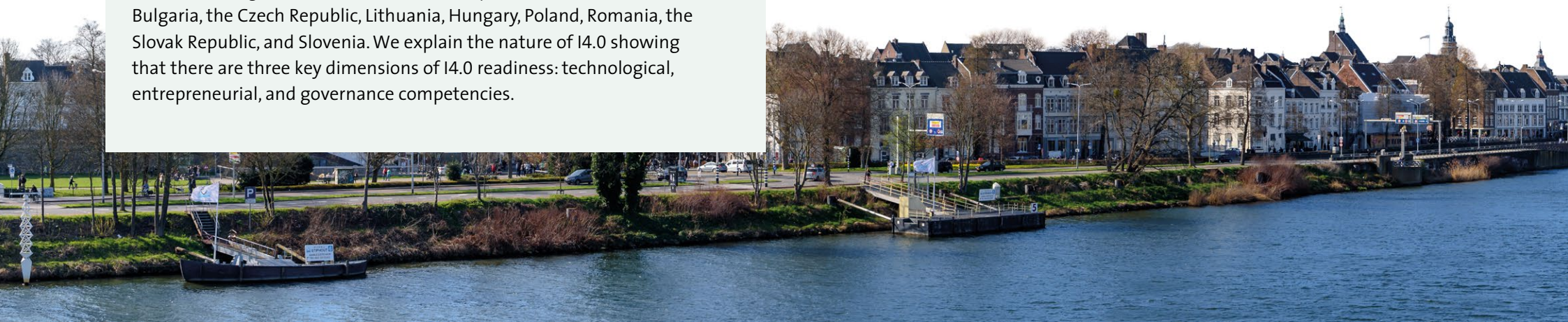
From the Abstract: In this chapter we determine the industry 4.0 (I4.0) readiness of eight Central and Eastern European countries (CEECs): Bulgaria, the Czech Republic, Lithuania, Hungary, Poland, Romania, the Slovak Republic, and Slovenia. We explain the nature of I4.0 showing that there are three key dimensions of I4.0 readiness: technological, entrepreneurial, and governance competencies.



Journal article (non-peer-reviewed)

Jones, S., & Iletto, L. (2019). New opportunities for fueling development. Leading through innovation: the example of the IT sector in the Philippines. Effective Executive, XXII(1), 18-25.

From the Abstract: Innovative leadership can be seen as the ability of a person leading a team to generate and realize innovative ideas. With imagination and communication, they are willing to pull the plug on an idea and redirect time and effort towards an idea with greater chances of materializing. Selfless and authentic, they accept feedback from customers and co-workers. They need to be flexible, adaptable and able to bounce back from failure. The Philippines is now benefitting from innovative leadership in IT to boost its economy. In the past 10-15 years, technology has played a key role in the Philippines' transformation into a leading destination for outsourced services including customer service, finance, and IT, especially business process outsourcing. This paper looks at four examples of successful innovative leaders in the IT sector in the Philippines- with leadership lessons on how to be an innovative leader.



Journal article (peer-reviewed)

McAdam, M., Crowley, C., & Harrison, R. (2020). Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies. *Small Business Economics*. doi: <https://doi.org/10.1007/s11187-019-00301-2>

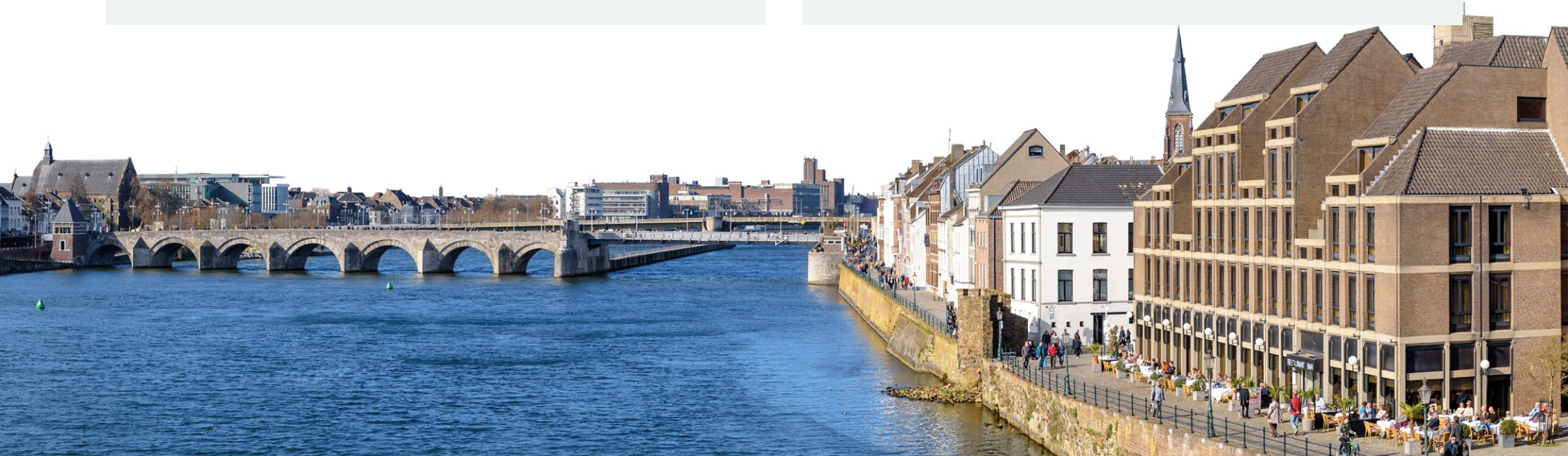
From the Abstract: Digital entrepreneurship has been described as a “great leveler” in terms of equalizing the entrepreneurial playing field for women. However, little is known of the emancipatory possibilities offered by digital entrepreneurship for women constrained by social and cultural practices such as male guardianship of female relatives and legally enforced gender segregation. In order to address this research gap, this paper examines women’s engagement in digital entrepreneurship in emerging economies with restrictive social and cultural practices. In so doing, we draw upon the analytical frameworks provided by entrepreneurship as emancipation and cyberfeminism.



Journal article (peer-reviewed)

Naudé, W. (2019). Brilliant Technologies and Brave Entrepreneurs: A New Narrative for African Manufacturing. *Journal of International Affairs*, 72(1). Available at: www.jstor.org/stable/26588350

From the Abstract: In this paper I argue that the manufacturing sector still has an important role to play in Africa’s development. Despite failing to industrialize in the past, there may be a new window of opportunity. This is due to the convergence of what has been called ‘brilliant’ new technologies associated with the Fourth Industrial Revolution (4IR) and a resurgence of start-up entrepreneurship. In this light I (i) show why manufacturing is vital for African economies, (ii) critically analyse the nature and impact, both in terms of opportunities and risks, of the new technologies associated with the 4IR for Africa; (iii) describe the resurgence of technological start-up entrepreneurship in Africa and (iv) call for policy support in the form of complimentary investments and regulations to allow entrepreneurs to utilize opportunities and to minimize threats. In short, a new narrative for African manufacturing is possible.





Journal article (peer-reviewed)

Naudé, W., & Dimitri, N. (2019). The race for an artificial general intelligence: implications for public policy. *AI & Society*, 1(13).

doi: <https://doi.org/10.1007/s00146-019-00887-x>

From the Abstract: An arms race for an artificial general intelligence (AGI) would be detrimental for and even pose an existential threat to humanity if it results in an unfriendly AGI. In this paper, an all-pay contest model is developed to derive implications for public policy to avoid such an outcome.



Doctoral thesis

Mudde, H. (2020). Universities in the midst of society: Entrepreneurship and youth employment in Ethiopia, Indonesia and the Palestinian Territories (Doctoral dissertation), ProefschriftMaken Maastricht, Maastricht, Netherlands. doi: <https://doi.org/10.26481/dis.20200416hm>

From the Abstract: This dissertation analyses entrepreneurial characteristics of universities in Ethiopia, Indonesia and the Palestinian Territories. It is about how universities contribute to the region in which they operate, and in particular on how they prepare students for (self-)employment through entrepreneurship development.



Societal Concerns

Book chapters

Crowley, C. (2019). Artisan Entrepreneurial Behaviour: A Research Agenda. In M. McAdam & J. Cunningham (Eds.), *Entrepreneurial Behaviour: Individual, Contextual and Microfoundational Perspectives* (pp. 261-280). Basingstoke, UK: Palgrave Macmillan Ltd. Available at: https://link.springer.com/chapter/10.1007/978-3-030-04402-2_11

From the Abstract: There has been an increasing interest in artisan entrepreneurship, which involves the marketing of creative assets in which manual techniques take precedence and emphasises the close link between products and a specific place or tradition. This growing body of research has yielded significant insight into artisan entrepreneurs' goals, motives and the benefits of networking for resource accrual.



Journal article (peer-reviewed)

Hundera, M., Duysters, G., Naudé, W., & Dijkhuizen, J. (2019). How do female entrepreneurs in developing countries cope with role conflict? *International Journal of Gender and Entrepreneurship*, 11(2).

doi: <https://doi.org/10.1108/IJGE-12-2018-0138>

From the Abstract: Purpose Female entrepreneurs often face significant conflicts in allocating time and resources to the various roles demanded of them by their communities. This has been identified as a potential obstacle to their performance as entrepreneurs. This paper aims to examine the question: How do women cope with role conflict?



Creative Leadership

Journal article (non-peer-reviewed)

Jones, S., Chauhan, P., & Torabian, A. (2019). Working with different generations in the workplace: challenges for leaders. *Effective Executive*, XXII(4), 7-13.
From the Abstract: The diversity of the typical workplace poses many challenges to leaders and managers these days, especially in terms of different ethnicities and gender; but another and less-studied aspect can be that of different generations all working together. In this paper, we look at four different groups of people-based on generations-and analyze the different ways in which they can be motivated and engaged at the workplace. The focus is on how leaders can deal effectively with these different generations to get the best out of them.



Journal article (peer-reviewed)

Nassar, J., & Stel, N. (2019). Lebanon's response to the Syrian Refugee crisis - Institutional ambiguity as a governance strategy. *Political Geography*, 70, 44-54.
doi: <https://doi.org/10.1016/j.polgeo.2019.01.005>
From the Abstract: In comparison with other regional host countries Lebanon's response to the Syrian refugee crisis is characterized by a remarkable degree of institutional ambiguity. Government policy has centered on the prohibition of formal refugee camps and adopted regulations with regard to registration, residence, and work which drive refugees into illegality. Departing from agnotology theory, this article demonstrates that there is also a strategic component to the institutional ambiguity that now determines the life of Syrian refugees in Lebanon. On the basis of fieldwork among Syrian refugee communities, elaborate policy analysis, and an extensive literature review the article reveals the political utility of maintaining uncertainty and precariousness. These insights have profound implications for the analysis of refugee politics and the formulation of policy recommendations.



Journal article (peer-reviewed)

DiVito, L., van Wijk, J., & Wakkee, I. (2020). Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry. *Business & Society*. doi: <https://doi.org/10.1177/0007650320930657>
In the summer of 2019, Jakomijn van Wijk, Associate Professor in Sustainable Business at MSM presented a co-authored paper at the annual European Group for Organizational Studies (EGOS) Colloquium in Edinburgh, UK. EGOS is a leading membership association of scholars who study different types of organizations and the contexts in which they operate. The theme of this year was "Enlightening the Future: The Challenge for Organizations." Jakomijn van Wijk presented an empirical paper, written together with Lori Divito and Ingrid Wakkee from Amsterdam University of Applied Sciences, that studies how companies, knowledge institutes and nongovernmental organizations collaborate in a cross-sector partnership to green the fashion industry. While literature has shown that collaboration between companies that also compete in the market may involve collaboration challenges, the paper highlights several governance mechanisms to mitigate such tensions and how these mechanisms are necessary to create social value.





Principle 5: Partnerships

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.

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.

PARTNERSHIP SELECTION

Responsible Management - an integral part

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.

- ADA University Azerbaijan
- Almaty Management University (ALMA) Kazakhstan
- Amirkabir University of Technology, Iran
- Centrum Católica Graduate School of Business, Peru
- FHR School of Management, Suriname
- Mahan Business School, Iran
- Mongolian Business Development Agency, Mongolia
- MSM Kuwait, Kuwait
- MSM Romania, Romania
- Nanjing University, China
- Nichols College, United States
- Regional Information Technology Institute (RITI), Egypt
- RWTH Aachen University (RWTH), Germany
- Sana'a University, Center of Business Administration (SU-CBA), Yemen
- School for Executive Education and Development (SEED), Hungary
- School of Industrial Management (SIM), Vietnam



MEMBERSHIPS



United Nations
Global Compact

PRME

Principles for Responsible
Management Education



EDBAC



EFMD



Platform for International Education

MEMBERSHIP HIGHLIGHTS

United Nation Global Compact (UNGC)

In November 2016, MSM joined the United Nation 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.

PRME and PRME France-BeNeLux Chapter

MSM remains an active member of PRME and was asked to remain for a second term on the Steering Committee of the PRME France & Benelux Chapter. The Steering Committee meets 1x per month and organizes the chapter meetings as well as guides the development of PRME chapter projects.

GBSN

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.





HIGHLIGHTS AND EXAMPLES

The SDGs and International Refugee Policy - a Critical Reality Check

On Wednesday 25 September 2019, Maastricht School of Management partnered up with Mondiaal Maastricht and the city of Maastricht to celebrate the birthday of the Sustainable Development Goals (SDGs, also known as Global Goals) during the Act for Global Goals Day. The conference offered nearly 20 interactive workshops and lectures, all designed to increase awareness, develop understanding and build local leadership for the Global Goals in Maastricht and its region. Dr. Nora Stel, Assistant Professor in Governance, Migration and Human Rights at MSM, hosted one of the sessions. In her talk, she examined to what extent current international and European migration policies are in tune with the promise of the SDGs. More specifically, she explored what the SDGs say about migration, mobility, and forced displacement and critically compared the theory on paper with the current reality of the European refugee regime.



Strengthening skills of TVET staff and student for optimizing water usage and climate smart agriculture

MSM in collaboration with an international consortium, and the Water Institute and Faculty of Agriculture at Stellenbosch University launched a three-year project in 2019 to strengthen skills of staff and students of six TVET colleges in South Africa. The project combines the promotion of agricultural growth, and sustainable and equitable water use. The focus is on education young people in the field of optimizing water usage and climate smart agriculture. Six TVET colleges are being capacitated to introduce a new national occupational qualification, with different modules and curricula, that speaks both to agriculture and water students. Some of the key milestones obtained in the first year of the project include letters of endorsement from the Department of Water Sanitation and Human Settlements that act as support to the project from Water Boards from the provinces of Western Cape, Northern Cape, Free state, and Limpopo. Furthermore, the engagement, involvement and participation of 42 horticulture producers and processors has been created during the Labor Market Needs Assessment workshops.



Safe and Sound: improving mental health of Syrian refugee children through psychosocial support

Together with the American University of Beirut (AUB) MSM continued a 12-month project named; Safe and Sound (SAS) in 2019. The aim of the project was on improving the mental health of Syrian refugee children in primary and secondary schools through community and family-based psychosocial support. SAS focused on capacity building of two local NGO's school staff, teachers and parents by designing, developing and implementing a school-based gender sensitive psychosocial support program for Syrian refugee children living in Lebanon.



Improving demand-driven vocational training & education in poultry and dairy in Indonesia

This project, titled SMK Ayam dan Sapi (SAS21) aims to improve demand-driven vocational training and education in poultry (Ayam) and dairy (Sapi) in Indonesia. The project is a cooperation between MSM, the Vocational School of IPB University and the Aeres Group. The first half year of 2020 the project revolved around the continuation of the training to the working groups of the SMK's and polytechnics on curricula development in the dairy and poultry sector. The ten SMK's and polytechnics were interactively engaged in the online curriculum development training for a period of 15 weeks starting in April 2020. The project activities in Q1 and Q2 of 2020, were targeted towards the start-up of the triple helix platform and designing the triple helix pilot projects, as well as the development of poultry and dairy educational programs, and provision of a gender study.



Strengthening capacity of TVET teaching & management staff in Jordan

Through this project MSM aims to enhance the development and provision of curricula and programs by Higher Education Institutes and TVETs in the Jordanian horticulture sector. An important first step of the project was a labor market needs assessment, to collect insights and develop input to train and assist staff and management of TVET colleges in revising and providing a market-driven curriculum. The assessment was also the first step to establish Triple Helix Platforms, a multi-stakeholder initiative, uniting government, academia and the private sector, to boost the climate smart horticulture sector in Jordan. Through this platform the private sector will be supported by strengthening three critical factors of production: 1) knowledge, 2) capital and 3) labor. In addition, the platform will offer opportunities to advocate for improvements in the enabling environment and access to markets.



Continued partnership with the Elisabeth Strouven Fund

MSM and the Elisabeth Strouven Fund have been partners for many years. With the support of the Fund, MSM was able to set up activities in Ethiopia and Bangladesh, with a specific focus on gender equality and women empowerment in the medical sector.



Executive MBA Students of Nanjing University visit MSM for their healthcare specialization program

In June 2019, MSM welcomed 17 students of its long-term partner Nanjing University for their Executive MBA (EMBA) 2019 Healthcare Specialization program. During the 6-day program the students explored the challenging future of healthcare management that western and developing countries are facing. The program aimed to immerse the Executive MBA students in understanding the key elements of managing a healthcare organization. The study trip of the MSM-Nanjing students consisted of a very exciting and intensive program full of work visits, workshops, guest lectures and assignments.



Mental innovation for entrepreneurs in the Province of Limburg

Together with the LWV (Limburg Union of Employers), MSM organized an interactive personal leadership training for entrepreneurs in the Province of Limburg. This mental innovation training was specifically designed for members of the LWV and aimed to diminish the participants' perception of stress levels by providing tools and skills to juggle the daily challenges in work and life. The training kicked-off on 23 January 2019 and consisted of five sessions. Teachers in the program were Hans van Breukelen, Prof. Josette Dijkhuizen and Ellen van Dijk.

Celebrating the MBA milestone at the online Graduation Ceremony of CENTRUM Católica

On 10 November 2020, the MBA Graduation Ceremony was held at CENTRUM Católica Peru. During an online session, 19 graduates of the joint MSM-CENTRUM MBA program were honored for receiving their degree. MSM's Director of Education and Executive Development, Dave Cass congratulated the new graduates on behalf of MSM. He looked back at their time at the MSM campus in Maastricht, remembering them as bright, clever and engaging students. He complimented the graduates for being "fantastic ambassadors for CENTRUM and for Peru." The graduation marked the end of the 18th joint MSM-CENTRUM MBA intake. The partnership with CENTRUM Católica Peru dates back to the year 2000, delivering 644 graduates.

MSM MBA Specialization Summer School 2020

- a vivid virtual learning experience

From 13 to 27 June 2020, it was time again for MSM's Summer Specialization courses. As every year, students from MSM's Full-time MBA, Executive MBA, Online MBA and Global MBA programs came together to follow the courses of their chosen MBA Specialization. Only this year they did not gather on campus, but in MSM's virtual learning environment. In 2020, MSM ran four different specializations, bringing together 96 students. Apart from the residential MBA programs, MSM welcomed students from SEED Hungary, MSM Kuwait, Regional Information Technology Institute (RITI) Egypt, and participants from Hochschule Reutlingen. Specializations offered were Accounting & Finance, The Digital Economy, International Business & Sustainable Development and Entrepreneurship. Putting the theory into practice in group assignments formed an integral part of the specialization courses. In addition, the content of the courses was brought to life in guest lectures by experts sharing their experience.





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.

COMMUNITY ENGAGEMENT

Responsible Management - an integral part

MSM Community

The MSM 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 Website

The MSM website contains all necessary information about our educational programs, our international management development projects, and our services. In addition, visitors stay updated about what is happening at MSM through news items, blogs, event announcements, and they can find information about MSM Faculty and Staff. The blog section on the website consists of blogs about our programs and blogs covering relevant topics surrounding social and environment issues and responsible management opinions. We hosted a blog series 'Embracing

the SDG's' in which we highlighted how MSM, and its students and alumni contribute to the SDG's. Examples are:

- Embracing the Sustainable Development Goals
- *A Master thesis on circular music festivals (11 Nov 2019)*
- Embracing the Sustainable Development Goals
- *A project contributing to Gender Equality (4 Dec 2019)*
- Embracing the Sustainable Development Goals
- *Zero Hunger (3 Feb 2020)*
- Embracing the Sustainable Development Goals
- *Providing employment for refugees and artisans in Malawi (14 May 2020)*

MSM Social Media

MSM is actively engaged on Facebook, LinkedIn, Twitter, Instagram and YouTube. The MSM Social Media channels are not only used to promote our educational programs but also to inform stakeholders and the public about what is going on at MSM, by sharing news items, blogs and updates about our international capacity building projects.

MSM Newsletter

The MSM newsletter, which is sent on a monthly basis to students, alumni, partners and other stakeholders, summarizes MSM's main activities in our education programs and international capacity building projects, highlights interesting achievements from MSM alumni in their home countries, and announces upcoming events. All newsletters are available on the MSM website and subscription to the MSM newsletter is possible via the website as well.

MSM Online Masterclasses

Driven by the Covid-19 crisis and the growing demand for online learning opportunities, MSM started in 2020 with offering free online masterclasses in collaboration with MSM Faculty. These masterclasses are targeting a broad audience including MSM alumni, students and staff, with the aim of sharing MSM's knowledge and expertise on certain topics. In 2020, we highlighted



important topics in the light of Covid-19. Following master classes have been held:

- Building and managing your brand to drive profits and sustainable growth
- Marketing in the time of Covid-19
- The impact of Covid-19 on entrepreneurship
- The Covid-19 crisis and the Euro
- Leadership in crisis
- Scenario planning
- Wage negotiation
- Growing your career through personal leadership skills

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, is the online platform where MSM alumni can reconnect with their former classmates, ask for and share knowledge and expertise, find and share job opportunities and stay updated on MSM. Since its inception the platform continues to grow in presence, encouraging alumni to connect, to share their knowledge, to actively participate in the discussions, to build friendships and to network with their fellow alumni. Relevant MSM blogs, articles and events are also shared with alumni via this channel.

Conferences, workshops, seminars

MSM actively participated in the organization of four PRME France-Benelux Chapter meetings (Antwerp in 2017, Marseille in 2018, Amsterdam in 2019, Brussels in 2020), as a Steering Committee member. Being a part of PRME, and especially the PRME France-Benelux Chapter has continuously pushed MSM to grow even further in its approach to teaching these principles of responsible management to its students. The sharing of best practices through this community of business schools has been a constant source of inspiration and motivation.

As mentioned under Principle 3: Methods, over the last few years, MSM has put a lot of effort into sustainability/SDG-focused extra-curricular workshops and events. Some of the highlights of 2019 and 2020 can be found listed here below.

HIGHLIGHTS AND EXAMPLES

Women in Leadership Panel

In June 2019 a panel focusing on "Women in Leadership" was organized as an extracurricular support for the MBA and MM Students representing more than 20 nationalities, who almost finished the program, and met and talked with successful women about new challenges in their career. Top career women discussed the challenges they had faced to get to where they are, the sacrifices they had to make and what still needs to change, in their opinion, before "gender equality" can really be established.



IACBE Annual Conference:

“Incorporating Sustainability into your Programs and Mission”

MSM shared its expertise on “Incorporating Sustainability into your Programs and Mission” at IACBE Annual Conference MSM’s Associate Dean Global Education Programs Katalin Kovacs attended the IACBE Annual Conference held in Las Vegas in April 2019. During this conference Ms. Kovacs presented in the panel Ideas for Incorporating Sustainability into your Programs and Mission alongside Florencia Librizzi, previous Senior Manager for the PRME Secretariat and Dilip Mirchandani, Professor & Chair in Management & Entrepreneurship at Rohrer College of Business, Rowan University. The panel discussion was centered around the 2030 agenda for Sustainable Development. Ms. Kovacs talked about the MSM example and how a relatively small-scale institution achieved quite a lot in a short period of time.



Employability Symposium

On 24 January 2019, MSM organized a Symposium on Bridging The Growing Skills Gap - tailoring higher education to meet the needs of various industries. During the symposium MSM’s Manager of Enrollment and Career Services, Hermina Kooyman presented the results from a survey conducted among 250 respondents, including 151 companies about the Employability of MBA Graduates in the Netherlands. In addition to this presentation, five different companies - Corporis Medical, Arion, CGI, Mine Kafon Lab and Nike - presented their businesses and described the types of talents they are looking for in the job market. The words “co-creation”, “collaboration”, “social skills”, “partnerships”, kept coming back throughout the presentations, much more often than specific theoretical knowledge. In the afternoon MSM’s Senior Lecturer of Marketing & Strategy Oliver Olson delivered a special workshop on employer branding to the companies.



Sustainable Business Development: MSM at Limburg Leads

On 15 and 16 May 2019, MSM was present at the Limburg Leads event in Maastricht with some challenging presentations by MSM experts. Mirjana Stanišić, Academic Coordinator of MSM’s International Business & Sustainable Development Specialization and MSM’s Online MBA program, gave a presentation on the topic Eco innovation as a driver for a circular economy. Wynand Bodewes, Associate Professor of Entrepreneurship at MSM, provided a masterclass on Corporate Entrepreneurship and Ger Jonkergouw, lecturer on Ecosystem Development at MSM gave a masterclass on the topic How do you develop an ecosystem required for major social transformations?



First “capacity building for your organization” webinar organized for MSM’s project partners

On 12 and 13 May 2020, MSM’s International Projects Department organized a webinar on Capacity building for your organization for its project partners. The webinar was aimed at training project partners in monitoring and development of their international projects. The session was supposed to take place in Kenya, however due to the current pandemic, the session was turned in to a webinar, which led to a good turnout and informative webinar.





High-Level Talks - “Every decision is a step in the dark”

On 3 December 2020, MSM organized its first ever High-Level Talk. This exclusive leadership event titled ‘Steering on the longer-term mission in times of restrictions’ was attended by 8 high-level leaders from 7 different countries. With the High-Level Talks, MSM brings together leaders within the MSM global network to share insights and discuss challenges about leadership. This platform provides an opportunity to meet other leaders and to learn from each other. The first High-Level Talk was exclusively designed for leaders in the public sector and attracted participants from governments and the higher education sector. The event was opened by MSM CEO Meinhard Gans, who welcomed the participants and thanked them for their participation. Under the moderation of Dr. Huub Mudde, Senior Consultant and the lead of Dr. Geert Heling, Professor of Organizational Behavior, experiences on leadership in challenging times were shared. This first High-Level Talk was well-received by the participants, who also provided valuable input on possible topics for the future. We look forward to continuing to expand the High-Level Talks in 2021.



MSM Alumni refresh their CSR knowledge in Bhutan

In October 2019, MSM Alumni from multiple countries came together in Paro and Thimphu, Bhutan for the Refresher Course “Financing sustainability: CSR for financial inclusiveness”. The course enhanced the participants’ knowledge on innovation and Corporate Social Responsibility (CSR) policy development, and how to build a sustainable business strategy in their countries.



Food Security Initiative

In the light of the Covid-19 crisis in 2020, MSM launched the Food Security Initiative. This initiative was born out of the extensive partnerships between MSM and its project partners in Colombia, Egypt, Ethiopia, Ghana, Indonesia, Jordan, Kenya, Mali, Mozambique, Rwanda, Sierra Leone, South Africa, Tanzania and Uganda. Within this initiative MSM brought insights on Covid-19’s impact on food security from the countries (and rural areas) where MSM operates. The updates informed on the effects on small-scale and commercial farmers, traders, processors, input suppliers, financial institutions, and provided useful insights for policy makers, donors, NGO’s and scientists. The aim of this initiative was for MSM to indicate potential changes in food flows in regions around the world and to support decision making on how to counter-balance negative impacts of Covid-19 measures. Supported by data flows and local partners, MSM facilitated multi-actor and cross-sector collaboration through platforms for action.



Crossing continents: Connecting Rwanda’s education system and business development to the Limburg region

In May 2019 MSM was pleased to receive the Rwanda Development Board (RDB). The Rwanda Development Board is accountable for the definition and implementation of the economic transformation, including the development of the labor market and the knowledge sector. Aim of the visit was to introduce the Brightlands campuses set-up and show how education, business and government effectively work together in Triple Helix campus constructs that ultimately result in private sector and social development.





Principle 7: Organizational Practices

“Leading by example” through organizational practices is extremely important for MSM. In 2019, we asked our Master in Management students to do a Sustainability Audit of MSM as a consulting project. Based on their input, we were able to continue the improvements we had already launched in 2017.

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 2019, MSM’s catering services started focusing on waste reduction by announcing the food menu for the week at the end of the previous week and creating a pre-order system. During events, catering also focused on offering healthier, sustainable or locally sourced foods.

Operations and Facilities

In preparation for the expected “lock-down” brought on by COVID-19, MSM invested in technologies to be able to provide students with a hybrid classroom experience. This has proven extremely useful for teaching during covid-19 but has also made a big impact on the logistical carbon footprint of MSM, since many teachers can now teach from MSM in Maastricht, to our MSM partner schools all around the world. Since 2019, MSM staff are encouraged not to print documents unnecessarily, as well as a more general focus on waste reduction and recycling was also introduced to staff

Recruitment, Marketing and Gifts

MSM continued to find alternative solutions to the traditional marketing and recruitment brochures, promotional items and corporate gifts. Already in 2019, but obviously even more so in 2020, MSM started investing more in online recruitment events such as virtual recruitment fairs and online open days. This has also drastically helped to reduce our carbon footprint, but also helped us to reach other and different potential students that would normally not be able to attend a physical fair.

MSM has moved away from paper brochures, replacing them with QR codes that link students directly to our website, and sending the information via e-mail instead. Recycled and sustainable gifts have been chosen as the norm at MSM. Also, for the various student challenges and competitions, the winners now receive a sustainable-related prizes, such as a plant/tree that they need to grow or a gift voucher for sustainable clothes etc.

Health and Safety

Health and safety became even more important in 2020. MSM ensured that all staff and students were safe, both physically and mentally during the covid pandemic. A “well-being budget” was made available for staff for example, to encourage staff to take time away from their screens, while working from home, to find a bit of a well-being balance. Staff were also provided with a fruit basket/ Smoothie Kit on several occasions during the lock-down. Staff and students were also provided with masks, hand-gel, clear protocols and covid self-testing kits.

Also, MSM continues to encourage a healthy lifestyle, by providing staff with the option of participating in a bicycle plan, (to allow 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.



Progress made in each Principle

Principle	Initiative - SIP report 2017–2018	Progress/Achievement in 2019–2020 report*	Related SDGs	Goals for 2021–2022
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.	<ul style="list-style-type: none"> MSM updated its vision and mission to be even closer to the PRME principles MSM further developed its 3 pillars to ensure that the alignment of global opportunities, societal concerns and creative leadership is integrated in all aspects of its teaching, programs and departments. 	        	<ul style="list-style-type: none"> Continuously work to integrate our updated vision and mission in everything we do and to remain a reference in sustainability-related topics around the world. Develop the 3 pillars/domains even further into the non-academic and academic activities at MSM and also integrate it in all departments of MSM.
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.	<ul style="list-style-type: none"> Summer school specializations continued to grow, to further support MSM's 3 domains An increased focus on hands-on learning experiences were added to the curriculum to ensure students better integrate the knowledge, through simulation games and interactive company visits The International Project Department (IPD) developed several highly important courses in countries around the world to support governments and companies in working towards responsible management. Our Executive Education department continued to further develop core courses in CSR and Value Chain Analysis. 	  	<ul style="list-style-type: none"> Continue to develop our summer school program and potentially add even more SDG-related specializations to our summer school options Work closer with corporate companies on student consulting projects and assignments to generate impact for these companies, and benefit our students at the same time. Continue to further develop the IPD projects, especially in MSM's 3 main domains Add more SDG-related Executive Education courses, especially with regards to Inclusiveness and Diversity for example.
Methods 	MSM will continue creating educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.	<ul style="list-style-type: none"> MSM developed a hybrid form of teaching ahead of covid-19 to be able to cater to the needs of the students and partners in this changing world. MSM's Online MBA has continued to grow and develop into one of the best in the world, offering the same quality and curriculum as the Full-time and Executive MBA. The Online format provides access to students who otherwise would not have the opportunity to do an MBA. MSM's Career and Personal Development Program (CPDT) continued to grow, adding in SDG-related student competitions, partnering students with companies and focusing on SDG-related issues. The Master in Management's company project remains a highlight for the students, and regularly focuses on a sustainability-related issue. 	 	<ul style="list-style-type: none"> Integrate the hybrid teaching system as a constant option into our current MM and MBA programs. Continue to grow our MSM Online MBA in offering more specializations online, and alternatively a blended system for students wishing to attend some of MSM's classes in person. Further increase the MSM Corporate Network to be able to connect students with companies for several SDG-related projects and competitions throughout the program.

Principle	Initiative - SIP report 2017–2018	Progress/Achievement in 2019–2020 report*	Related SDGs	Goals for 2021–2022
Research 	<p>MSM's Research Department continues to aim to lead MSM to conduct, co-ordinate, commission, publish, apply and disseminate research that</p> <ul style="list-style-type: none"> • Adds value to leaders, managers and entrepreneurs • Informs organizational learning, social responsiveness and environmental sustainability • Supports policy makers to create and maintain supportive and competitive business conditions • Bridges the gap between applied research and decision-making. 	<ul style="list-style-type: none"> • MSM's research has continued to develop through the capacity development projects and academic research done by faculty and partners, especially in the domain of entrepreneurship, digital transformation, and creative leadership, all of which are linked to the 3 main domains of MSM's focus. 		<ul style="list-style-type: none"> - Increase the number of faculty members doing research in one of the 3 MSM-focused domains - Increase the amount of IPD department research, for the benefit of governments and companies in emerging markets.
Partnerships 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • MSM invested a lot of effort in developing valuable partnerships in responsible management related topics. • Its continued active participation in the PRME France-BeNeLux chapter was an important driver in responsible management at MSM. • MSM also partnered with the local SDG communities in Maastricht, and across the Netherlands through the Netherlands Global Compact, offering various SDG-related student activities, • MSM university partners continued to offer the MSM MBA all over the world. • MSM's IPD projects worked closely together with partners all around the world to be able to make a global impact in responsible management. 		<ul style="list-style-type: none"> - MSM has confirmed its engagement in the PRME France-Benelux chapter for 2021-2022, remaining on the Steering Committee for an additional 2 years, continuing to offer its support to this very important partnership. - MSM will aim to become a strong local partner in the network that it established in 2018-2019, active on all the relevant fronts, to help make a real impact in the region - MSM will continue to develop its network of university partnerships both in its MBA programs and through its IPD department, to help make a meaningful impact around the world in its 3 main domains.

Principle	Initiative - SIP report 2017–2018	Progress/Achievement in 2019–2020 report*	Related SDGs	Goals for 2021–2022
Dialogue 	<p>Involve students and alumni more in extra-curricular sustainable activities. Organize more Guest lectures, seminars, events and workshops on (Global) Social Responsibility and Sustainability.</p> <p>Further cooperation with Top business experts active in the field of (Global) Social Responsibility and Sustainability and organize debates on Corporate Social Responsibility.</p>	<ul style="list-style-type: none"> • MSM has organized several additional student competitions, debate nights, sustainable-themed movie nights etc., to offer students a holistic sustainable experience during their time at MSM. • MSM hosted several important Masterclasses and “High Level Talks” related to important SDG-related topics, opening these topics up to alumni, students and the public. • Students, staff and faculty contributed to several blogs and articles relating to sustainability-related issues. These articles and blogs were also shared with the public. 	 	<ul style="list-style-type: none"> - MSM needs to remain vigilant to offer up-to-date and relevant SDG-related student activities and learning experiences - MSM is considering to offer a platform where it can combine all its learning opportunities in an informal and free environment for anyone and everyone wishing to learn more about sustainability. - MSM will look for ways to host and promote more panel discussions, joined articles and research between partners, MSM and its students, to encourage collaboration on a larger scale.

**see highlights and examples after each Principle*



The way forward

John F Kennedy was quoted as saying: *"The Chinese use two brush strokes to write the word 'crisis'. One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger-but recognize the opportunity."*

2020 really challenged the world... and changed a lot of things: the way of working, speeding up of digital transformation, travel restrictions and closed borders, modes of communication etc., but it also showed us how quickly our earth can recuperate when we take a step back. There is hope!

The last two years have taught us that you can have the most well-thought-out plans for the way forward, but when the world shuts down, in the way it did in 2020, no amount of planning will help. In times like these, the values, the mission, the vision of an institution is what plays a vital role in helping the institution move forward.

There are many exciting opportunities that await us in the future, and MSM strongly believes that collaboration will be a key element in successfully working towards our vision and mission. The possibilities for collaboration are endless... working locally with the University of Maastricht, working regionally with the PRME France-BeNeLux chapter, and working internationally through our various partner institutions and tailor-made training programs.

As can be seen from all the examples and highlights given in this SIP Report, MSM has been very active in promoting the SDGs, and will continue to challenge itself to do even more, even better, every single year.

MSM will continue to focus on being a guiding light in providing responsible management education and advocacy throughout the world, by bridging the gaps in entrepreneurship, digital transformation and sustainable development through its various channels, to ultimately contribute to "the shared and sustainable well-being of a global, diverse and peaceful world".



Annex 1: List of Successful DBA Defenses 2019-2020

No.	Student name	DBA Defense date	Title of Paper
1	Leovigildo Alexander Pereyra Graham	23 Nov 2020	Internal Market orientation's relationship with Intrinsic Motivation and Perceived Service Quality in the Public Hospitals Sector
2	Luis Negron Naldos	8 Jul 2020	Relationship Between Quality Management Practices, Performance and Maturity Quality Management, a Contingency Approach
3	Paul Marcelo Pimentel Bernal	23 Nov 2020	Influence of Dispositional Mindfulness on Emotional Intelligence Ability
4	Nevenka Saavedra Ivancovich	21 May 2020	Relationship between Perception of Quality and Millennials Satisfaction: The Gender Moderating Role
5	Juan Carlos Aldana Bernal	23 Mar 2020	Social capital and the integration of processes in the supply chain management in the real sector in Colombia
6	Juan Diego Alzate Gomez	7 Apr 2020	Corporate Social Responsibility Practices and Performance: The Moderating Effect of Family Control
7	Jose Bernardo Betancourt Ramirez	6 Jun 2020	Ownership Governance Practices and their Influence on Family Businesses Financial Performance
8	Daniel Antonio Herrera Gonzalez	7 Jul 2020	Influence of intrinsic / extrinsic factors on the intention-purchase in dairy products with eco-label
9	Fernando Andres Munoz Pena	23 Jan 2020	Influence of Indirect Internal Stakeholders in the Performance of Strategic Projects: Understanding the Behavior of Projects in Universities in Bogotá
10	Byron Patricio Vasconez Vaconez	30 Sep 2019	"Behavioral biases under nonlinear pricing: Evidence from industry of mobile broadband services in Ecuador"
11	Felipe Augusto Janica Vanega	6 Mar 2020	The Effect of Corporate Entrepreneurship, Innovation and Strategic Renewal on Business Performance, Business Failure or Organizational Decline Moderated by Industry and Firm Size
12	Luis Fernando Ramírez Hernández	23 Mar 2020	Factors that affect the ability of universities to commercialize their patents in a Latin American country
13	Manongi Cliff Ntimbwa	4 Apr 2019	Factors Influencing Successful Self-Employment amongst Graduates of Higher Learning Institutions in Tanzania
14	Tobias Mulimbika	3 Nov 2020	Measuring excellent performance in Zambian public organisations
15	Paul Kintu	18 Jan 2019	Juridical performance of the Court System in Uganda: A case of the High Court
16	George Francis Nangale	21 May 2019	Developing a Contract Farming Framework for Determining Increased Income and Improved Livelihood of Smallholder Farmers in Cotton Production in Tanzania
17	Alex Augustino Nkondola	7 May 2019	Human Resource Management and Performance of Technical and Vocational Institutions: A Case Study of Technical Institutions in Tanzania
18	Edward Joseph Mneda	7 May 2019	College Teachers' Perception of Competency-Based Education in Technical and Vocational Education Training in Tanzania
19	Amani Hamisi Makota	6 May 2019	Adoption of e-learning in Tanzania: Case studies of six public technical institutions
20	Upendo Cornell Brilliant Nyamanza	6 May 2019	"Marketing Practises And Their Effects On SMEs Growth In Tanzania: The Case Of Small And Medium Manufacturing Firms"
21	Martin Tynan	29 Apr 2020	Leading the journey from start-up to scaled-up organisations
22	Aliaa Nasr El-Din Rohaiem	11 Apr 2019	Understanding the tendency of re-patronage, repeated purchase and likelihood of word of mouth recommendations in the retailing business through an analysis of in store dynamics
23	Shahinaz Shaaban Azab Ahmed Azazy	11 Oct 2019	A Case Study of a Mega Retailer in Egypt
24	Ahmed Hafez Farghaly	26 Apr 2019	Bubble theory and stock market crash: a case of the American and Egyptian stock markets
25	Mohamed Kholief Mohamed Awad	7 Feb 2020	"Impact of Corporate Governance on Innovation Organisation in Small and Medium Enterprises (SMEs) in Emerging Markets: The Case of Egypt"

26	Wael Salah El Din El Zanaty	29 Oct 2019	"The Effect of Banner Ad Placement and Page Context on Advertising Outcomes for Arabic Web pages"
27	Ashraf Hassan Abdel Kareem	20 Feb 2019	Development of a Dynamic Methodology of the Balanced Score Card
28	Omneya Abd El Wahed SharafElDin	10 Jul 2019	"Evaluation of Reform Program of Four State-Owned Banks in Egypt, 2004-2008"
29	Hani Farouk	27 Oct 2020	Factors Affecting Behavioural Intention to Adopt e-Health in Egypt
30	Yasser Abdel Aziz Mostafa Hassan	10 Jul 2019	"Factors That Affect Customer's Intention to Purchase Apparel Online An empirical study of apparel online shoppers: A case study in Egypt"
31	Ahmed Seif Allah Gaara	5 Jun 2019	Factors Influencing Export Market Effectiveness: Implications for Marketing Innovation and Brand Outcomes in Export Organizations
32	William Mallimi Kazungu	14 Jan 2020	"Determinants of Business Students Satisfaction and Quality of Education services delivery in Tertiary Technical Institutions in Tanzania"
33	Carla Hapsari	2 Jul 2019	"The Influence of Generational Diversity Management and Leader-Member Exchange on Innovative Work Behaviors Mediated by Employee Engagement The Case of Telkom Indonesia"
34	Godfrey Alto Komba	3 Jul 2019	The Role of the Industries and Responsiveness of Technical and Vocational Education and Training to the Labour Market Demands: The Case of Tanzania
35	Aliaa Nasreldin Mohamed Rohaiem	21 May 2019	"Understanding the tendency of re-patronage, repeated purchase and likelihood of word of mouth recommendations in the retailing business through an analysis of in store dynamics A Case Study of a Mega Retailer in Egypt"
36	Mohamed Kholief Mohamed Awad	7 Feb 2020	Impact of corporate governance on innovation organization in small and medium enterprises in emerging markets: the case of Egypt
37	Shihaleni Ellis Ndjaba	21 May 2019	Developing the diamond cutting and polishing industry in Namibia: An assessment of the diamond beneficiation programme

Annex 2: Research at MSM 2019-2020

Book chapters

- Mudde, H. (2020). Universities in the complex setting of the West Bank: entrepreneurial or engaged?. In L. Weimer & T. Nokkala (Eds.), *Universities as political institutions - HEIs in the middle of academic, economic, and social pressures*. Leiden, Netherlands: Brill.
- Stel, N. (2019). Ignorance. In P. Atkinson, S. Delamont, A. Cernat, J.W. Sakshaug & R.A. Williams (Eds.), *SAGE Research Methods Foundations*. London, UK: Sage Publications Ltd. doi: <https://doi.org/10.4135/9781526421036795484>
- Crowley, C. (2019). Artisan Entrepreneurial Behaviour: A Research Agenda. In M. McAdam & J. Cunningham (Eds.), *Entrepreneurial Behaviour: Individual, Contextual and Microfoundational Perspectives* (pp. 261-280). Basingstoke, UK: Palgrave Macmillan Ltd. Available at: https://link.springer.com/chapter/10.1007/978-3-030-04402-2_11
- Naudé, W., Surdej, A., & Cameron, M. (2019). Ready for Industry 4.0? The Case of Central and Eastern Europe. In M. Dastbaz & P. Cochrane (Eds.), *Industry 4.0 and Engineering for a Sustainable Future*. Cham, Switzerland: Springer.

Books

- van Dijk, M. P. (2020). *China, vriend of vijand?*. Almere, Netherlands: Parthenon.

Conference papers and other contributions, non-peer-reviewed, presented at conferences/symposia

- Kovacs, K. (2019). *Panelist for the session titled 'Ideas for Incorporating Sustainability into your Programs and Mission'*. Presented at the IACBE Annual Conference, April 2019, Las Vegas.
- Stel, N. (2019). *Strategic Institutional Ambiguity in Lebanon: What the Governance of Refugees Can Tell Us about the Functionality of Disorder*. Presented at the Graduate School Geneva, Disorder and Democracy Workshop, 2-4 May 2019, Geneva, Switzerland.
- Stel, N. (2019, May). *Strategic Institutional Ambiguity and the Governance of Refugees in Lebanon*. Presented at the Maastricht University, Migration Research Seminar, 15 May 2019, Maastricht, Netherlands.
- Stel, N. (2019). *Informal Bureaucracy and Stateness under PLO Governance in Lebanon*. Presented at the Utrecht University, Legal Identity Under Rebel Governance workshop, 14-15 June 2019, Utrecht, Netherlands.
- Stel, N. (2019). *The Governance of Syrian Refugees in Lebanon - Agency in the Context of*

Strategic Institutional Ambiguity. Presented at the Malmö University, International Migration, Integration and Social Cohesion (IMISCOE) Conference, 26-28 June 2019, Malmö, Sweden.

Doctoral thesis

- Mudde, H. (2020). *Universities in the midst of society: Entrepreneurship and youth employment in Ethiopia, Indonesia and the Palestinian Territories* (Doctoral dissertation), Proefschrift Maken Maastricht, Maastricht, Netherlands. doi: <https://doi.org/10.26481/dis.20200416hm>

Journal article (Non-peer-reviewed)

- Jones, S., Chauhan, P., & Torabian, A. (2019). Working with different generations in the workplace: challenges for leaders. *Effective Executive*, XXII(4), 7-13.
- Jones, S., & Chauhan, P. (2019). Leadership in crisis - Insights from India and abroad. *Effective Executive*, XXII(3), 7-13.
- Jones, S., Geydan, T., & Alsafi, M. (2019). Cultural challenges in leading an innovation-oriented business: comparing entrepreneurs from east and west. *Effective Executive*, XXII(2), 7-13.
- Jones, S., & Ileto, L. (2019). New opportunities for fuelling development. Leading through innovation: the example of the IT sector in the Philippines. *Effective Executive*, XXII(1), 18-25.

Journal article (Peer-reviewed)

- McAdam, M., Crowley, C., & Harrison, R. (2020). Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies. *Small Business Economics*. doi: <https://doi.org/10.1007/s11187-019-00301-2>
- Sharma, R. K., Abidi, N., & Mishra, R. (2020). Assessment of agricultural sustainability - a study of farmers growing basmati rice under conventional and fair-trade systems in India. *International Journal of Sustainable Agricultural Management and Informatics*, 6(1), 1-21. doi: <https://doi.org/10.1504/IJSAMI.2020.106549>
- DiVito, L., van Wijk, J., & Wakkee, I. (2020). Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry. *Business & Society*. doi: <https://doi.org/10.1177/0007650320930657>
- Naudé, W. (2020). Intelligente Eindämmungsstrategien gegen COVID-19: Die Rolle von KI und großen Daten. *Perspektiven der Wirtschaftspolitik*. doi: <https://doi.org/10.1515/pwp-2020-0021>

Annex 3: Our contribution to the SDG's in 2019 and 2020

Sustainable development, business ethics, Corporate Social Responsibility and responsible management have been in MSM's core DNA since its inception. Not only it is 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. They all share MSM's vision for "working together for better global management". This means MSM takes up an active role in addressing the 17 Sustainable Development Goals (SDGs) of the United Nations in all its activities and achievements; education, international projects, tailor-made trainings, research, collaborations, achievements by MSM students & alumni, accreditations and rankings.

ACTIVITIES 2019

In this overview you can find a selection of our activities in 2019 contributing to the 17 SDG's:



Research done by Jeroen van Wijk, Associate Professor Global Value Chain and Partnerships, and Jakomijn van Wijk Associate Professor Sustainable Business, on the challenges in building robust interventions in contexts of poverty (also linked to SDG 17).



SEAD-West Project on contributing to food & nutrition security in Western province of Rwanda. (also linked to SDG 4 and 17)

Project on supporting the sub-sector of technical professional and higher education, to increase Mozambique's food production and nutrition security (also linked to SDG 1 and 4)

Project with Ghanaian Public Farm Institutes and Dutch organizations to end hunger, children's undernourishment and ensure sustainability and resilience of food production systems in Ghana (also linked to SDG 1 and 4)



Tailor-made training, created in collaboration with experts from Living Peace Institute, on preventing retraumatization of Sexual and gender-based violence (SGBV) survivors in Democratic Republic of Congo (also linked to SDG 4, 16, 5 and 10)

MSM MBA alumnus Alain Mugabo managing the start-up Diagnobox Africa to unlock diagnostics capabilities in Africa (also linked to SDG 17).



Research done by Huub Mudde, Lecturer in Institutional Entrepreneurship, on entrepreneurial change at Ethiopian universities

Project on strengthening the educational situation at A-TVET level to improve the horticultural situation in Uganda. (also linked to SDG 12)

Project on strengthen the SMK teacher training on national and regional level by enhancing the educational and organizational capacities of the Ministry of Agriculture Polbangtan system and SMK's (also linked to SDG 8 and 17)

Ranking by CEO magazine: MSM's full time MBA maintains the Global Tier One MBA ranking, MSM's Online MBA is Ranked 4th best Online program in the world (and the best in the Netherlands) and MSM's Executive MBA is the 2nd best Executive MBA program in the Netherlands.

International accreditations by AMBA, IACBE, ACBSP and ATHEA. NVAO accreditation for MSM's residential Master in Management and MBA programs.

Ranking by Eduniversal: MSM's full-time MBA is ranked in the top 10 in the Western Europe Eduniversal Best Masters Ranking and 2nd place in the Netherlands.

Project on strengthening the capacity of TVET teaching and management staff to enhance development and provision of curricula and programs in the Jordanian horticulture sector (also linked to SDG 12)

Private tailor-made training program for senior staff at Accra Technical University (ATU) in Ghana to contribute to the development of the University (also linked to SDG 8 and 9)

Tailor-made training to enhance institutional and staff capacity at the Nimba County Community College in line with the Liberian government's policy on economic growth and poverty reduction (also linked to SDG 1 and 8).

5



Journal article co-authored by Wim Naudé, Professor in Development Economics and Entrepreneurship, on how female entrepreneurs in developing countries cope with role conflict

Tailor-made training, developed in collaboration with experts from Living Peace Institutes, to provide support for survivors of sexual and gender-based violence (SGBV) in Burundi (also linked to SDG 4, 3 and 1)

6



Project on enhancing water efficiency and food security through Egyptian Technical Vocational Education and Training (TVET's) (also linked to SDG 2 and 4)

Tailor-made training for technical and vocational training in water, Sanitation and Hygiene (WASH) in Sierra Leone in cooperation with the Government Technical Institute (GTI) (also linked to SDG 4)

7



MSM Master in Management alumnus Gabriele Soares focused his Master's thesis on circular music festivals. (also linked to SDG 12, 8, 11 and 7)

8



Research done by Wim Naudé, Professor in Development Economics and Entrepreneurship, on the readiness of eight Central and Eastern European Countries (CEECs)

Project on improving the quality and employability of ATVET (Agricultural Technical Vocational Education and Training) graduates to develop the horticulture in Kenya (also linked to SDG 4)

Project Bright Future in Agriculture focusing on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture and dairy (also linked to SDG 1, 2 and 4)

Project Bright Future in Agriculture South focuses on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture (also linked to SDG 1, 2, 4 and 17)

Tailor made training on strengthening youth entrepreneurship in cooperation with the Faculty of Engineering and Architecture of the University of Sierra Leone (also linked to SDG 4)

Alumni Refresher course in Georgia on Agritourism, Innovation and Entrepreneurship, jointly offered with the Business and Technology University in Tbilisi (also linked to SDG 4 and 12)

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Presentation by Jeroen van Wijk, Associate Professor in Global Value Chains, on the impact of China's Belt of Road investments (BRI) in Ethiopia, during a seminar on the Chinese BRI Initiative in Beijing.

Research done by Wim Naudé, Professor in Development Economics and Entrepreneurship, on Brilliant Technologies and Brave Entrepreneurs

Refresher course for MSM alumni in Bhutan on "Financing sustainability: Corporate Social Responsibility for financial inclusiveness" (also linked to SDG 4 and 11)



End Impunity of SGBV (EIS) project to end impunity of sexual and gender based violence in Uganda (also linked to SDG 4 and 5)

Achievements of Rolando Jr. Villamero (alumnus of MSM's Executive Education program), in his project on Female Genital Mutilation (FGM) and disabilities in Kenya (also linked to SDG 5)



Successful closing of the tailor-made training aimed at building knowledge capacity of ICARE (International Center for Agribusiness Research and education) in Armenia (also linked to SDG 4 and 8).

Specific open enrollment course on Corporate Social Responsibility, corruption and ethics to find solutions for complex and societal and ecological challenges (also link to SDG 4)



Research done by Diederik de Boer, Director International Projects and Consultancies and Gigi Limpens, Junior Project Consultant, on the inclusiveness of productive value chains of Indonesia's cocoa industry

Project on strengthening skills of TVET staff and students for optimizing water usage & climate smart agriculture in South Africa & Tanzania (also linked to SDG 4)

Project on promoting smart green technologies in technical professional and higher education, to increase Mozambique's food production and nutrition security (also linked to SDG 2, 4 and 5)



Research done by Mirjana Stanišić, Lecturer International Business & Sustainable Development Specialization, on Climate change governance in forestry and nature conservation

MSM debate night on the topic "The global climate change is a result of human activities" for MSM's MBA and MM students



Work visit to Plastic Whale in Amsterdam for the students of MSM's International Business & Sustainable Development MBA Specialization program (also link to SDG 4 and 13).



Project on improving demand-driven vocational training & education in poultry and dairy in Indonesia (also linked to SDG 4 and 8)



Project on a Triple Helix+ approach towards inclusive and conflict-sensitive development in the Cauca region in Columbia (also linked to SDG 17)

Tailor-made program for the Indonesian Corruption Eradication Commission on educational strategy development, didactics and marketing (also linked to SDG 4)

Tailor-made internship program for the Constitutional Court of Indonesia (MKRI) to strengthening leadership and management skills and competences of the MKRI middle management (also linked to SDG 4)



Project together with MSM's consortium partners on the institutional strengthening of national bodies for technical and vocational education in Ghana (also linked to SDG 4)

Development of a specialized diploma program on Sustainable Development Management focusing on circular economy, sustainable, impact investment and social innovation. This in collaboration with Centrum Graduate Business School in Peru (also linked to SDG 4, 8 and 11)

MSM is a globally networked organization with educational partners in more than 50 countries around the world, who partner with MSM to offer joint degree programs or to collaborate in MSM's international capacity building projects.

ACTIVITIES 2020

In this overview you can find a selection of our activities in 2020 contributing to the 17 SDG's:



Project on strengthening innovation processes through Higher and Professional Education in Food Security, Agriculture and Rural Development to give Palestinian people access to sufficient, safe and nutritious food (also link to SDG 2, 8 and 12)

Project on promoting resource smart green technologies in technical professional and higher education to increase Mozambique's food production and nutrition security (also linked to SDG 2, 3 and 8)

Project Bright Future in Agriculture South focuses on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture (also linked to SDG 2, 4, 8 and 17)

MSM Online MBA student Florisa de Leo Magambi is founder of Kibébé. At Kibébé, ethical, eco-inclusive, highly curated products are designed for the international market to provide employment for refugees and Malawian artisans. (also linked to SDG 1, 2, 3, 4, 8, 10, 12 & 13)



Project on Agricultural Technical and Vocational Education and Training in Ghana by integrating Farm institutions in the wider agricultural education system with public agricultural colleges and universities (also linked to SDG 4)

Setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia (also linked to SDG 4)

Project on strengthen education for agricultural development (SEAD) in the western province of Rwanda. (also linked to SDG 1 and SDG 4)

Project Bright Future in Agriculture focusing on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture and dairy (also linked to SDG 1, 4 and 8)

Project to support the sub-sector of technical and professional training for the community-building of resilience to food and nutrition security in regions of Mopti in Mali (also linked to SDG 4)



Book chapter by Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development, on exploring of wellbeing of women entrepreneurs in refugee settlements in the Middle East. (also linked to SDG 11 and SDG 5).



Our mission is to provide education and advocacy for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy.

Project on strengthening skills, ethics, and integrity in Indonesian legal education (TVET) in collaboration with The Faculties of Law of Airlangga University in Surabaya and Maastricht University (also linked to SDG 17)

Duc. A Hoang, MSM MM alumnus, was listed as game changer in the Forbes 30 under 30, recognizing his NGO EdLab Asia which focuses on educational research and development activities.

Project on strengthen the SMK teacher training on national and regional level by enhancing the educational and organizational capacities of the Ministry of Agriculture Polbangtan system and SMK's (also linked to SDG 8 and 17)

Launch of the MSM SDG Change-maker Scholarship. This scholarship recognizes candidates who showcase their contribution to the achievement of the SDG's.

Ranking by CEO magazine: MSM's full time MBA maintains the Global Tier One MBA ranking, MSM's Executive MBA is the 2nd best Executive MBA program in the world, making it the best Executive MBA program in the Netherlands. MSM's Online MBA is ranked in the top 15 in the world, making it the second best in the Netherlands.

International accreditations by AMBA, IACBE, ACBSP and ATHEA. NVAO accreditation for MSM's residential MM and MBA programs.

Ranking by Eduniversal: MSM retained the first position as top business school with significant international influence.



Project on women empowerment in health sector in developing countries in collaboration with the Elisabeth Strouven Fund.

Project on institutional strengthening of the Regional Training Facility (RTF) in the prevention and mitigations of Sexual & Gender Based Violence (SGBV) in the Great Lakes region (also linked to SDG 10)

Journal article co-authored by Caren Crowley, Assistant Professor in Research Methods and Skills, on Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies. Published in Small Business Economics

MSM has created the Women Ambassadorship Scholarship, a scholarship to motivate women who - in their own unique way - are working towards gender equality to support other women.



Project on enhancing water efficiency and food security through Egyptian Technical Vocational Education and Training (TVET's) (also linked to SDG 2 and 4)

Tailor-made training for technical and vocational training in Water, Sanitation and Hygiene (WASH) in Sierra Leone in cooperation with the Government Technical Institute (GTI) (also linked to SDG 4)

Tailor-made training on fostering cross-sector collaboration between government and academia to promote innovation in the Palestinian Water Sector (also linked to SDG 12 and SDG 3)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Managing water demand by contract: a survey of conservation outsourcing China.



Participation of MSM's full-time MBA and Master in Management students in the National SDG Challenge. In this challenge, they teamed up with Renewi, a leading waste-to-product business working on solutions like waste reduction, avoiding pollution and renewable energy (also linked to SDG 13 and SDG 15)



Project on the development of an executive MBA strengthening Agribusiness in Ethiopia (also linked to SDG 2, 4 and 17)

Project on strengthening the Livestock Value Chain (LVC) for the Egerton University in Kenya (also linked to SDG 4)

Project on strengthening skills and training capacity in horticulture to increase the quality of TVET of three Kenyan institutions (also linked to SDG 4)

Project to provide capacity building through a Triple Helix training program in Kenya to support economic growth in Eastern Africa (also linked to SDG 4)

Project Industry and Entrepreneurship (KIEP) in collaboration with Linking Industry with Academia (LIWA) and The Kenya Private Sector Alliance (KEPSA) to increase productivity and innovation in selected private sector firms (also linked to SDG 4)

Project on strengthening skills and training capacity in the horticulture sector in Tanzania to improve the quality and employability of ATVET graduates based on the needs of the labour market (also linked to SDG 12 and SDG 4)

Tailor made training on strengthening youth entrepreneurship in cooperation with the Faculty of Engineering and Architecture of the University of Sierra Leone (also linked to SDG 4)



Project on improving online learning in Tanzania as part of the project Strengthening skills and training capacity in the horticulture sector.



End Impunity of SGBV (EIS) project to end impunity of sexual and gender-based violence in Uganda (also linked to SDG 4 and 5)

Project on optimizing the contribution of universities to strengthen the resilience of communities in the Sahel region (also linked to SDG 16 and SDG 5)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Emergence and development of low-tech clusters: an empirical study of five Palestinian clusters.

11

SUSTAINABLE
CITIES AND
COMMUNITIES



Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Implementing Water policies in China: A policy Cycle Analysis of the Sponge City Program Using Two Case Studies.

MSM's membership of the Principles for Responsible Management Education (PRME). With this MSM integrates universal values into its program curricula and research with the aim to contribute to a more stable and inclusive global market and to help build prosperous and thriving societies (linked to all SDG's)

Specific open enrollment course on Corporate Social Responsibility and ethics to find solutions for complex and societal and ecological challenges.

MSM MBA summer school specialization course in International Business and Sustainable Development (also linked to SDG 4, 8 and 13)

12

RESPONSIBLE
CONSUMPTION
AND
PRODUCTION



Project on setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia (also linked to SDG 4)

Project on strengthening skills of TVET staff and students for optimizing water usage & climate smart agriculture in South Africa and Tanzania (also linked to SDG 4)

Project on strengthening the educational situation at A-TVET level to improve the horticultural situation in Uganda. (also linked to SDG 2 and SDG 4)

Project on strengthen the capacity of TVET teaching and management staff to enhance development and provision of curricula and programs in the Jordanian horticulture sector (also linked to SDG 12)

13

CLIMATE ACTION



Research co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Measuring Urban Resilience to Climate change in Three Chinese Cities.

14

LIFE BELOW
WATER



No activities in 2020 with a direct link to this SDG.

15

LIFE ON LAND



Project on improving demand-driven vocational training & education in poultry and dairy in Indonesia with AERES University of Applied Sciences. (also linked to SDG 4 and 8)

16

PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Project on a Triple Helix+ approach towards inclusive and conflict-sensitive development in the Cauca region in Columbia (also linked to SDG 17)

Tailor-made training to contribute to the objective of the ministry to ensure a sustainable, prosperous and safe Sudan. For this process a high level of leadership and management skills is required (also linked to SDG 4)

4



17

PARTNERSHIPS
FOR THE GOALS



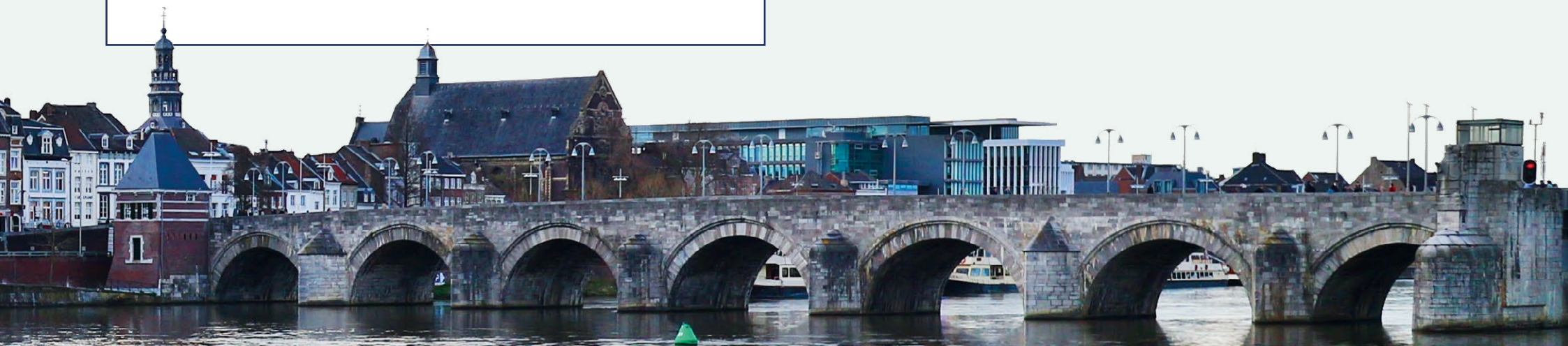
Project together with MSM's consortium partners on the institutional strengthening of national bodies for technical and vocational education in Ghana (also linked to SDG 4)

Project on strengthening educational institutes in providing capacity building services for sustainable agricultural development designed for the National Capacity Building Secretariat in a consortium with University of Rwanda (also linked to SDG 8 and 4).

Research (co-authored) by Jeroen van Wijk, Associate Professor of Global Value Chain and Partnerships, on Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry.

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Opinion column by André Dellevoet, Senior Project Consultant, on how to proceed with private sector development and the importance of successful partnerships in this matter.



MSM

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