THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION
THE INSTITUTE OF BUSINESS STUDIES (IBS-MOSCOW)

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

Moscow, October 2015
IBS-MOSCOW IN BRIEF

Institute of Business Studies (IBS-Moscow) is one of the leading business schools of the modern Russia – and the only one in the country that is fully market driven and private business oriented. The IBS is based in the premises of Russian Academy of National Economy and Public Administration (RANEPA), the largest state university both in Russia and Europe¹. The University is highly reputable for its liberally-oriented research and teaching in the socio-economic and management fields. Its faculty and research fellows actively participate in developing market reforms in today’s Russia.

The IBS operates within the Academy as a self-managed and self-financed unit. In its educational activity the IBS enjoys a high degree of independence, developing and implementing its own education programmes and having its own budget, faculty, management, brand, pricing policy, etc. It is a ‘full cycle’ school of business offering a complete range of degree programs: Bachelor, Master, part-time MBA/EMBA, and Doctorial programmes.

Today, the IBS is the biggest Russian graduate business school of the premium market segment both by enrolment and market recognition.

The IBS was set up in 1988, and has since undergone three development phases, now entering the fourth phase (2015-2025).

Each of the three development phases had its own strategy and strategic priorities:
- **Phase 1**: 1988-1994: *Business establishment and development* (as a business school operating in market environment)
- **Phase 2**: 1995-2002: *Business consolidation and the selection of the key activity areas*
- **Phase 3**: 2002-2014: *Market repositioning into the premium segment of the Russian business education market and the enhancement of the quality of the school’s degree programmes*

**Accreditations**

All the Degree programs of the IBS-Moscow are Russian government or RABE (Russian Association for Business Education) accredited. MBA and EMBA programs are accredited by AMBA International and by RABE. The Moscow EMBA Program delivered by the Antwerp Management School (AMS) jointly with the IBS-Moscow has the accreditation of AACSB International and AMBA International.

The Master of International Management program is accredited by EPAS EFMD.

¹ The University has 67 campuses across Russia and about 200 thousand students (about 35 thousand of undergraduates and about 165 thousand of graduates)
It is important for the school’s mission implementation to continue to hold international accreditation of its programs. In spring 2012 the IBS-Moscow’s MBA and EMBA programs were reaccredited by AMBA International. In 2013 the IBS-M Master’s Program in International Management has been EPAS re-accredited.

IBS-MOSCOW AND PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

1. Purpose: we 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

The MISSION of IBS is to form, educate and advance the new generation of socially responsible entrepreneurial and managerial elite, able to form a core for the civil society of Russia.

The VISION of IBS is to become:

- Number one market-driven, innovative and entrepreneurial business school in Russia and the CIS
- A national leader in the field of practically and customer oriented business and management education recognised by both business and society
- A reputable member of the world’s top business schools community, focusing on global thinking, profound research on BRICS model of management and consultancy based expertise.

We aim at representatives of national medium-sized and large enterprises that are at the heart of current and future market reforms. They are expected to be the core of the Russian non-corrupted and socially responsible business elite and the national civil society of the future.

It is this stratum of Russian management that represents the most flexible and forward-thinking part of the Russian business elite and that is able to ensure the effective and efficient operation of businesses in a global, post-industrial economy. It is this stratum of Russian business that is expected to be a core of the nation’s future ethically oriented and socially responsible society.

While shaping the value system and enriching the knowledge and skills of business people from this stratum, the IBS’ efforts create a growing positive impact on the development of the Russian business community and the nation’s civil society as a whole.

The school’s main graduate programmes are focused on providing skills and knowledge to the owners and managers of Russian medium-sized and large private enterprises (with an annual turnover of USD 100,000 to USD 1,000,000). The IBS consciously positions itself differently
from the country’s other top schools which are primarily oriented towards customers from the largest, monopoly-type, near-government companies and corporations.

2. Values: we incorporate the values of global social responsibility into our academic activities and curricula

**IBS values**

**Openness to the world** - giving students a global perspective through curriculum design and international exposure, building a strong international partnership network, respecting diversity and multiculturalism.

**Educational excellence** – providing high quality instruction that is rigorous, promotes independent and analytical thinking, integrates theoretical and practical knowledge across disciplines and provides opportunities for input from practitioners as well as practical work.

**Ethics and integrity** - preparing students for ethical decision-making, encouraging students to look beyond the considerations of mere profit maximization in their profession and make a broader impact on their communities and stakeholders, pursuing principles of ethical behavior, integrity, transparency and accountability towards internal and external stakeholders.

**Entrepreneurship** - welcoming and developing entrepreneurial mindset and spirit among the staff, faculty and students, encouraging creative thinking, enthusiasm and innovation, instilling in our students the values of free and unimpaired market competition vs the still dominant values in the Russian business community of political connections, monopolizing markets, artificially blocking competition and rent-seeking.

As we have reached the goal of our 3-d development phase, that was market repositioning into the premium segment of the Russian business education market and the enhancement of the quality of the school’s degree programmes, at present, the IBS is elaborating the fourth phase of its strategic development for 2015-2025. This phase is aimed at strengthening the school’s position as No. 1 in the Russian and CIS market-driven business-education. We will strive to increase our nation-wide presence and the impact of the school’s activities on the educational and business community and to develop new forms of international cooperation in a variety of areas to reinforce the international recognition of the IBS.
In the new development phase (2015-2025), the IBS will focus on the activities in the following strategic priority areas:

1. The strengthening of the school’s presence in the clean-cut market niche to meet the demands of our target customers (domestic medium-sized and large businesses)
2. Formulation of a clear mission and vision statement
3. The continuous improvement of the portfolio of the IBS-offered programmes and the teaching process, including the introduction of:
   - Semester courses taught in English on the bachelor level programmes
   - A ‘major and ‘minor system to create the synergy of business + liberal art knowledge (a step by step process at the bachelor level)
   - An international language text system for enrolment and education purposes
   - Blended formats
   - The applied specialised Master format (absent in Russian legislation and practice) to the domestic market
4. Activities to further develop multinational and multicultural students enrolment
5. The selection and further development of a ‘national team of best faulty” and its step by step transformation into an ‘international best-practice team’
6. The development and strengthening of international cooperation as the main opportunity to learn international best practices and continuous steps towards obtaining ‘triple crown’ accreditation and respectable presence in international rankings
7. Focusing on applied research on management in a dynamic society, in the BRICS countries in particular
8. The further development of the model of a unique, innovative, market-driven and self-financed business school within the nation’s biggest top-brand university
9. Active brand and trade mark promotion
10. The expansion and strengthening of corporate and alumni links

3. Method: we create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership

We implement a policy of recruiting the best available educators to ensure the high quality of the learning programs we offer and to maintain our competitive edge in the Russian market. So we recruit well-known teachers and consultants from Moscow and other Russian regions.
for the delivery of all our programs. At leading Russian schools of business, including the IBS, recruitment is based on the careful selection of the best teachers preferably with a foreign retraining certificate, experience as a business consultant or practitioner, and an adequate research background. Undoubtedly, the number of such people is relatively small, and much effort is needed to assemble a strong team of faculties. Yet this is worth the effort if a business school wants its programs to be in line with quality requirements.

As far as faculty recruitment is concerned, we are in an advantageous position as a structural unit of the Russian Academy of National Economy and Public Administration that employs 75-80% of Moscow best business education teachers, according to current estimates.

As a result of the two and a half decades of its presence in the Russian and CIS market the school has assembled a unique team of faculties in which scholar academics and practice academics are supplemented with a large number of practitioners. It is noteworthy that a significant percentage of scholarly practitioners and instructional practitioners is represented by our graduates of the previous years. This significantly differs the IBS graduate programmes not only from the university programmes, but also from those being offered by a majority of the other Russian collegiate business schools. Additionally, this makes our programmes more market driven and customer oriented, allowing them to flexibly and promptly respond to the changing requirements of Russia- and CIS-based businesses and to bring to the audience the latest practical findings derived from applied academic and consultancy research.

Building on our faculty members’ intensive and regular applied studies and consulting work, the strong practice-oriented nature of the school’s programmes contributes to the high effectiveness of teaching. An evidence of this are the leading positions of the IBS alumni in the national rankings in terms of career growth and pay.

The IBS has a learning goals concept, which reflects its mission and serves as a basis for determining and revising learning goals for each particular degree program. At the undergraduate level this concept is compatible with the federal educational standards and complements them with specific learning goals, determined by the IBS mission.

Learning goals for all the IBS programs include high level of professionalism as well as understanding and following the principles of ethics and social responsibility, which will allow our graduates to become part of the new generation of the national entrepreneurial and managerial elite, to form a core for the socially responsible and ethical civil society of the future, to be successful in the Russian medium size and big private business, adhering to the principles free and unimpaired market competition.
For all program levels the IBS defines **four main areas**, in which IBS graduates are expected to have well-developed skills and competences:

- Professionalism (specialization/major specific knowledge and skills)
- Communications
- Ethics and social responsibility
- Creative and analytical thinking

The IBS is active in improving the teaching process by employing various modalities including case studies of real-life issues, business games, and computer-aided simulations. Original and innovative teaching modalities such as debate competitions, development of teaching courses, and preparation of case studies by students are of the particular interest to the school.

4. **Research: we are engage in conceptual and applied research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value**

The IBS-supported research activities are focused on Russia, taking into account the specifics of development of advanced management methods and technologies in the Russian environment to increase the impact of those activities. Many research undertakings result in the publication of textbooks or guides or the implementation of related consulting projects.

The research activity of the IBS in recent years is becoming increasingly oriented towards international projects, which is evidenced by a growing number of international publications, foreign visiting professors coming to us to carry out researches on Russia- and CIS-specific issues, the placement of case studies in the international case clearing houses, and the implementation of research projects by international teams.

Our faculty members regularly publish the results of their research studies in the journals included in the list of the VAK (State Commission for Academic Degrees and Titles under the Academy of Sciences of the Russian Federation).²

The research projects are predominantly oriented towards meeting the practical needs of representatives of the Russian business community. Their results are implemented in the teaching process. Examples of research-based innovative courses which are now delivered at the

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² In Russia, all academic periodicals are categorised into VAK-listed academic journals and all other ones. The VAK list includes the most authoritative journals publishing researches which are highly valued by the Russian and CIS research community.
IBS are those designed by the research authors: Professors A.I. Kochetkova, I.K. Makarova, A.L. Gaponenko, S.P. Myasoedov and L.G. Borisova, T.K. Aroutiunyan, etc. In the past 5 years our faculty took part in writing over 30 textbooks, with a total number of copies printed exceeding 100 000. New publications of the IBS Textbooks Series are planned to be published for the period starting from 2015, with more than 25 updated textbooks on the basic MBA disciplines.

In 2014, 3 cases prepared by the school’s faculty members on the basis of Russian business experience were, for the first time ever, placed in the European Case Clearing House (ECCH).

Under preparation is a new republication of the textbook by Professor M.G. Zaitsev, Methods for Management Optimisation and Decision Making: Examples. Tasks. Cases, containing a collection of more than 100 original mini-case studies which are based on the information of MBA and EMBA graduates' companies performance.

The research activity of the school’s faculty staff significantly includes consultancy. In the past 5 years they participated as managers and team members in consulting projects for over 80 domestic and foreign private and government organisations, which clearly demonstrates that their research efforts are demanded in the market for consulting services.

To encourage applied research, a Management Technologies Laboratory was created at the IBS in 2012. In 2013 and 2014, the laboratory implemented 11 research projects which involved 16 leading teachers and a large number of postgraduates, master's students and bachelor’s undergraduates. Research topics include:

- Contemporary knowledge management technologies
- The influence of national cultures on business management models in the BRICS countries
- Managing entrepreneurial activity in family business as exemplified by Russia
- Modern approaches to company value management during post-merger period
- Innovative technologies of managing labour relations in information society
- Modern forms of human capital globalisation. New trends in global HR mobility
- Stakeholder relations management in M&A deals
- The importance of relationships between generations for small business development in Russia
- Sustainable development and socially responsible investing

Today, a Centre for Social Responsibility and a Russia-China Research and Education Centre are ready to start their work, involving our postgraduates and undergraduates along with our faculty. The goals of our international laboratories are to:
• Create and develop international research teams
• Involve students and postgraduates in research
• Facilitate the participation of the Academy's faculty in international conferences
• Implement international comparative research projects
• Foster individual and collective publications in international research journals
• Establish research links and contributions to joint research projects with foreign research and educational institutions

5. Partnership: we interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges

The IBS believes that the owners and top managers of Russian middle-scale and large companies are the real ‘hidden champions’ and that they are creating the future of the Russian economy. They have to learn the best management theory and practice developed by the international community. That is why the internationalisation of education and research is one of the top priorities for the IBS team. Today, the IBS runs more than 13 double degree strategic partnerships with the well reputed business schools of Europe, USA and Asia. The most recent innovation double degree MBA programme was launched in spring 2014 jointly with Grenoble GSM, France. By now more than 850 IBS students have graduated successfully with double degrees from the IBS and its foreign partners. This is by far more than at any of the other three top Russian business schools.

The IBS’ list of strategic partners was expanded to include Grenoble Graduate School of Management (a double degree MBA programme) as well as cooperation on non-degree programs with Cambridge Judge Business School, UK, and Antai College of Economics and Management, Shanghai Jiao Tong University, China (an executive retraining module).

The IBS’ programmes received prestigious international accreditations from the AMBA and the EFMD and were accepted for accreditation by the AACSB.

The IBS is one of the leading Russian business schools in terms of the number of joint, double degree programmes and partnership agreements on the exchange of students. The exchange of teachers and students and the development of joint programmes enable using the intellectual contributions of the scholars of leading European and US universities to achieve the school’s aims in the area of the internationalisation of education, the expansion of its programmes portfolio and cementing the IBS’ reputation. This collaboration is also beneficial for our international partners who receive our students because it widens their understanding of
developing markets, the Russian market in particular.

Within the established international partnership relations the IBS acts as an initiator, arranger and moderator of academic conferences, academic and practical seminars and round tables. Examples are the 2030 Russian Business Education foresight session aimed to build a roadmap of development of the Russian business education system for the next 20 years and the symposium, Effective Research Methodologies in Humanities, with reports by Misho Minkov (Cross Cultural Management Research Methodology), Mark Peterson (Quality Issues for English Language Management Journal Publications), etc.

The IBS hosts international management technology research laboratories operating in cooperation with Adizes Institute, California, USA, and Chan Kim Blue Ocean School, Malaysia.

In 2014, a Russia-China academic educational centre was set up to facilitate, inter alia, the exchange of researchers and coordination of joint research projects of the IBS and Chinese universities.

6. Dialogue: we 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

The members of the IBS administrating team have the highest professional reputation in the Russian management education community and are known in the world. The Dean of the IBS today occupies the position of RABE President (RABE – the Russian Association of Business Education, a national organisation similar to such international organisations as the AACSB, the EFMD or AMBA Worldwide), serves as Chairman of the National Council for Quality Assessment in Business Education (NASDOBR), and is a member of CEEMAN International Board (Central and Eastern Europe Management Development Association). This reflects the respect towards the IBS team and the impact of the IBS’ activities on the development of business education in Russia and Eastern Europe.

The representatives of the IBS are members of several commissions on the quality of education created by the Ministry of Education and Science of the Russian Federation. They occupy prominent positions in the Educational Committee of the Russian Management Association, the Committee on Management Development of the Russian Association of the Leading Economic and Management Universities (AVVEM), and the Expert Council of the Government Committee
on Management Education Reform. At RANEPA, they actively participate in education reform efforts in the RANEPA Academic Council (the top legal body of the University headed by the University President), run the Council on Management Teaching and Research Methodology. This active participation in the activities of the well reputable national and international associations, the Russian Ministry of Education’s commissions, the RANEPA’s committee and the University’s committees provides a broad opportunity for practical impact on the process of developing educational and research standards.

The IBS focuses significant attention on consulting activity, supporting and encouraging faculty to get involved in it. The school has its own the IBS-Consulting centre facilitating the implementation of management tools the use of which is taught in class. Among the project originators are the Russian Ministry of Education, the Administration of the Tomsk Region, Nalchik-Vodokanal, ROSNANO, the Russian Association of Business Education, and many others.

The school’s employees and managers participate in RANEPA’s academic and practical conferences, symposiums and round table discussions on an annual basis. The number of such events annually held in the Academy’s Moscow-based campus alone exceeds 80. Included in the list of the largest international events in this area is the Gaidar’s Forum where the current acute issues on developing the world’s and Russian economy, business, business education and fundamental science are discussed by leading experts and government officials (in particular with the participation of Chairman of the RF Government D.A. Medvedev in 2013 and 2014). In 2013 and 2014 alone, representatives of IBS took part in and spoke at 9 plenary sessions of the Gaidar’s Forum devoted to the issues facing Russian business and business education along with such representatives of the international business education community as John Fernandes (AACSB); Eric Cornuel (EFMD); Sir Paul (Judge), AMBA President and the founder of Judge Business School of Cambridge University; Danica Purg (CEEMAN), RSM Dean; Professor Van Velde, Netherlands; Michael Page, Provost of Bentley University, etc.

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<th>KEY OBJECTIVES</th>
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The further strategic growth of the IBS is expected to allow achieving the three key strategic aims:

- Reinforce the leading position of our business school in the Russian and CIS markets and its presence in the ranking of Russia’s top business schools and achieve and strengthen the
national recognition of the IBS as Business School No. 1 in innovative market-oriented programmes for managers from middle-sized and large domestic companies

- Strengthen the impact of the school’s activities on the Russian business education system’s development, the Russian business community, including efforts aimed at increased social responsibility, and the development of the Russian business management model
- Boost international cooperation and expand its geography, formats and forms. Build the international image of the IBS as a leading expert in business education in Russia and CIS countries. Achieve recognition of the high quality of our programmes, receive triple crown accreditations and enter the leading international rankings of business schools

The IBS-Moscow is committed to supporting the further evolution of the PRME community in the Russian Federation and worldwide.

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15th October 2015

Adoption of the Principles for Responsible Management Education

As an institution of higher education in the development of current and future managers the Institute of Business Studies, the Russian Presidential Academy of National Economy and Public Administration is committed to progress in the implementation of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

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

We encourage other academic institutions and associations to adopt and support these Principles.

Prof. Sergey Myasoedov,  
Vice Rector of the RANEPA,  
Director of the IBS-Moscow