



Kyiv-Mohyla Business School

Principles for Responsible Management Education

Report on Progress 2012 – 2014

PRME

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

This is the Kyiv-Mohyla Business School (kmbs) Sharing Information on Progress report on the United Nations (UN) Principles for Responsible Management Education (PRME) for the period between 2012 and 2014.

Message from the Dean

Kyiv-Mohyla Business School (kmbs) is expressing our renewed commitment to the Principles for Responsible Management Education. We firmly believe responsible business to be the phenomenon that will form the future world. It is not so much about managers finding solutions to particular issues, but rather about posing right questions, and approaching the situations at hand from the perspective of human values. We are strongly convinced that human values are the most fundamental aspect in any significant transformation in business and in society.

Lately, kmbs has been experiencing extensive growth in many areas related to the principles of social partnership and sustainable management. We have supported a number of social initiatives aimed at society at large, and established a series of strategic partnerships with national and regional-level agencies to further promote practices of responsible and sustainable leadership.

Over the last years, Ukraine's society has rapidly evolved to firmly supporting European values and has demonstrated strength and great potential for combatting corruption and decisiveness to pursue reforms necessary to achieve truly competitive and global level of sustainability. We firmly believe that business leaders are to play the leading role in the vital transformation of Ukrainian society on all levels. Because of this, as a signatory to the Principles of Responsible Management Education, we are devoted to the values of social responsibility and business ethics. This is our report on progress in this domain.



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

About kmbs

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

kmbs was established in 1999 in one of the Eastern Europe's oldest universities (National University of Kyiv-Mohyla Academy). kmbs is a high quality original school of thought and a school for transformational leaders aimed at qualitative systems changes.

kmbs is a Ukrainian business school with up-to-date international approaches. It provides and fosters the environment for breakthrough personal, professional and organizational development. Most eminently, kmbs is a community of responsible leaders with a proactive mindset.

Values of kmbs:

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

kmbs Ratings

Various ratings and authoritative business magazines frequently recognize kmbs as the leading business school in Ukraine. It was recognized as the best business school in Ukraine according to the "Choice of the Year" national competition in 2014 and 2015. Its EMBA and MBF programs were rated among the top ten programs in Eastern Europe according to the Eduniversal Best Master Ranking. It received the first place in Ukraine in the category of "Best MBA" according to the Kyiv Post newspaper, and named "The most effective business school" by Weekly.ua. kmbs also received the first rate in the rating of the First National Marketing Awards in the category of "Organization and implementation of marketing programs and seminars".

kmbs has International Quality Accreditation (IQA) from CEEMAN (reconfirmed in 2013). It is also a full member of EFMD.

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.

Emphasizing and fostering transformational leadership practices, kmbs approaches the issues of systems leadership as inseparable from its inter-relation with the social context of business activity, involving society at large and inclusive global economy.

RESPONSIBLE LEADERSHIP PLATFORM

Since May 2014, in partnership with Aspen Ukraine Initiative, kmbs conducts regular sessions in the roundtable format under the heading of *Responsible Leadership Platform*. The purpose of this series of events is to foster collaboration between responsible leaders for best practices exchange, discussion and presentation of current projects as well as for identifying more meaningful partnership opportunities. In 2014, two meetings were held, in May and December, respectively.

The meetings in 2014, attended by representatives of both kmbs community and the Aspen Ukraine Initiative alumni, have hosted a number of speakers representing socially engaging projects in the areas of human rights protection, local communities' development, national defense initiatives, and grassroots movements.

ESTABLISHMENT OF GEORGE SHEVELOV PRIZE

In October 2013 kmbs, jointly with the Ukrainian Center of the International PEN Club, the *Dukh i Litera Publishing*, and the Harvard Ukrainian Research Institute, established the Shevelov PEN Club Prize. It is bestowed annually on a Ukrainian recipient for artistic and scientific essays published over the year preceding the award decision. The name of the award honors George Shevelov, the founder of the modern Ukrainian essay writing.

The shortlisted candidates and recipients of the prize have been leading Ukrainian artistic and scientific essay writers who very often raise difficult social questions, and, even more importantly, promote the value of dialogue and partnership for building truly inclusive society on both national and global levels. Participants of kmbs programs, alumni and members of the overall kmbs community are provided with opportunity to attend events related to selection and presentation of the best Ukrainian essay writers, thus being involved in the topics of responsible leadership and sustainability by means of contemporary literature.

SUPPORTING K. MALEVICH AWARD

In 2014, kmbs joined as a partner and supported prestigious K. Malevich Award initially established by the Polish Institute in Kyiv and lately supported by major Ukrainian and Polish institutions of contemporary art. The Award is intended to support young and talented Ukrainian artists. Since 2014, among the three finalists of the Award, kmbs selects and nominates the winner in the "Breakthrough Concepts" category. While selecting and nominating the winner, the social aspects of the artist's work are taken into account. The nominee by kmbs receives the opportunity to participate in kmbs educational programs, to install exhibitions in the Ideas Gallery at kmbs, and to participate in exclusive events of kmbs community. Participants of kmbs programs, alumni and members of the overall kmbs community thus gain enormously from communicating with the new generation of Ukrainian artists, thinking globally.

LIBRARY OF RESISTANCE, LIBRARY OF HOPE

In February 2014 kmbs joined forces with the “Dukh i Litera” Publishing, the Book Institute (Poland) and the Alain Besançon Foundation in establishing a novel publishing project entitled *Library of Resistance, Library of Hope*, which is intended to aid contemporary readers in deeper understanding of recent social and political history. It is aimed at providing an alternative to still prevalent Soviet interpretations of history, which often preclude large societies from adequate estimation of social reality and prevent deep-rooted social conflicts from being resolved.

The series of books published includes translations into Ukrainian of some influential books written by renowned historians and political scientists, as well as the series of rare memoir texts reflecting events of the 20th century written by dissidents and civic activists. Participants of kmbs programs, alumni and kmbs community members have a unique opportunity to benefit from the events organized around publishing activities, including presentations of the books by the authors themselves, thus being involved in the issues of society transformations and social responsibility within the broader context of society at large.

In 2014, within this series of publications, kmbs supported publication of the book entitled *Second-hand Time* as one of the most popular books by Belarus writer Svetlana Alexievich, who was born in Ukraine. In 2015, Svetlana Alexievich was awarded the Nobel Prize in Literature “for her polyphonic writings, a monument to suffering and courage in our time”.

BOOK PUBLISHING SPONSORSHIP

kmbs regularly promotes and supports publishing projects that expand the mindset of business leaders and provide a broader picture, bearing on the issues of society at large and global competitiveness. This involves publishing of complete books, as well as summaries, such as Kyivstar Business Digest series of latest breakthrough business books summaries. Among the various publishing projects supported by kmbs some have particular social resonance and are very influential. In particular, during the period of 2012-2014 it is worth to mention kmbs sponsorship of publication of 3-volume edition of Ayn Rand’s *Atlas Shrugged* translated into Ukrainian, made by “Nash Format” Publishing, as well as sponsorship of publication of Ukrainian translation of Chuck Sudetic’s *The Philanthropy of George Soros* made by the *Dukh i Litera* Publishing.

kmbs considers aesthetical values as very important for developing capabilities of students to be generators of sustainable value. For instance, our MBA programs include significant parts devoted to artistic concepts and development of creativity as means to overcome limitations of narrow technological approaches. However, even beyond its educational activities, kmbs is also active within the art cluster in Ukraine, collaborating with numerous projects in the area of contemporary art creation management. One such collaboration was devoted to the name of Kazimir Malevich. This included presentation in kmbs on May 29, 2013, by Jean Claude Marcade, a famous art historian, on the significance of Malevich for contemporary society, and kmbs sponsorship of publishing his monograph entitled *Malevich*. This book, supported by kmbs and published by the “Rodovid” Publishing House in 2013, received the Grand Prix of Lviv Book Forum in 2013 (the largest book fair in Ukraine).

FELLOWSHIPS FOR DISTINGUISHED PARTICIPANTS REPRESENTING SOCIAL PROJECTS

As it has become a good tradition, with virtually every MBA program, kmbs provides several opportunities for distinguished candidates to receive MBA education free of charge or with a substantial fellowship. The candidates usually represent some social projects, are proactive, share kmbs values, and have a demonstrable potential to influence their contexts, especially by leveraging the knowledge and skills obtained while learning at kmbs. Among some recent examples, it is worth to mention an opportunity provided to Mr. Oleksandr Vorona, the President of Kyiv Municipal League of Public Organizations for People with Disabilities, to study at the highest-rank MBA program provided by kmbs, the Presidential MBA (group #12). kmbs also provided fellowship to four top managers of the National Cancer Institute of Health Ukraine, including the Principal Doctor and three Vice Principal Doctors.

ACTIVITIES IN THE CONTEXT OF 2014 UKRAINIAN REVOLUTION (EUROMAIDAN)

kmbs considers it as a part of its mission to influence the development of Ukrainian society towards greater transparency, rule of law and inclusiveness, by cultivation of the new quality business elite. Hence the large-scale social initiative towards the same goals, yet expressed by a much wider civic movement encompassing representatives of practically all the social groups of Ukrainian society that initiated in Ukraine by the end of 2013 as the Euromaidan, strongly resonates with kmbs values. We believe that these events marked some initial but fundamental changes that demonstrate significant value shifts in Ukrainian society, largely in line with what kmbs sees as necessary for making Ukraine a truly global and sustainable economy.

Being aware that management competencies were largely lacking in Ukrainian civic grassroots movements, in November and December 2013 as well as during the first months of 2014, kmbs had *provided pro bono consulting* for the University of "Kyiv-Mohyla Academy" Student Council (youth activist organization organized at the university). The Student Council was among the most active organizations directly involved in 2014 Ukrainian Revolution, defending the pro-European choice of the Ukrainian nation.

Right within the middle of revolutionary events, very early in December 2013 on Kyiv Maidan, there emerged an imitative of several business schools professors and alumni, among which there were several kmbs professors and alumni, later to be known as the Free Maidan University (VUM, <http://vum.org.ua>). This turned out to be a massive civic education initiative, enthusiastically supported by many Ukrainian intellectuals and activists in 2013-2014. Currently it is active as online platform hosting a number of massive online open courses (MOOCs) in various areas of civic activity. It provides online courses that are valuable for individuals and civic organizations of different sizes and missions. kmbs has always endorsed the activity of its professors, team, current program participants and alumni in this project of great social significance.

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.

INCORPORATION OF SUSTAINABILITY AND SOCIAL RESPONSIBILITY TOPICS INTO MBA PROGRAMS

The design of learning groups in kmbs, implying activities of usually no more than 20-25 participants in each session, greatly contributes to the quality of professional business subjects taught. The participants also continue working with educational content and engage in communication with professors and in project groups by means of various blended learning instruments, including Learning Management System and Office 365 Online cloud-based toolset. Such infrastructure permits them to deeply elaborate on subjects within the context of their workspaces, which is especially beneficial in case of socially related subjects, such as Corporate Social Responsibility and Business Ethics.

All of the main MBA programs provided by kmbs include specialized courses on the issues of sustainability and corporate social responsibility, most often also enhanced with the business ethics components, as well as components on anti-corruption, related to the 10th Principle of UN Global Compact. All of the MBA programs also include contextual consideration of sustainability-related themes within particular topical courses.

The specialized courses in the field of sustainability and corporate social responsibility involve up-to-date local and international cases and best practices, and various activities. One of the most efficient activities used in the course that covers Stakeholder Theory *UN Global Compact Dilemma Game* adapted and localized by kmbs faculty as a desk game *GC Ethical Dilemmas of Business*. Among partially dedicated courses, *Philosophy of Organizational Management* and *History of Worldviews* as well consider the topics of sustainability and responsibility.

Due to the fact that since November 2011 until 2014, kmbs has participated in the working of the PRME Anti-Corruption Working Group (ACWG), represented by Victor Kotusenko, one of kmbs faculty, the up-to-date results of the ACWG's research were available to participants within the courses. The participation in the ACWG is a declaration of commitment by kmbs to contribute proactively to combatting corruption widely known to be one of the most detrimental social issues on all levels of social life.

"CHANGE TALKS"

One of the most successful formats of sustainability-related events that contribute to fostering culture of responsible leadership are business-talk workshops entitled "Change Talks". kmbs organizes these events on a weekly basis within MBA curriculum. Most often, they involve some guest speakers meeting with MBA groups on Thursday nights to discuss a topic of choice in an open dialogue.

Topics of such meetings are diverse, usually depending on the profile of the guest speakers invited, but they regularly include the issues of sustainability, responsible leadership, and corporate social responsibility. The Change Talks are widely used by kmbs as a unique opportunity for the business executives and professionals representing various industries and domains to meet for mutually beneficial sessions of discussion and presentation of best practices in the field of sustainability.

One particularly successful kmbs Change Talk hosted Cornelius Granig, Siemens Ukraine CEO on December 12, 2013. During this insightful meeting, Mr. Granig has talked about Siemens company culture, innovations, people management and sustainability.

Principle 3 Method

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

"HUMANITIES DAYS"

Some MBA programs offered by kmbs, in particular, the Presidential MBA, include extended bloc comprising the disciplines related to philosophy, history and arts, commonly known as the "Humanities Days". They are available to MBA participants within core Presidential MBA curriculum, usually on the middle stages of the program. The intention of these education sessions is to introduce MBA program participants to wider implications of business decision-making, enhance their "out-of-the-box" thinking, and to develop abilities for truly systems-level thinking. The Presidential MBA curriculum has the "Humanities Days" usually as a separate day added to basic, business-related curriculum, and normally such day would consist of both in-class sessions with renowned social leaders, artists, philosophers, writers, musicologists etc., and field visits to various places where arts are "produced", such as art studios, museums, photo studios, exhibitions etc. This is an exclusive learning experience aimed at developing "larger scope" thinking in Presidential MBA participants, during which they often deal with issues relevant to society, responsible business and sustainability.

LIVE CASES

kmbs continuously develops its own repository of live cases, often used in learning activities. This format allows MBA program participants to participate in direct sessions with guest speakers who are sharing firsthand experience relevant to the case. It is our strongest conviction that this format of educational activities is the best for exposing participants to the complexities of business decision making in contemporary contexts, more often than not involving social ramifications.

The format of live cases commonly allows us not only 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". All these live cases were regularly used in kmbs classrooms as well as continuously updated and reviewed during 2012-2014.

STUDY VISITS TO COUNTRIES AS LIVE CASES

kmbs is strongly convicted that success of a particular business as a system deeply correlates with success of the country as a whole. Hence studying models of the countries that were effective in implementing deep transformations is very beneficial for business managers and owners of enterprises of various sizes. It turned out to be a format particularly useful for engaging alumni into continuous education.

In October 2012, a group of kmbs alumni participated in one of business education field trips to breakthrough countries that presented Israel as a live case of a country, entitled "Studying Israel's Breakthrough". kmbs organized the trip in collaboration with the Embassy of Ukraine in the State of Israel, the Embassy of Israel in Ukraine, and the Israel Ministry of Foreign Affairs. The kmbs alumni selected Israel for this visit based on both business and policy criteria. This particular format of business field trip allowed its participants to engage deeply with both economic and social aspects of a breakthrough that a country like Israel can demonstrate. Hence, the study was quite complex and multi-faceted. For instance, it included sessions with philosophers and politicians, in addition to Israeli business people. This allowed considering social component not as something extraneous, but as a part of overall strategy for success.

In October 2013, in line with the same live case methodology, a group of kmbs alumni had another opportunity to participate in a business education trip to Poland. The intention of the field trip was to study the causes of political and economic breakthrough made by Poland in 1989-2013. This implied studying not only economic factors, but also various aspects of relations between business and society, questions of sustainability and social responsibility. The visit comprised meetings with representatives of Poland's political elite and the World Bank experts, to discuss social aspects of business, in addition to sessions with business professionals and business educators. Among others, the group had a session with Leszek Balcerowicz, the renowned Polish economist and the author of the Polish economic transformation program in 1990s.

"IMPRACTICAL THINGS FOR MANAGERS" EXECUTIVE EDUCATION PROGRAM

In December 2013, kmbs introduced an inherently different executive education program under the title of "Impractical Things for Managers". Its intention is to stimulate participants to consider business in a broader light, beyond its traditional limitations. The program provides a unique opportunity to engage with writers, musicians, artists and philosophers in discussions on the issues related to holistic understanding of art, society and business. It develops on the conviction that a true contemporary manager works primarily with ideas, concepts and values, thus more fully engaging imagination and metaphors, and implementing them, albeit in a way different from that of the artist. The philosophical part of the program also includes a component of sustainability and significance of social role played by business.

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.

UN GC NETWORK UKRAINE

Since January 2011 until January 2012, kmbs had performed functions of Secretariat of the UN Global Compact Network (UN GC Network) Ukraine. kmbs regularly aided in organization and served as a venue for Global Compact Network Ukraine annual meetings, workgroup meetings, B2B workshops and expert meetings.

PRME ANTI-CORRUPTION TOOLKIT

kmbs closely collaborates with PRME in the area of Anti-Corruption. Victor Kotusenko, a representative of kmbs faculty, in 2011-2014 has participated in the work of PRME Anti-Corruption Working Group (AC WG), whose activity resulted in creation of the Anti-Corruption Toolkit. The Toolkit's mission is to provide comprehensive guidelines for curriculum change in business schools and management-related academic institutions in relation to teaching anti-corruption to business students. kmbs was among the pilot business schools that had an opportunity to test the Toolkit in the classroom at a very early stage. In particular, it helped in composition of the courses on Corporate Social Responsibility and Business Ethics available to participants of the Presidential MBA, Executive MBA, Executive MBA (Agro) and MBA in Leadership groups. kmbs provided the results and estimations of this application to the AC WG materials in the form of feedback and reports.

BUSINESS INTEGRITY CONFERENCE BY TRANSPARENCY INTERNATIONAL ROMANIA

Victor Kotusenko, a kmbs faculty member, has presented at the Business Integrity Conference organized by Transparency International Romania on 27-29 November 2013 in Bucharest, Romania on the topic of UN Principles for Responsible Management Education, and, in particular, outlined the structure of the Anti-Corruption Toolkit. The Conference comprised many top-level speakers and included the founding of the Pacts for Integrity within different sectors of the Romanian society.

UKRAINIAN MEDIATION CENTER

The Ukrainian Mediation Center (UMC), set up under the auspices of kmbs, has the mission of being the driving force for developing alternative dispute resolution mechanisms in Ukraine. Its staff is active in training, research and provides services of independent mediators.

In 2012, the UMC Director Galyna Yeromenko performed duties of Head of ICC Mediation Commission and served as a Counselor to ICC Ukraine President. She also received the "Mediation Era" Award, nominated "For outstanding achievements in theoretical and applied research of techniques of alternative dispute resolution mechanisms" (Kazakhstan, 2013).

Galyna also authored a case on "Collaboration Competence Development: the Case of Bionic, Ltd.", based on collaborative research within the framework of the SCOPES project. It draws attention to the role of an HR manager as a facilitator / mediator inside an organization. In 2013, this case was

successful in going through a complicated “blind review” phase and selected for presentation at the 6th Annual EuroMed Conference of the EuroMed Academy of Business (EMRBI).

In 2014, together with mediation experts from over 80 countries of the world, Galyna Yeromenko participated in the research project entitled “The Variegated Landscape of Mediation: A Comparative Study of Mediation Regulation and Practices in Europe and the World”. The results of this project found its way to a publication, also in 2014 (<http://www.elevenpub.com/law/catalogus/the-variegated-landscape-of-mediation-1>).

UMC was among initiators for establishment of Mediation Development Coalition in Ukraine, which has as its purpose to promote knowledge about mediation, to create and support Ukrainian standards for mediation services, and to provide marketing support for mediation.

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.

CONSULTING AND EDUCATIONAL PROGRAMS FOR THE NATIONAL GOVERNMENT BODIES

Over the period between 2012 and 2014, some important partnerships of kmbs with business and state organizations emerged and received reinforcement. In particular, kmbs was especially active in providing specialized, custom and tailor-made learning programs for various national public agencies, in line with constantly growing demand for knowledge about strategic transformations, from their side.

In particular, starting from late 2014, and continuing well into 2015, kmbs provided custom consulting and training for the team of Minister of Education and Science of Ukraine (on the level of vice-ministers and heads of departments) in line with its partnership and intellectual support for development of the transformation strategy. kmbs helped the Ministry to consider education as a system, worked on the strategic idea of the agency, and touched on social ramifications of developing the strategy of transformation in the domain of education. Similar projects started in 2015 with the National Bank of Ukraine, the Ministry of Economic Development and Trade of Ukraine, and the Ministry of Defense of Ukraine.

CONSULTING AND EDUCATIONAL PROGRAMS FOR MUNICIPAL-LEVEL PUBLIC BODIES:

Within the framework of its Presidential MBA program and in close collaboration with municipal agencies, in September 2013, kmbs conducted one full learning module of the Presidential MBA program in Bryanka, Luhansk oblast, during which the program participants joined the municipal officials in the strategic sessions aimed at outlining the development strategy for the town and its region. The task involved not only economic component of the study, but also working with social environment, business culture and local governance. Working based on the Strategies of the 3rd Generation framework, the participants have developed three scenarios of the region's development, neither of which built on the traditional coal-mining or metallurgy industries.

kmbs faculty members participated in similar sessions on varying levels of local governance involvement in other Ukrainian cities, namely Rivne, Odesa and Dnipropetrovsk. In each of these cases, the kmbs professors provided insight and guidance at developing balanced strategies and models of regional development, involving issues of sustainability and social responsibility.

"DEVELOP UKRAINE" PROJECT

Since July 2014, kmbs is conducting a large-scale project "Develop Ukraine", having invested 7 million UAH into education and development of regional leaders. Within the framework of this project, kmbs is also providing five fellowships for the most advanced leaders in Ukrainian cities and towns. This project is long-term in its nature and consists of several stages.

- During the first stage, the participants are studying at the first level of an MBA program at kmbs, which concentrates on systemic social and economic transformations, as well as collaboration between business and government.
- During the second stage, the project participants receive attestation and jointly establish the Inter-regional Executive Association of Responsible Leaders who are professionals in regional development and management for the best practices exchange and dissemination.
- During the third stage, if successfully attested, the project participants continue their education on the second level of an MBA program at kmbs, continuously upgrading their education level, as well as the education of regional managers that constitute their transformational teams.

During the second half of 2014 and continuing into 2015, kmbs has closely collaborated with Cherkasy Municipal Council, and has provided support for the newly appointed Mayor of Cherkassy city through professional management education of public service officials as a team that is aimed at developing their region and implementing economic and social reforms. Similar support has also been provided to Mykolaiv city Mayor and the related team of public service officials in need of management skills for successful implementation of reforms.

PUBLIC-PRIVATE PARTNERSHIP

Over the period between 2012 and 2014, kmbs also has been actively pursuing the research and consultancy in the area of public-private partnership. It initially implied involvement of kmbs faculty in individual project on local and national level. Gradually, the capacity of kmbs to provide expertise and build capacity in this area increased, and already on March 13, 2014, kmbs, together with the Ukrainian Public-Private Partnership Development Support Center, conducted a public discussion on the topic "Partnership of Business and Authorities: Rules of the Game". Representatives of both business and public institutions of the national and municipal levels attended the event.

PROZORRO ELECTRONIC PROCUREMENT SYSTEM

During the Euromaidan Revolution, while working on a project related to the Free Maidan University, a kmbs alumnus Oleksandr Starodubtsev, together with a group of other activists have generated and developed the concept of the Electronic Procurement System as a platform. In March 2014, they presented idea of Procurement System Reform in Ukraine to Pavlo Sheremeta, kmbs founder and its first dean, then acting Minister of Economic Development and Trade of Ukraine. Consequently, they launched the project of creation of the national electronic system of trading that allows building transparent procurement procedures. On that initial stage, kmbs provided some consulting and infrastructure support to its alumni involved in the project.

Later the project gained further development. The pilot phase took only four months after initial technical specifications. The project received its new title *ProZorro*, and the project team conducted its official presentation in kmbs in February 2015. Currently, the project is expanding its use in various public procurement procedures, introducing new modules (such as the analytics module), and preparing policies as well as draft laws to reinforce the procurement reform normatively.

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.

ENGAGEMENT WITH VOLUNTEER PROJECTS

At the current phase of Ukraine's society development, volunteer projects play a very important role. They usually start with some very much needed aid "on the spot", and gradually scale from "fixing something that's broken" to some systems changes. kmbs has always been responsive and open to social volunteer initiatives of its participants, alumni and faculty, providing insights and infrastructure to allow exchange of the best practices in this area.

One of the most vivid examples of this attitude is collaboration of kmbs with the Patriot Defence project. This initiative has emerged with the mission to provide proper medical support and training to Ukrainian Patriots defending their homeland in the line of fire. It started in May 2014 as a humanitarian initiative of the Ukrainian World Congress. Initially it addressed very specific needs, such as the need for Combat Lifesaver Training Courses and NATO-standard Improved First Aid Kits (IFAKs) for Ukrainian military. kmbs has been among the friends of this project almost since its very inception, and helped it with infrastructure as well as with some custom educational activities for the team, related to the formation of the strategic idea, case development etc.

SOCIAL SCALING OF KMBS ALUMNI PROJECTS

Notable kmbs alumni and faculty members were among the founders of the "New Country" (*Nova Kraina*) Vision Project, which is a civic, non-political platform aimed at development and implementation of necessary social and economic reforms in Ukraine, launched in February 2014. The *Nova Kraina* team has a common vision of future, shared values, realistic view upon economy and promotes a demanding attitude towards public authorities. It also fosters willingness and capacity building to make complex decisions by means of social inclusiveness and collaboration. The *Nova Kraina* project is especially proactive in the areas of (but not limited to):

- social welfare and justice;
- transparency and responsibility;
- involvement of citizens and social partnership;
- socially responsible business.

In response to ever increasing demand for high-level managerial competence from the Ukrainian government structures currently in the process of performing initial stages of real economic and social reforms in the wake of the 2014 Euromaidan Revolution, more kmbs alumni assume top public management positions in the national government bodies and as leaders of social projects. Among the brightest appointments of the sort, it is worth to mention notable kmbs alumni Hennadiy Zubko, acting Vice Premier of Ukraine and Minister of Regional Development, Construction and Communal Living of Ukraine, as well as Anton Gerashchenko, an adviser to Minister of Internal Affairs of Ukraine.