

# Kyiv-Mohyla Business School

for leaders who change the world

Principles for Responsible Managerial Education  
Report on Progress 2008 — 2011

**kmbs**

Kyiv-Mohyla  
Business School





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

Change  
yourself  
Change  
your  
company  
Change  
the world



## MESSAGE **from the Dean**

Kyiv-Mohyla Business School (kmbs) is aspiring to become a change agent in Ukrainian business education. Founded as a niche business school affiliated with one of the most outstanding universities in Ukraine, the National University of Kyiv-Mohyla Academy, it is growing to play the change agent role in Ukrainian business community.

kmbs' audience is mainly executives, the leaders empowered with the freedom and responsibility to initiate and implement transformational changes in their companies. With kmbs as their life-long learning partner, they become true architects of changes in their organizations and in the business environment in general.

Here at kmbs we believe in responsible leadership. We believe that human values are the most fundamental aspects in any significant transformations. We can hope to succeed in leading changes for the common good only if we understand the true role values play in organizational cultures, markets and societies. This makes empowers us to impart influential messages into often discouraged environments.

Lately, kmbs has been expanding the international dimension of its activities. We have opened ourselves to the world with the hope of preserving our unique identity. We believe that having a distinct identity is the most valuable asset a business school can have.

We consider globalization not as a process of depersonalization but as a tremendous opportunity for principled business agents to change the world for the better. This is why "change the world" is the motto of kmbs, and this is why the School remains devoted to the Principles of Responsible Management Education. What follows is our report on progress in this domain, featuring concrete steps we have or are currently undertaking in order to promote the principles of responsible leadership.

**Oleksandr Savruk**  
The Dean



## About **Kyiv-Mohyla** **Business School**





## About Kyiv-Mohyla Business School

**Kyiv-Mohyla Business School (kmbs)** is a thought leadership business school aimed at developing transformational types of leaders who desire to incite and advance qualitative systems changes.

Our primary objective is to provide post-experience and executive education to business leaders, specifically those endowed with the responsibility to implement and advance multilevel changes in their businesses, as owners or as top managers tasked with mandate.

### HISTORY

kmbs was founded in 1999 at the National University of Kyiv-Mohyla Academy (NaUKMA). NaUKMA is a reestablishment of one of the oldest universities in Central and Eastern Europe. Originally named the Kyiv Mohyla Academy, it was founded in 1615 and discontinued its university status in 1817 when it became Kyiv Theological Academy. During its existence, the Kyiv-Mohyla Academy became the alma mater for the most renowned Ukrainian intellectuals, top-ranked clergy, and political leaders. Its modern reestablishment as NaUKMA allows the university to play the vital role of the national thought leader in liberal arts education, gradually but surely pushing the post-Soviet Ukrainian education system towards more transparent and responsible educational practices.

Being intellectually and ideologically connected with such a top league university as NaUKMA, kmbs still maintains a self-substantial entity and is able to define its educational policy independently. Still, it remains strongly supportive of the idea of liberal arts education and promotes best practices for expanding the horizons of business thinking by means of arts and humanities.

### MISSION

kmbs' mission is to become an influential intellectual learning environment for the formation of the new Ukrainian management elite

**the responsible, creative and highly professional leaders who:**

- › proactively build a dynamic future for Ukraine, transforming the economic, political, and social environment of the nation, while at the same time supporting the cultural revival of Ukrainian society;
- › transform businesses and promote sustainable development in line with the values and principles of responsibility;

are reliable and professional partners for international companies and positively influence local and international business communities. kmbs strives to function



based on the principles of an open system, creating and fostering a unique intellectual environment for kmbs program participants and offering kmbs alumni timely opportunities for lifelong learning.

**By 2020, kmbs aspires to become:**

- › the school for leaders as creators, the primary choice for managers of companies in Ukraine facing the challenge of transformation and systems changes;
- › the original school of thought leadership working with values, principles and meanings, thus following the best humanities traditions of Kyiv-Mohyla Academy, historically one of the leading Universities in Central and Eastern Europe;
- › an absolute intellectual leader among Ukrainian business schools;
- › the top intellectual center for generating breakthrough ideas and novel practices for Ukrainian and international business and education communities;
- › a truly internationally recognized business school in Ukraine, the solid partner for the best international business schools and a provider of high quality, internationally recognized programs.

## VALUES

- › Responsibility and sustainability-oriented management education
- › Transformational leadership resulting in breakthrough development of personalities and business cultures
- › Focus on clients' success by creating unique educational environments for effective learning and long-term partnership with Alumni
- › Quality as expressed through seeing excellent service as an integral part of an intellectual product, setting high standards and being determined to achieve them, and nurturing liberal arts' influence in all kmbs programs
- › "Glocality", or combining globalism and locality to form the basis for acting locally in truly responsible ways within a contemporary interconnected world.



## APPROACH

kmbs is committed to excellence in education and continually strives to improve its thought leadership position through its innovative learning methodologies. The School is distinguished among business schools for its emphasis on the inclusion of liberal arts approaches in business education by means of combining soft- and hard- oriented themes in its programs. This approach is an organic part of the overall kmbs philosophy, deeply connected with NaUKMA traditions. We use it to create a special environment for personal growth for people looking for holistic human development.

Thus such an approach enables us to provide multidimensional development of business people as whole human beings, enriching them not only with professional knowledge and skills, but also with deep cultural, aesthetic, philosophical and ethical experiences. Placing a program participant into such an environment takes him or her out of a routine business context and immerses him or her into differing cultural and artistic contexts in order to search for new meaningful connections in life and work.

Integrating liberal arts and business is an interdisciplinary approach widely deployed by kmbs. We use it to open new dimensions for program participants, develop their systems thinking, and prepare them for working in situations of uncertainty and economic turbulence.

## LEARNING SPACES

Located on the historic campus of NaUKMA, kmbs' premises are designed in such a way as to provide an outstanding environment for learning, innovative thinking, and socialization. Utilizing open spaces and new technological teaching aids, they serve as a meeting point for business leaders, artists, and social activists. The School routinely conducts unconventional and thought-provoking social activities for program participants, alumni, faculty, and management. Among the most illustrative endeavors, we conducted team-building activities that required climbing Mt. Hoverla, the highest peak in Ukraine, and descending into an active coal mine in Donetsk oblast.

## RANKING

Since 2010, kmbs has been consistently rated as the #1 business school by the most prominent Ukrainian business magazines. Other recognitions include:

- › In 2011, kmbs was ranked the #1 school in Ukraine in the categories of "Best MBA" (KyivPost: <http://www.kyivpost.ua/kyiv/article/kyiv-post-nazyvaet-pobeditelej-yubilejnogo-10-go-konkursa-best-kyiv.html>) and "Most effective business school" (Weekly.ua: <http://osvita.ua/add-education/news/15160/>).
- › kmbs received the #1 rating from First National Marketing Awards (<http://marketingaward.net/results2011>) in the category of "Organization and implementation of marketing programs and seminars".

In December 2011, kmbs' EMBA and MBF programs were announced to be among the top ten programs in Eastern Europe – the EMBA Program was rated #7 (<http://www.best-masters.com/ranking-master-executive-mba-in-eastern-europe.html>) and the MBF was rated as #4 (<http://www.best-masters.com/ranking-master-corporate-finance-in-eastern-europe.html>) according to Eduniversal best master ranking in executive MBA.



## SYNERGY

Due to its network of business and academia contacts, kmbs benefits from shared expert knowledge in the fields of Sustainability and Corporate Social Responsibility. We have created synergy between the competencies and expertise of Ukrainian professors and those at international schools and by inviting external experts to issue-based discourses, such as those conducted in our media project [innovations.com.ua](http://innovations.com.ua).

## KMBS AS GLOBAL COMPACT UKRAINE NETWORK SECRETARIAT

The School has been a participant of the Principles for Responsible Management Education (PRME) initiative since April 2008. Becoming a participant in PRME was a demonstration of our adherence to the principles of responsible management education. During 2009-2010, kmbs underwent an organizational transformation, which resulted in more organic and strategic support of the principles of strategic responsibility and sustainable business.

In 2010, kmbs' corporate social responsibility and sustainability approaches received a new stimulus in the form of a close partnership with the UN Global Compact Ukraine Network. kmbs competed for and won the right to perform the functions of the UN Global Compact Network Secretariat. In 2011, the School hosted the UN Global Compact Network Secretariat and conducted a number of projects with UN professionals aimed at rapidly developing the growing Ukrainian GC Network. Currently, the GC Network-Ukraine consists of more than 200 members and is in the process of transforming into an independent NGO.



## CREATING NEW DIRECTIONS

Among the various, multi-disciplinary research activities conducted by kmbs, one in particular deserves special consideration: the establishment of the Center for Sustainability in 2011. The Center is dedicated to developing a new level of intellectual products in the area of CSR and sustainable business and serves as a coordinator for innovative projects and series of events in the field.

## THE SCHOOL'S OWN CONTRIBUTION TO SUSTAINABILITY

kmbs is very proud to be a part of the elite family of Kyiv-Mohyla intellectuals. We realize that it is only in connection with NaUKMA as the empowering environment kmbs can be truly formative for transformational leaders. The School therefore continually increases its efforts in giving back to the academia community, especially in terms of its most valuable asset, the business knowledge and expertise. Hence kmbs established a number of scholarships for NaUKMA managers – currently four of them are enrolled in the Master in Business Leadership (MBL) program. Starting from this autumn one representative NaUKMA will also participate at the Executive MBA program within the framework of another scholarship established recently.

The School constantly establishes social partnership with transformative leaders devoted to changing the social environment for the better. In particular, kmbs has recently started a new partnership project with the municipal authorities of town Brianka in Lugansk oblast. The aim of the project is to aid in creating the new opportunities for a depressed economic region by means of creating a new strategy for the town. Within the framework of this project four scholarships will be endowed for managing professionals from municipal bodies in Brianka for participatin in MBL program.



# The **Principles for Responsible Managerial Education**



## Principle 1 **PURPOSE**

WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY.

## Principle 2 **VALUES**

WE WILL INCORPORATE INTO OUR ACADEMIC ACTIVITIES AND CURRICULA THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS PORTRAYED IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT.

## Principle 3 **METHOD**

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

## Principle 4 **RESEARCH**

WE WILL ENGAGE IN CONCEPTUAL AND EMPIRICAL RESEARCH THAT ADVANCES OUR UNDERSTANDING ABOUT THE ROLE, DYNAMICS, AND IMPACT OF CORPORATIONS IN THE CREATION OF SUSTAINABLE SOCIAL, ENVIRONMENTAL AND ECONOMIC VALUE.

## Principle 5 **PARTNERSHIP**

WE WILL INTERACT WITH MANAGERS OF BUSINESS CORPORATIONS TO EXTEND OUR KNOWLEDGE OF THEIR CHALLENGES IN MEETING SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES AND TO EXPLORE JOINTLY EFFECTIVE APPROACHES TO MEETING THESE CHALLENGES.

## Principle 6 **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

# Overview

THE SUBSEQUENT CHAPTERS HIGHLIGHT  
HOW PRME PRINCIPLES WERE EFFECTIVELY  
INCORPORATED INTO KMBS ACTIVITIES:



## **THOUGHT LEADERSHIP | UN PRME Principles Addressed: 4, 5 and 6**

- › Intellectual workshops
- › Live cases
- › UN Global Compact Dilemma Game localization

## **PERFORMING THE FUNCTIONS OF UN GLOBAL COMPACT SECRETARIAT IN 2011 |**

**UN PRME Principles Addressed: 4, 5 and 6**

- › Conducting Global Compact Ukraine Network annual meetings
- › Infrastructure support and aiding in the organization of workshops and other events
- › Transforming UN GC Network-Ukraine into an NGO and the updated role of kmbs as primarily a research partner

## **MAINSTREAM AND CORPORATE PROGRAMS | UN PRME Principles Addressed: 1, 2, 3 and 5**

- › CSR and Sustainability topics represented in all mainstream programs provided by kmbs
- › The Mainstream MBA-degree programs
- › Participating in the PRME Anti-Corruption Working Group and preparing a specialized pilot course on anti-corruption
- › Programs of Executive Development
- › “Out-of-Pyramid Reasoning”
- › Application of the game “GC Ethical Dilemmas of Business” for in-class activities
- › Social activists as guest speakers
- › Social dimensions in international study trips
- › International partnerships
- › Inclusion of social topics in corporate programs

## **BLENDED LEARNING METHODOLOGY | UN PRME Principles Addressed: 3 and 6**

- › The environmental significance of using e-learning tools and corporate social network (PN)
- › PN as a means of enhancing inter-industry relationships and collaboration between kmbs alumni
- › PN as an instrument of enabling project-based activities and social activism

## **RESEARCH | UN PRME Principles Addressed: 4**

- › Center for Sustainability
- › Center for Mediation
- › Research conducted in collaboration with international colleagues

## **B2B WORKSHOPS | UN PRME Principles Addressed: 3, 5 and 6**

- › Interactive workshop on CSR issues
- › Sustainability conference on green business models
- › Professional workshops touching on the issues of responsible leadership
- › “Green Office” workshops
- › Workshops on Social Reporting and Auditing of Social Reports
- › GRI social reporting workshops

## **SOCIAL EVENTS IN BUSINESS-TALK FORMAT | UN PRME Principles Addressed: 5 and 6**

- › Open meetings, master-classes, and open social events with prominent guest speakers on issues involving the social dimensions of business activity



Thought **Leadership**





## Thought Leadership

UN PRME Principles Addressed: 4, 5 and 6

With its emphasis on transformational leadership practices, kmbs defines itself as “a school of thought” and approaches the issue of systems leadership in business as inseparable from its inter-relation with the social context of business activity.

This idea implies not just the need for contemporary business to adapt to the demands and expectations of increasingly empowered stakeholders, but to a much greater degree – the challenge for business of being a truly systemic change agent, realizing its unprecedented level of influence to create new environment.

### INTELLECTUAL WORKSHOPS

kmbs conducts Intellectual Workshops devoted to complex issues involving varying perspectives. The format of such events is similar to round tables. In these workshops, we gather faculty members who are conducting cutting edge research, experts on external subject matter, representatives of business industries, interested program participants, and alumni. The purpose of intellectual workshops is to instigate truly interdisciplinary discussions of complex, multidimensional topics. The format also permits us to collect insights gained during these sessions into white papers which can form a contextually-rooted basis for subsequent scholarly publications. Our most successful intellectual workshop was devoted to the topic of Values in Business and was conducted in January 2011. The insights of this session were organized into an internal white paper which now serves as the basis for preparing a publication.

### LIVE CASES

kmbs continuously innovates in the field of teaching methodology. In addition to widely accepted business education methods, such as case methodology, interactive sessions and simulation games, the School develops its own repository of “live cases”. This approach is rigorously used in learning activities and usually concerns a currently developing business situation.

Our use of “live cases” allows us to conduct learning sessions with guest speakers who are able to share firsthand experience in all its richness and exposes program participants to the complexity of contemporary business decision making. The “live cases” sessions are usually conducted in real time with the ongoing participation of the case protagonists who often receive invaluable feedback from program participants. Often protagonists use these suggestions to influence positively the very case at hand.

The format of “live cases” not only allows us to illustrate complex inter-relations between various stakeholders, but “live cases” themselves can even be considered a social precedent as they create an opportunity for advanced multi-stakeholder discourse. Among the most successful “live cases” prepared and conducted by the kmbs faculty are “The Fortuna Cigar House”, “Viessman”, “Eleks”, “Almaz”, “The Legend of the Black Cossack Social Movie” and “Transformation in Georgia”. It continues to be the firm commitment of the kmbs leadership and faculty to further develop and apply in-class even more “live cases” as they proved not only to be effective and engaging but also seem to be the perfect format from the social aspect per-





## “LIVE CASE”: TRANSFORMATION IN GEORGIA

This “live case” turned out to be particularly enriching from the point of social dimensions of transformation. The experience of Georgia as a post-Soviet country undergoing successful social transformation, including combating corruption, is a remarkable case for Ukrainian business elite still in search for a public-private partnership formula that would benefit Ukraine and ensure its sustainable development.

As an important stage in the case development, in September-October, 2011 a group of kmbs alumni and learning group participants visited Georgia with a very multi-dimensional agenda. They had an opportunity to meet with President Mikheil Saakashvili and members of the Georgian government and to participate in a question and answer session on the issues of national vision, transformation and development. The kmbs group also met with leading Georgian business top managers, Georgian National Investment Agency representatives, and academic elite.

This visit allowed participants to gather valuable and challenging case material for use in academic activities. kmbs faculty, alumni and learning program participants still use these materials for expert discussions on how to apply the Georgian transformative experience in Ukraine. The participants and alumni who took part in the visit not only established new business connections and expanded the horizons of their own business activity, but also directly experienced the interrelation between business and its social environment, with emphasis on the beneficial influence of enabling social environment for the business culture.



## UN GC DILEMMA GAME LOCALIZATION

The project of UN Global Compact Dilemma Game localization and promotion provides another example of a particularly successful inter-disciplinary research and collaboration conducted by the School. The UN Global Compact Dilemma Game was initially developed by Responsible Business Solutions - now an integrated part of KPMG's Climate Change and Sustainability department and funded by the Foreign Ministry of Denmark. In collaboration with the UN GC Network Ukraine and with support of the Global Compact Alliance (companies Coca-Cola, DTEK, KPMG and SCM), kmbs developed the Ukrainian version of the game entitled "GC Ethical Dilemmas of Business".

More information (in Ukrainian): <http://www.globalcompact.org.ua/press/news/453>

The localization involved not only translating the playing cards with full-text dilemma descriptions, as well as the addition of a number of Ukraine-specific business ethics dilemmas developed by kmbs experts. The GC Dilemmas game was presented to Ukrainian universities, NGO's and business organizations. In collaboration with UN GC Network Ukraine kmbs experts has conducted a series of workshops to introduce the game and organized a number of game sessions, activities that continue today. The GC Dilemmas game is also actively used in kmbs in courses particularly devoted to Business Ethics and Corporate Social Responsibility fields, as well as in other industry-related courses containing the topic of Sustainability.



# Performing **functions** of **UN Global Compact** **Secretariat in 2011**



UN PRME Principles Addressed: 4, 5 and 6



From January 2011 until January 2012 kmbs performed the functions of Secretariat of the UN Global Compact Network (UN GC Network) Ukraine. The Memorandum of Understanding between the United Nations Office in Ukraine and kmbs was signed on January 20, 2011, after the School was selected by the Steering Committee of the Network for performing functions of UN GC Network Secretariat in Ukraine. As Secretariat, kmbs provided infrastructure support for UN GC Network Ukraine activities and expert collaboration as well as fostered communications and inter-disciplinary research. The School regularly aided in organization and served as a venue for Global Compact Network Ukraine annual meetings, workgroup meetings, B2B workshops and expert meetings.

**December 14, 2011** – kmbs helped organize and provided the venue for the UN GC Network Ukraine Annual Meeting devoted to the “The Role of Business in Fighting Corruption”. During the meeting, the new publication “Fighting Corruption: the Role of Business in Ukraine” prepared by UN GC Network Ukraine and the Center for CSR Development was presented and discussed.

**May 31, 2012** – kmbs hosted UN GC Network Ukraine Summer Meeting devoted to the issues of sustainable development of the Network and presentation of the GC Network Ukraine at the Corporate Sustainability Forum in June 2012 in Rio-de-Janeiro on the eve of Rio+20 conference. During the Meeting several scenarios of further sustainable development of the Network were presented and discussed.

More information (in Ukrainian): <http://www.globalcompact.org.ua/press/news/524>

Currently, due to its intensive growth in Ukraine and for the sake of sustainability, the UN GC Network is being transformed into an independent NGO over the next two years. kmbs remains in close collaboration with the Network, especially on interdisciplinary research projects, and activities aimed at promoting the concepts of Corporate Social Responsibility and Sustainability.







## Mainstream and Corporate Programs





## Mainstream and Corporate Programs

UN PRME Principles Addressed: 1,2, 3 and 5

The MBA programs provided by kmbs include:

- › Executive MBA program (EMBA) - for experienced managers of C-level
- › Presidents' MBA program (PMBA) - for successful business owners
- › Master in Business Leadership (MBL) – for emerging leaders who strive for professional and personal growth

The specialized MBA Programs provided by kmbs include:

- › Master in Banking and Finance (MBF) – specialized program for experienced financial professionals
- › Agriculture MBA – a new specialized program with a very topical social dimension specific to Ukraine (to be launched in December, 2012)

kmbs is a niche business school. Enrollment in its mainstream programs does not exceed 120 participants in total with usually no more than 20-25 participants in each group. This design greatly contributes to the quality of professional business subjects taught and also provides for a high intensity social discourse environment for program participants.

Program participants are vividly engaged into discussions and exposed to the multilevel complexity of corporate social responsibility as a result of the high number of socially-related disciplines integrated into the curriculum. In such a way, in line with the kmbs mission and values, the School ensures that its mainstream programs are the main channel of formative influence upon management elite.

The mainstream programs at kmbs offer life-changing experiences for program participants, primarily due to the intensity of reflection on and rethinking about the principles of business. The participants develop the skills needed to become business culture transformation leaders. Within such a formative environment, they also develop an acute sense of the social dimensions of business activity, becoming truly responsible and professional business elite.

The portfolio of kmbs mainstream programs includes three MBA programs, two specialized MBA programs, and several executive development programs. All of these include specialized courses on corporate social responsibility as well as more contextual consideration of sustainability-related topics.





Since November 2011 Victor Kotusenko, a representative of the kmbs faculty, joined the PRME Anti-Corruption Working Group. This was a declaration of the School's willingness to actively participate in combating corruption as one of the most harmful social problems on all levels of economic and social life. At the same time kmbs expressed a willingness to prepare and present a specialized pilot course for its program participants devoted to combating corruption.

In September 2012 kmbs declared that the School would participate in the four-year project to integrate anti-corruption values into core curricula. Currently, a new pilot course for MBA-level programs is being developed and is to be finalized by 31 May 2013.

The transformation of executives is also an essential priority of the School and is reflected in our Executive Development programs, which constitute an essential part of the kmbs educational portfolio. The issue of the social responsibility of business is considered in a most systemic manner within the framework of "Rethinking business" (RB), an Executive Development program for transformative leaders. It was launched by a kmbs partner, Strategic Consulting Group (SCG), in 2008 and has been conducted in close cooperation since 2010.

The issues of sustainability and social responsibility of business receive due attention, not only as part of all our regular MBA offerings, but also in a number of new authorial courses devoted to topics

of the "Out-of-Pyramid Reasoning". These elective courses are very popular among the mainstream MBA programs participants.

Most participants apply powerful metaphors in order to connect the vision of their business with the broader social-related concepts of sustainability and responsibility. Among the most fruitful metaphors used in the courses is symphonic music and symphony orchestra conducting. In the course "Strategic and Systems Thinking and Change Management", participants conducted in-depth analysis of Beethoven's 5th as a metaphor of strategic leadership. Such activities play a very suggestive role in acquiring the skills of systems thinking within the context of contemporary organizations.

Over the last few years, kmbs has increased its curriculum activities on CSR and Business Ethics in all MBA programs. The new topics of Social Entrepreneurship and Shared Value were added into existing specialized courses in CSR and Business Ethics. A new course with social dimension, "Social Intellect and Networking" was recently introduced in most mainstream MBA-degree programs. In this course, participants consider the issues of empowered citizenship, digital activism, network-based social effects, and distributed leadership using business cases relevant for the new reality of conducting business in the new millennium.

kmbs strives to apply the best educational methods to ensure the adoption of Sustainability ideas





into mainstream MBA programs. It is for this purpose that the Ukrainian version of the game “GC Ethical Dilemmas of Business” is actively used for vivid in-class activities as a group game. The Dilemma gaming sessions allow us to illustrate the Stakeholder Theory in its application to contemporary business activity. It also provides a rare opportunity for program participants to play the role of various stakeholders, thus considering particular business issues from the perspectives and interests of all involved parties.

The participants in kmbs mainstream MBA programs benefit from guest visits during their in-class sessions by top-ranked, socially engaged speakers. For instance, on 25 November 2011, the Director of the Private Sector Division (UNDP, New York) Mr. Henry Jackelen met with kmbs MBA-degree participants to discuss the private sector’s role in development and UN cooperation with the private sector globally.

International study trips are also conducted as part of mainstream MBA programs and include a number of activities that raise awareness of social issues among program participants, preparing them for conducting business in a truly multicultural and globalized world. Over the years, kmbs program participants have visited the USA, Canada, China, the Netherlands, Spain and other countries. A new international module format is being prepared in collaboration with one of the leading business

schools in Brazil, Fundação Dom Cabral (to be conducted in January, 2013). This module will focus primarily on the issues of transformative leadership within the context of rapidly growing emerging markets.

Since 2009, kmbs has been engaged in effective partnership with the LIMAK Business School (Austria) by designing and conducting the “Doing Business in Eastern Europe” module for mainstream MBA-degree programs participants. In addition to professional business topics, participants in this module consider social issues of emergent markets in Eastern Europe, including the topics of social responsibility and sustainability.

kmbs also extends its sustainability mission to its corporate programs which are conducted in conjunction with leading Ukrainian and international companies. Among the most significant kmbs corporate clients is DTEK Corporation, recognized as one of the leading Ukrainian businesses which places great emphasis on the issue of sustainability. Other significant corporate partners include the “Parallel” Group of Companies, Ukrlandfarming, and Mining Machines. In all of the corporate programs prepared and conducted by kmbs, the School faculty raises Sustainability issues within the professional setting and stimulates business executives to align the principles of their business activities with the ideas of Corporate Social Responsibility.



kmbs

Київсько-Могилянська  
Бізнес-Школа

Blended **Learning Methodology**







## Blended Learning Methodology



UN PRME Principles Addressed: 3 and 6

The learning process at kmbs is based on the methodology of blended learning. This implies that the in-class sessions of the students are supplemented with intensive individual and group activities during their out-of-class periods. It is made possible by means of the custom e-learning platform used extensively in the learning process – the Learning Management System (LMS).

The current version of LMS was developed in 2010. The main goal is to provide a working infrastructure for multilevel management of the learning process by managers and professors and to serve as a tool of self-organization and individual learning by the students. It also serves as a visible demonstration of kmbs' own social responsibility, enabling a low-cost and low-carbon opportunity for program participants to interact and receive documents needed for their studies in electronic form. Thus the model of blended learning used in kmbs has an environmental component: kmbs program participants travel less and are yet still connected and informed about the latest School activities.

All handouts and presentations used in classrooms are also presented in LMS, affording students an opportunity to consult them again for review. In addition, teachers can place any materials needed for performing assignments. In the case of copyrighted materials, bibliographical information is provided which enables students to check for the corresponding item in the library or buy their own copies.

kmbs alumni, program participants, professors and managers also have an opportunity to share their practices and insights as well as simply communicate with each other by means of a customized social network for business professionals known as the "Professional Network". Users can easily view each others' profiles which greatly facilitates communication between the various generations of the School's graduates who are professionals in their respective fields.

Participants in the Professional Network can form groups based on their interests and projects. There are three types of groups that can be created and maintained in the system: open, private and hidden.

Open groups are mainly used for promotion of relevant business professional information that might be of interest to many users specializing in various fields. Private groups are very useful for coordinating activities for limited membership groups, such as study groups. They are also convenient for users with a specific interest in a particular business area. Hidden groups are used for discussions on sensitive and discrete issues, such as pertaining to corporate trade secrets, personal project details, and internal management for kmbs teams. kmbs managers also use an elaborate Calendar of Events and Learning to coordinate events and manage facility usage.

Currently, kmbs is in the process of developing a new e-learning/social learning platform, tentatively named the Virtual Learning Environment (VLE). This platform will combine elements of the LMS and social learning network, thus allowing students, professors, managers and even alumni to interact. It is known that adult learners, especially professionals, learn not only from professors in the formal setting, but also, to a great extent, in an informal way, sharing and comparing practices with each other. These learning opportunities will be enhanced through the VLE. Among the main distinguishing features on which the new VLE system will be built is using an e-Portfolio function. It will allow students to highlight and feature the most prominent results of the work they performed during their studies and publish it internally within the VLE system or externally as a part of professional profile.

kmbs is also increasing its activities on full transition to paper-free learning. One of the most recent stages of this multi-faceted project was a series of negotiations with Samsung, the leading company in producing electronic equipment, on a partnership program aimed at using its tablets, in particular, the Samsung Galaxy Note 10.1, in the process of learning. This transition will not only permit more interactive, open and inclusive pedagogical models to be used in kmbs classrooms, but also will empower the top-ranked learners with the instruments for environmentally conscious lifelong learning.

# Research



## UN PRME Principles Addressed: 4

kmbs is continuously increasing the amount of research, development and knowledge generation in its overall intellectual portfolio. Among the various fields of research conducted by the faculty members of the School, several deserve particular mention in relation to the issues of Sustainability and CSR.

Primarily, the Center for Sustainability coordinates studies and research in the fields of CSR and Sustainability. Established as one of kmbs' Intellectual Centers in 2011, it plays the role of an internal think tank that advances and promotes CSR and Sustainability. During the period of 2011-2012, the Center mainly conducted research within the framework of kmbs' partnership with the UN Global Compact Ukraine Network, specifically, localizing the UN Global Compact Dilemma Game and publishing its Ukrainian version under the title of "GC Ethical Dilemmas of Business".

The Center for Sustainability also helped promote the game among Ukrainian businesses, NGOs, the public, and academic institutions. One of the high-

est priorities of the Center's activities is alignment of emergent concepts, models and methodologies from the field of Sustainability. These topics receive increasingly greater attention in the courses prepared and conducted by kmbs faculty.

kmbs faculty, within their corresponding professional areas of research, also raise the issues of Sustainability and CSR, participate in events devoted to the socially-related topics, such as, for instance, Business Summit on Climate Change. The CSR topics continually receive more attention within the international programs developed and conducted by kmbs faculty representatives in collaboration with their international colleagues. One of such recent programs is being developed actively by kmbs faculty in collaboration with Moscow International Higher Business School (MIRBIS) is the International HRM Program. This collaboration became possible after kmbs received Swiss National Fund for Research Grant for developing an innovative educational program in the area of HRM and International Business.



## UKRAINIAN MEDIATION CENTER

The Ukrainian Mediation Center (UMC) was established in kmbs in 2008 in collaboration with the International Finance Corporation, a World Bank Group. The purpose of the Center is to be the driving force for developing alternative dispute resolution mechanisms in Ukraine. Its staff provides training, conducts research, and makes available the services of independent mediators.

UMC develops a culture of mediations and negotiations based on the Harvard model. Mediation activities within the corporate setting are seen as a working method for reaching consensus in cases of possible stakeholder conflicts and for strengthening solidarity and feelings of the common purpose within organizations. UMC actively involves international experts and trainers in its trainings, and its experts present and conduct trainings on a regular basis in such countries as Belarus, Kazakhstan, Tajikistan and Moldova.

UMC trainers are members of the trainers' network CEDR (UK) which includes representatives of about 10 countries. The UMC leader Galyna Yeromenko is a member of JAMS Foundation (USA) alumni network. Sixteen UMC graduates are accredited as CEDR mediators. Ukrainian experts have numerous opportunities to participate in the programs on the topics of mediation and negotiations presented by the invited mediation experts from USA (2009, 2011, 2012), UK (2011, 2012) and Portugal (2012). One the top 10 best commercial mediators in UK, Bill Marsh is also an UMC mediator.

UMC actively contributes to developing the best mediation practices to mitigate commercial and inside-organizational arguments and conflicts. The UMC head is also

the chair of the Center for Mediation at ICC Ukraine. The UMC successfully implemented two pilot projects together with the Dniprovsky Court for the City of Kyiv and the State Service for Children Issues in the Darnytsky rayon of Kyiv. Currently, for the first time in the history of Ukrainian mediation, a pilot project with a leading insurance company TAS Insurance Group is being implemented.

UMC representatives also provide consultations in policy development. They co-authored two Drafts of the Law on Mediations to be passed in Ukraine's Parliament, the Verkhovna Rada. UMC is among initiators of creating the Coalition on Development of Mediation in Ukraine. It also became a member of the international network of mediators from Russia, Belarus, Kazakhstan and Ukraine. The Center signed international memorandums about collaboration with partners from Belarus and Kazakhstan, and currently similar memorandums with partners organizations from Georgia and Armenia are being prepared.

The Center's experts extensively publish articles and reviews related to the issue of mediation and its significance for the advancement of consensus within organizations and society as a whole. Together with its partners from other Ukrainian mediation centers, UMC published the book *On Mediation: How to Quickly Resolve a Conflict without Going to a Court*. Created with support from IFC, a World Bank Group, a movie about mediation became received an award at the CEDR Awards (2010). In 2012, UMC co-organized the International Mediation Conference which was attended by representatives from 8 countries and leading experts from the UK, USA and Israel.



## B2B Workshops on Social Issues

UN PRME Principles Addressed: 3, 5 and 6

kmbs is active in creating an educational environment that induces business leaders to consider issues of responsibility. One of the most successful formats of events that contribute to the creation of such an environment is B2B workshops.

These events are widely used by the School as a form of extracurricular activity. They provide a unique opportunity for business executives and professionals representing various industries to meet for mutually beneficial sessions in which best practices in the field of Sustainability are presented and discussed. The most noteworthy issues addressed in B2B workshops include:

**October 29, 2008** – in partnership with CSR Ukraine Community, kmbs conducted the interactive workshop “Social Responsibility of Business through Strategic Innovations”. The event was conducted in the format of discussion groups on the themes of new value creation, increasing knowledge quality, improving skills for employment, technology, and lifecycle, and managing environmental influence. Within the discussion groups, the best practices of the leading Ukrainian and international companies in the CSR field were presented. More information (in Ukrainian): <http://innovations.com.ua/ua/events/13271/temp>

**March 14, 2011** – in partnership with Ukrainian energy innovations network Greencubator, kmbs conducted the conference “Green Business Strategies: Profitability, Responsibility, Growth”. The event was attended by business leaders, sustainability experts, business schools trainers, environmentalists, regulators and media. The purpose of the conference was to showcase successful Ukrainian companies working in the “green” economy sector. The featured panelists represented different industries. Ways to boost Ukraine’s economy and create jobs using eco-friendly models were discussed with great engagement from the audience. More information: <http://uniter.org.ua/en/news/info/174>

**March 29, 2011** – kmbs conducted the round-table “Diversified Business Building - the Problems of Growth and Retaining of Control” for business owners and chief executives. The featured speakers included multi-investors and founders of leading companies. In an intensive moderated discussion, the speakers presented their views on issues of business growth, mergers and acquisitions, and controlling structures within diversified business, raising issues of responsible leadership within corporate governance structures. More information (in Ukrainian): [http://kmbs.ua/uk/Pro\\_kmbs/Novini/Zakritij\\_kruglij\\_stil\\_dlja\\_vlasnikiv\\_biznesu\\_ta\\_pershih\\_osib\\_kompanij](http://kmbs.ua/uk/Pro_kmbs/Novini/Zakritij_kruglij_stil_dlja_vlasnikiv_biznesu_ta_pershih_osib_kompanij)

**September 15, 2011** – kmbs hosted a B2B-format workshop for UN GC Network Ukraine members devoted to the topic of Social Reporting and Audit of Social Reports. Leading companies Ernst & Young and Metinvest shared their best practices in social reporting and auditing. Both companies represent world class practitioners of social reporting and its audit. The Metinvest company representatives presented in great details the nuances of internal mechanisms of social reporting and outlined its significance for developing corporate communications, teambuilding, and establishing feedback channels for various groups of stakeholders. Ernst & Young representatives shared their experience with conducting audits of social reports, in particular the one prepared by Metinvest company, outlined the main advantages and peculiarities of conducting social audit. More information (in Ukrainian): <http://innovations.com.ua/ua/articles/finance/17739/socialna-zvitnist-dosvid-metinvestu-ta-ernst-young>

**October 27, 2011** — kmbs conducted the B2B workshop Rethinking Business. It provided an opportunity for leading top managers and business owners to consider two “live cases” in which business sought to further their development and implementation of development strategies. The speakers shared insider insight on the causes and predispositions of strategic changes in the companies. The discussion involved an important issue of responsibility and was expanded to include the social aspects of responsible leadership. More information (in Ukrainian): <http://innovations.com.ua/ua/events/finance/17765/vidverta-besida-pro-pereosmisleniya-biznesu>

**November 1, 2011** – kmbs hosted a B2B-format workshop on the topic of implementing the “Green Office” concept in business activity, in collaboration with the Ukrainian ecological club Green Wave and Ernst & Young. The workshop addressed both the professional ecological community’s responsibility for promoting the idea of “Green Office” and the role of middle managers who are directly responsible for implementing Green Office policies. During the workshop many practical issues were discussed and a number of working practical solutions were presented. More information (in Ukrainian): [http://www.kmbs.ua/index.php/uk/Pro\\_kmbs/Novini/Vorkshop\\_z\\_pitan\\_Zelenogo\\_Ofisu](http://www.kmbs.ua/index.php/uk/Pro_kmbs/Novini/Vorkshop_z_pitan_Zelenogo_Ofisu)

**November 28-29, 2011** – kmbs hosted the first certified Global Reporting Initiative (GRI) workshop in Ukraine. The training was provided in preparation for the EURO 2012 Football Championship in Ukraine & Poland and included a number of state officials from infrastructure-related ministries.

**November 30, 2011** – in partnership with UN GC Network Ukraine, kmbs conducted the Network workshop “Global Compact and GRI Social Reporting”. The workshop was attended by more than 50 representatives from Network member companies. The speakers presented the current priorities in social reporting development and provided valuable practical advice on preparation of social reports in accordance with GRI standards. More information (in Ukrainian): <http://www.globalcompact.org.ua/ua/press/news/481>

# Social Events in Business-Talk Format



UN PRME Principles Addressed: 5 and 6

kmbs constantly strives to create an intellectual environment inciting discussions and dialog among educators, business, media, NGOs and government organizations.

Over the period of 2008-2011, a number of social events were conducted by kmbs and its subsidiary media group innovations.com.ua in the format of “business talks” with Ukrainian and international leaders in business and nonprofit areas. Although the topics of such meetings were diverse, usually depending on the profile of the guest speakers invited, they consistently raised the same issues of sustainability, responsible leadership, and corporate social responsibility. The most significant social events conducted by kmbs in 2008-2011 that touched issues of social responsibility and sustainability in business included:

**November 25, 2009** - innovations.com.ua conducted an open meeting with Dr. Gregory Perelman, the leader of analytical division at Wells Fargo Bank, on the topic “Global Financial Crisis: How banks are responding”. The event engaged the audience in discussions on the causes and mechanisms of the global financial crisis, as well as on the future trends in the fields of banking and state regulation of financial operations. The discussions partially touched on the issues of social responsibility of business and sustainability as a model of choice for financial corporations seeking long-term success. More information (in Ukrainian): <http://innovations.com.ua/ua/events/13889/temp>

**February 10, 2010** – the founder and leader of one of the leading IT companies in Ukraine Kvazar-Micro, Yevhen Utkin led an open master-class devoted to the theme of “Global Leadership and Innovation”. The event provided an opportunity to consider the principles of leadership and management needed for competing on the global scale. This discussion necessarily required raising the issue of sustainability for businesses desiring strong growth and to become leaders in the globalized economy. More information (in Ukrainian): <http://innovations.com.ua/ua/events/13652/temp>





**June 18 & July 6, 2010** – In a two-part open social event “Brand of Ukraine. Challenge for Business”, participants discussed the brand of Ukraine positioning and visualization. The event featured leading Ukrainian branding consultants, PR and Public Affairs specialists, musicians and arts managers. The event concentrated on the issue of national and corporate reputation and raised many issues related to complex social problems that involve contemporary Ukrainian business. More information (in Ukrainian): <http://innovations.com.ua/ua/events/14140/vidkrita-podiya> and <http://innovations.com.ua/ua/events/14163/vidkrita-podiya>

**December 2, 2010** – innovations.com.ua conducted an open meeting with Cardinal Liubomir Huzar, the Supreme Archbishop of Kyiv and Halych and the Head of the Ukrainian Greek Catholic Church. The topic of discussion conducted by kmbs dean Oleksandr Savruk was “Business and Spiritual Values”. The event provided a rare opportunity to discuss complex but very fundamental questions about human values, moral norms, and spirituality in relation to business activity and sense-making. More information (in Ukrainian): <http://innovations.com.ua/ua/events/14336/temp>

**March 30, 2011** – innovations.com.ua conducted the open meeting on “The Biggest Challenges for the Ukrainian Economy” with Oleksandr Pashaver, one of the most authoritative economists in Ukraine. The discussion touched on the issues of competitive advantages of Ukrainian businesses. It partially involved consideration of the issues related to policy making, public-private partnerships, and sustainability. More information (in Ukrainian): <http://innovations.com.ua/ua/events/op-manage/14461/zustrich-z-oleksandrom-pashaverom-najbilshi-vikliki-pered-ukrajinskoyu-ekonomikoyu>

**December 7, 2011** – innovations.com.ua conducted the open meeting on “The Transformational Leadership” with Leonid Kravchuk, the first President of Ukraine. In a crowded auditorium, the honorary guest elaborated on his ideas about transformational leadership, national idea and moral values. More information (in Ukrainian): <http://innovations.com.ua/ua/articles/op-manage/17878/leonid-kravchuk-liderstvo-prihodit-u-bezkompromisnij-borotbi-z-samim-soboyu>



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