

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

2016

Annual Report

Working together for better global management

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Message from the Dean

2016 was a very busy, and dare one say, very successful year for MSM. We can look back on a year of many highlights. Most significantly our fantastic students continue to surprise us with their dedication, passion and entrepreneurship. They continue to demand more and more from us, as it should.

We have responded to our students by continuing to improve the quality of our programs and the relevance of our curricula. For instance, we are happy to report that our programs, were re-accredited by the highly acclaimed IACBE for another 7 years - unconditionally. The accreditation panel from IACBE was particularly impressed by the high quality of MSM's Faculty and Staff, and their research-orientation. This conclusion I can only share: MSM's Faculty and Staff are extraordinary people who revel in forming the current and next generation of managers and entrepreneurs for a sustainable, peaceful and prosperous global economy. We are grateful for the new highly qualified Faculty and Staff who joined us in 2016.

As I mentioned we also improved the relevance of our curricula and programs. In this we tried to be as entrepreneurial as our students. For example, in 2013 we offered only a full-time MBA program, an Executive MBA with a number of partners, around 18 executive short-courses, and a DBA degree. Today, within a space of three years, we have expanded this to include five M.Sc. (joint) programs in management and engineering, a Master in Management program, an Executive MBA in Maastricht, and no less than 35 executive short-courses, and an online MBA about to be launched. And much of this breathtaking innovation took place in 2015 and 2016.

We are fortunate and grateful that we have such driven students, and dedicated and highly qualified people working at MSM, and that we can work with exciting partner institutions around the world, with whom we continue to break down the artificial barriers and prejudices that divides humanity.



Prof. dr. Wim A. Naudé
Dean





Governance

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Prof. dr. W.A. Naudé

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Accreditations and recognitions



MSM has received re-accreditation in 2016 for its business programs through the International Assembly for Collegiate Business Education for the maximum period of seven years.



MSM's MBA degrees in Maastricht are accredited by the Dutch-Flemish Accreditation organisation (NVAO)



In 2015 MSM's programs were re-accredited by AMBA for another five years. MSM has been shortlisted for the MBA Innovation Award 2016 issued by the Association of MBA's (AMBA). MSM is recognized for its innovation and willingness to take "risks in pursuit of the new".



The Accreditation Council for Business Schools and Programs (ACBSP) is a specialized business accrediting body headquartered in the US. MSM carries ACBSP accreditation for its business programs since 2000.

MSM sharing its knowledge on Quality Assurance

Ms. Kati Kovacs, MSM's Associate Dean Global Education Programs, presented at the 30th AIEC Conference themed "Connectivity - at the heart of international education" in Melbourne on 20 October 2016. Her presentation was titled: "Redefining transnational education: trends, experiences and expectations, Case study in TNE: Maastricht School of Management".

Ms. Kovacs also had discussions in another session with colleagues from the Tertiary Education Quality and Standards Agency (TEQSA), the accreditation body for Australian Higher Education, where fruitful exchanges took place regarding the quality of education delivered by offshore providers both face-to-face and online.

During the ACBSP Annual Conference in Atlanta in July 2016 MSM's Associate Dean Global Education Program Ms. Kati Kovacs represented MSM and gave a presentation titled "Transcontinental Program Delivery Meeting ACBSP Standards".



CANDIDATE



During the meeting of the Board of Commissioners of ATHEA on 17 May 2016 MSM was granted THEA Candidacy status. The THEA Board of Commissioners is the independent accreditation decision-making body of ATHEA and is elected by the organization's membership in accordance with ATHEA bylaws. The Commissioners review and evaluate requests for accreditation, and determine the accreditation status of all ATHEA institution members.



In the recent rankings of business schools by Eduniversal MSM moved up in the MBA rankings to #11 in Europe, from place #14 in 2015. We also retained our #2 place ranking in the Netherlands and our 4 Palmes of Excellence, classifying MSM as a "Top Business School internationally known".

PRME

Principles for Responsible
Management Education



MSM subscribes to high ethical standards in business and strongly promotes corporate social responsibility (CSR) and sustainable development. We are an advanced signatory to the Principles of Responsible Management Education (PRME). With CSR and business ethics constituting an integral part of the MBA curriculum, students are trained to become responsible and effective managers. Our most recent PRME report was submitted in November 2016 to the PRME secretariat and is online available at the PRME website, through following link: <http://bit.ly/MSM-PRME-report>

Educational activities in 2016

Full-time Master of Business Administration (MBA)

This program is offered full-time in Maastricht (70 ECTS, 12-month duration).

September 2016 saw the graduation of 31 students of the one-year full-time Maastricht-based MBA group, representing 16 different nationalities.

A new cohort of 17 students coming from 10 different countries and four employees from the Chinese Baosteel Corporation started in the program in September 2016.

Students from MSM's full-time MBA program and four employees from three technical universities in Ethiopia

followed a special *Chief Certificate Program on Innovation Management* offered in cooperation with RWTH Aachen University in Germany. For the MBA group, this course was part of the specialization curriculum. The five-day program was developed for, and successfully implemented by, top German executives to fulfill the increased knowledge needs of (future) managers in the field of innovation and innovation strategy. State of the art developments in innovation management were presented by research experts and besides theoretical lectures on topics such as "Lean Innovation" and "Frontend of Innovation", participants also actively participated in case studies and workshops, and paid a company visit to Ford.



MSM MBA students and employees from three technical universities in Ethiopia who followed a special Chief Certificate Program on Innovation Management offered in cooperation with RWTH Aachen



Managing innovation in high-tech: the case of Philips' Wearable Sensing Technologies

Giuseppe Coppola, General Manager of Philips Wearable Sensing Technologies gave a guest lecture at MSM on "How to build a business from scratch within a big company?" to our full-time and Executive MBA students on 10 April, 2016. Mr. Coppola took the audience through the development process of the Wearable Sensing Technology. This process started eight years ago when he was asked for the first time to come up with an innovation which would also relate to Philips' mission: "We strive to make the world healthier and more sustainable through innovation".



Giuseppe Coppola



MSM MBA students get a taste of Limburg's cross-border opportunities

MSM is a partner of Connect Limburg, branding organization for Limburg. Connect Limburg's mission is to put Limburg on the international map, through collaborations with the region's inhabitants, local governing bodies, businesses, knowledge institutions and other organizations.

Students of MSM's full-time MBA program participated in the Cross Border Dinner organized by Connect Limburg on 30 September, 2016. The event included the visit of three successful international companies based in Limburg to demonstrate the added value of Limburg's cross-border location to young professional talents.



International group of MSM students and alumni participating at the Crossborder day and dinner event organized by Connect Limburg



Part-time Executive Master of Business Administration (EMBA)

In 2016, 34 students enrolled in our new Executive MBA program in Maastricht. In January 2016, nine students kicked-off the EMBA in Sports Management and one student started in the International Business and Sustainable Development (IBSD) Executive MBA. In October, we welcomed 24 new participants to our EMBA programs: 12 for the IBSD specialization, six for Healthcare Management and six for Sports Management.

Early January newly started Executive MBA students enjoyed their first work visits to KPMG in Amstelveen and to the Amsterdam ArenA. These work visits were aligned with the Finance courses of the first module of the Executive MBA program.

Executive MBA in Sports Management

In April 2016, the Executive MBA in Sports Management students had the unique opportunity to be immersed in a lecture that dealt comprehensively with the nature, size, scope and management of the sports industry in South Africa - Africa's largest sports market.

In 2016, MSM introduced an exciting new executive course in Business Data Analytics, with a focus on the sports industry. The course took place between 2 and 9 July as part of MSM's path-breaking Executive MBA in Sports Management. Besides the classes the participants also enjoyed several work visits to experience first-hand how the theory learned in the classroom is being used in companies. One of the companies they visited was Gracenote, a leading global firm in Big Data for Sports.

MSM part of Sports Trade Mission to Tokyo 2020

MSM accompanied the Dutch Minister of Health, Welfare and Sports, Ms. Edith Schippers, and 30 prominent Dutch companies on a Sports Trade-Mission to Japan in October 2016. In the context of the 2020 Olympics this trade delegation aimed to develop common activities on sports-research innovation and education to support a sustainable development of Japanese society. An assignment fitting with MSM's vision on our Executive MBA in Sports Management: *"Sport can change the world"*.

In particular, MSM forged links with the Japan Sports Agency, a newly established organization responsible to ensure that the Tokyo Olympics will result in the most beneficial outcomes for the country. MSM and the Dutch delegation also visited the Japan Sports Institute, responsible for the state-of-the-art training facilities for future Olympic athletes. MSM also explored collaboration in sports management education with various higher education institutes, particularly in the use of sports data analytics for decision-making, an area where MSM has been making innovative strides.



Master in Management (MM)

In 2016, 19 students were enrolled in our Master in Management program launched for the first time in 2015. Four students who started in 2015, already graduated in September 2016, and we welcomed 15 new students to the program, representing 11 different nationalities.

The MM program is a one-year full-time master program (60 ECTS) for aspiring young professionals who want to fulfill their potential to contribute at the very top level to the management of their organizations, whether in the private or public sector. No previous experience is required. Research-based knowledge is combined with a broad interdisciplinary view of management in courses that take an explicitly strategic and integrative view of the management function. Throughout the program, students develop analytical, creative and social skills in assignments in which they connect academic knowledge to the real world of organizations.



Welcome of the new Master in Management students at MSM by Ms. Katalin Kovacs, Associate Dean Global Education program

Fast facts and figures about MSM

1952: MSM is established as an International Higher Education Institution by the Dutch government, in Delft, The Netherlands

1989: MSM moves to Maastricht, The Netherlands

2: global ranking of our DBA program by dbastudies.com

57: number of full-time equivalent Faculty and Staff

4: number of (inter)national accreditations: AMBA; IACBE; NVAO; ACBSP

2: ranking of the full-time program in the Netherlands in 2015-2016, Eduniversal's Best Masters & MBAs

31: number of students who graduated in 2016 from the MBA program in Maastricht

16: number of nationalities of students who graduated in 2016 from the MBA program in Maastricht

312: number of students who graduated in 2016 from the MBA programs offered worldwide

Master of Science in Management and Engineering (MSc MME)

In September 2016 a total number of 107 new MSc students representing 15 different nationalities, started in our joint Master of Science in Management and Engineering programs offered with RWTH Aachen University in Aachen, Germany. Fifty-five students started in the Production Systems (MSc MME-PS) program, 7 in the Electrical Power Systems program (MSc MME-EPS and 45 students enrolled in the newly launched Computer Aided Mechanical Engineering program (MSc MME-CAME).



Prof Wim Naudé with some of the new MME students at the RWTH University, Aachen

More than 1,000 students applied for the MME programs in Electrical Power Systems, Production Systems, and Computer Aided Mechanical Engineering, reflecting the growing popularity of these programs, and reflecting also the high quality of the participants.

In October 2016, a group of 58 MSc students visited the company Weir Minerals in Venlo. Weir Minerals is one of the world's leading engineering business providing technology and services in the mining area. In the words of MSc MME student Mr. Frank Lobermeier, "it was very interesting to see how this company manages their supply chain and what kind of ordering/manufacturing processes they focus on (make-to-order, engineer-to-order and make-to-stock). It was a good opportunity for us, to apply our knowledge on a real company and to think about what could be improved and how it could be done - which is actually not always conducted as easy as it is in theory."





Doctorate of Business Administration (DBA)

In 2016 MSM hosted 245 DBA candidates from 43 different countries. The Maastricht DBA maintained its second position in DBAStudies.com's ranking of Doctorate of Business Administration (DBA) programs worldwide.

The following candidates successfully defended their DBA theses in 2016:

Name	Country	Title of thesis	Supervisor
Tarek Safwat Aly Mohamed	Egypt	<i>A Complement to the Balanced Scorecard. A Framework Considering Scenario Planning and Complexity</i>	Dr. Paul Ritter
Sheila Mboni Mziray	Tanzania	<i>Can regulation reduce the resource curse risk? The case study of Gold value chain actors in Tanzania</i>	Prof. dr. Rob van Tulder
Lucky Yona William	Tanzania	<i>The Impact of Bank Ownership on Bank Competitiveness. The Case of Tanzanian Banks</i>	Prof. dr. Dr. Eno L. Inanga
Lamis Selim Ahmed Elmosalamy	Egypt	<i>Evaluating Enterprise Risk Management Implementation in Egypt and Oman</i>	Prof. dr. Nicola Dimitri
Dalia Saba Fakhry Habil	Egypt	<i>Factors Influencing the Successful Transition of Egyptian ICT Organizations to High Performance Organizations and High Performance Partners</i>	Dr. André de Waal
Andi Aswan	Indonesia	<i>Determinants of Loan Approval Performance for Micro and Small Size Enterprises (MSEs). A Study of the Commercial Bank Branches in Indonesia</i>	Prof. dr. Hamdi Ali
Taghreed Hassan Badawoud	Saudi Arabia	<i>Corporate Social Responsibility Policies of Multinational Hotel Chains and Their Implementations in Emerging Markets. A Case Study of Egypt</i>	Dr. Stephanie Jones
Shohreh Parham	Iran	<i>The Relationship between Human Capital Efficiency and Corporate Financial Performance of Production and Manufacturing Companies. Cases of Production and Manufacturing Companies in the Netherlands</i>	Dr. Geert Heling

In the second half of 2016 MSM and RWTH Aachen University started a new joint program that leads to the degree Doctor of Business Administration (DBA) in Managing Innovation, Technology and Corporate Change.

From 14 -25 November 2016, MSM offered a course in qualitative research methods to DBA researchers in our joint program with Latin America's premier business school, Centrum Catolica Graduate School of Business.

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UNIVERSITY



Prof Wim Naudé with students from Colombia, Ecuador and Peru participating in MSM's Research Methods and Skills course

Research Methods and Skills

MSM offers an intensive 12-week course on Research Methods and Skills to prepare graduate students for success in their research work, whether in academia or outside. The research Methods and Skills program is an integral part of the highly ranked MSM Doctor of Business Administration (DBA) program.

In December 2016, a group of 10 students graduated from the on-campus RMS program in Maastricht. They started the course in September by presenting a proposal based on a preliminary research idea. In the following weeks, they received training on how to write a solid and relevant literature review and on developing their research design, survey techniques and more. At the end of the course, the participants submitted and presented their research proposals before an academic committee. Participants may also follow the blended form of the RMS training program. This program is identical to the on-campus training program, with the difference that the class lectures have been replaced by instructive videos and webinars. In 2016, a total number of 27 students graduated from the blended RMS program.



Executive education

In 2016 MSM offered 18 open enrollment Executive Programs (EPs) starting throughout the year with a duration of 5 days to 2 weeks. In 2016 117 students participated in these programs.

The open enrollment Executive Programs in 2016 covered the following courses:

- Project Development Management
- Project Monitoring Tools
- E-Government
- Sustainable Development for Emerging Economies
- Impact Investment
- Financial Management for Non-Financials
- Cost and Cost Accounting Basics
- Strategic Leadership & Change Management
- Strategic Leadership
- Organizational Change
- Leadership Skills
- Personal Leadership Skills
- Effective Team Leadership
- Project Management Techniques, Tools and Skills
- Project Finance
- Project Management
- Entrepreneurial University Transformation
- Fundamentals of University Leadership and Management



Global Education Programs

In 2016 MSM offered MBA, EMBA and Master programs in partnership for and across the emerging and developing world, in Azerbaijan, China, Egypt, Germany, Kazakhstan, Kuwait, Peru, Romania, Suriname, Vietnam and Yemen. A total of **312** students graduated from these programs in 2016, and **327** participants started in new programs.

MSM and the **Nanjing University Business School (NUBS)** have been closely co-operating for 18 years. The two schools offer two top-ranked Master of Business Administration (MBA) programs: an Executive MBA program with specializations in Healthcare Management and in International Business Innovation Management, and an International MBA program.

A delegation from the Nanjing University Business School, led by Prof. Sarah Zhang, Director of the Sino-Dutch International Business Center (SDIBC) at NUBS, and Ms. Lilian Luo, Marketing Manager of SDIBC, visited MSM on 12 February 2016. The visit marked the recent intensification of the partnership between MSM and NUBS.

In September MSM welcomed the Dean of Nanjing University Business School in Maastricht. The NUBS Dean, Professor Shen Kunrong, was accompanied by Professor Sarah Zhang and senior managers.



Professors Shen Kunrong and Wim Naudé (center) with colleagues and students from Nanjing University Business School



MSM Dean Professor Wim Naudé with MSM's students from Ho Chi Minh City on a study visit to Maastricht





Students from MSM's collaborative global programs regularly travel to Maastricht for their European study attachment during which they follow courses, take exams and conduct work visits. In 2016 we welcomed students from the Executive MBA program jointly offered with **ADA University** in Azerbaijan and students from the international MBA program run in collaboration with **CENTRUM Católica Business School** in Peru. In 2016, MSM celebrated 16 years of collaboration with the latter. The MSM-CENTRUM double degree International MBA program is ranked #1 in Latin America by Eduniversal.

MSM received a delegation of four MBA students from the MaastrichtMBA program in Vietnam, who explored our new Master in Management program during a stay of two weeks in the Netherlands. They choose to partake in the Master in Management course on Organizational Behavior, Culture and Change. The four students are part of the 17th MBA intake in Vietnam, which is offered by MSM in Ho Chi Minh City with its partner the **Ho Chi Minh City University of Technology's School of Industrial Management**. More than 500 students have graduated from the Maastricht MBA program in Vietnam, since its launch in 1998. This influential group of graduates fills leading positions in the business sector in Vietnam and has made its mark on the development of the country.

MSM's global partner educational institutions in 2016 were:

- ADA University, Azerbaijan
- Almaty Management University (ALMU), Kazakhstan
- AmirKabir University, Iran
- CENTRUM Católica Graduate Business School, Peru
- FHR Lim A. Po Institute for Social Studies, Suriname
- Mahan Business School, Iran
- MSM Kuwait in Safat, Kuwait
- MSM Romania, Romania
- Nanjing University (NJU), China
- Regional Information Technology Institute (RITI), Egypt
- Russian National Presidential Academy (RANEPA), Russia
- RWTH Aachen University, Germany
- School of Industrial Management (SIM) Ho Chi Minh City University of Technology, Vietnam
- Sana'a University - Center for Business Administration (SU-CBA), Yemen
- University of Suffolk, United Kingdom



New partnerships in 2016

MSM's partnership network keeps expanding. Highlights of 2016 include the following.

MSM and Russian Presidential Academy cooperation

In January 2016, MSM's Associate Dean Ms. Katalin Kovacs represented MSM at the prestigious Gaidar Forum organized by the Russian Presidential Academy of National Economy and Public Administration (RANEPA) in Moscow. During the visit Ms. Kovacs and Dr. Sergey Kalendjan, Dean of the Graduate School of Corporate Management (GSCM), a Faculty of RANEPA, met to discuss cooperation between the two institutes and signed a Memorandum of Understanding.



Dr. Sergey Kalendjan, Dean of the Graduate School of Corporate Management (GSCM) and MSM's Associate Dean MS. Katalin Kovacs

GSCM is one of the leading business schools of the RANEPA and Russia, offering a range of educational programs including Bachelor, Master, MBA, EMBA, DBA and various short programs. The programs carry AMBA, ACBSP and ECBE accreditation. As one of the first activities held in the framework of the new cooperation, GSCM co-organized the MSM Research Conference which took place on 9 September 2016.

University of Suffolk

On 29 January 2016 MSM and University of Suffolk (then named University Campus Suffolk) signed an agreement to offer the Executive MBA at UOS in Ipswich, United Kingdom. The first Maastricht-Suffolk Executive MBA program was launched in May 2016. Participants have the opportunity to study in three top international locations, Maastricht (Netherlands), Ipswich (UK) and Boston (USA).



MSM and Fontys Sporthogeschool Eindhoven explore collaboration

MSM and Fontys Sporthogeschool, located in Eindhoven, have explored a future teaching and research cooperation in the field of sports management, entrepreneurship in the sports industry, and sports business data analytics.



In the center, MSM Dean professor Wim Naudé and Dr. Matty van Est, Director of Fontys Sporthogeschool, with colleagues and representatives from partner organizations during a planning session on 14 April

MSM partners with Medan Polytechnic in Indonesia

In November 2016, a delegation of the Medan Polytechnic (POLMED), Indonesia, under the leadership of its Director, Mr. Muhammed Syahrudin, visited MSM to discuss future collaboration.

MSM to offer MBA and DBA programs in Iran

MSM plans to launch its highly accredited MBA and DBA programs in Iran. The MBA program will be delivered in partnership with Mahan Business School in Tehran, and the DBA in partnership with Amirkabir University of Technology in Tehran.

MSM to start Agribusiness MBA program in Mongolia

MSM plans to offer an exciting new MBA program with a focus on Agribusiness in Mongolia. Thanks to a recent agreement MSM will cooperate in this initiative with the Mongolian Business Development Agency (MBDA) in Ulaanbaatar, Mongolia.



Medan Polytechnic (POLMED) delegation, Indonesia, at MSM

Promoting public sector efficiency:

MSM and Rwanda Management Institute partners

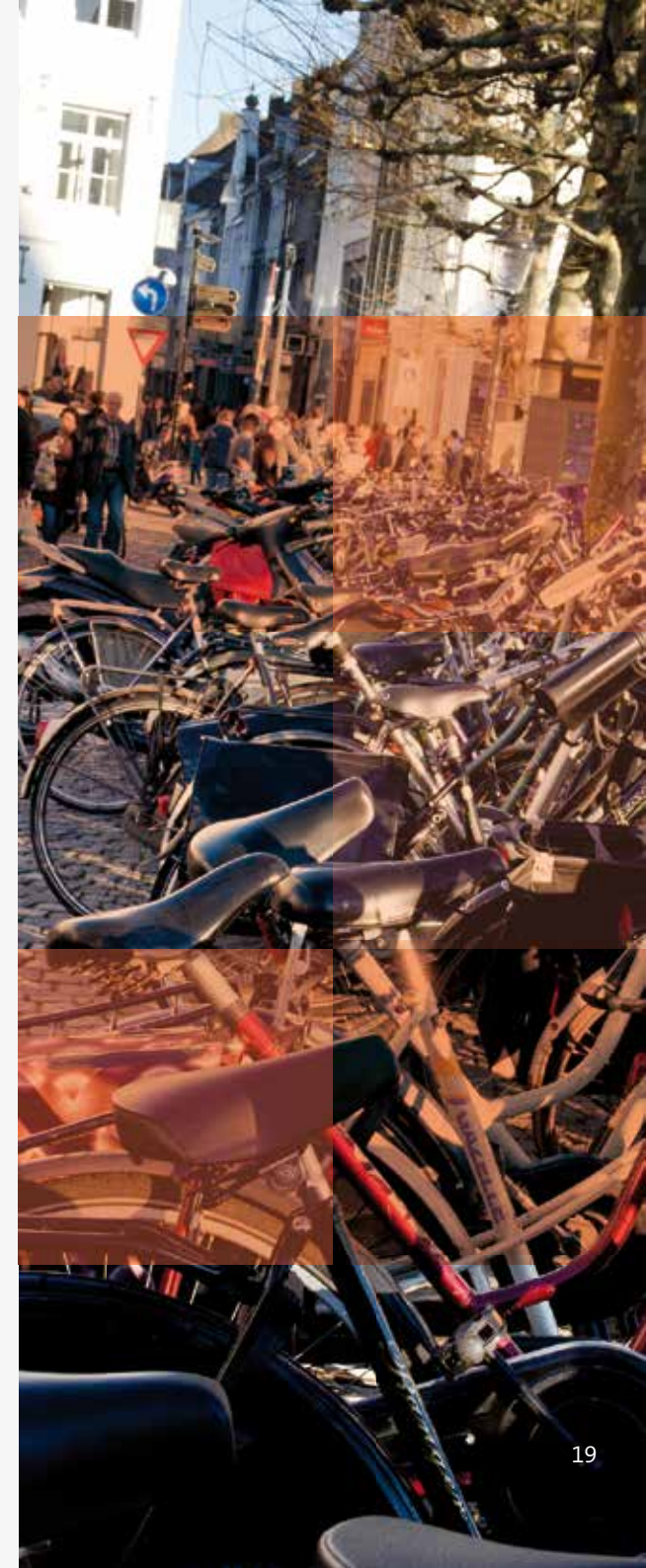
Maastricht School of Management and the Rwanda Management Institute (RMI) have concluded a partnership, after earlier cooperation activities in the area of leadership development for more than 15 years. In one of the first projects of the new partnership, the organizations will provide a leadership development program for the Rwandan Police Academy (RPA).

MSM and the Georgian Institute of Public Affairs to partner on governance and business studies

Maastricht School of Management and the Georgian Institute of Public Affairs (GIPA) recently signed a Memorandum of Understanding, in terms of which the two institutions aim to join hands in education and research.



Prof. Wim Naudé, MSM Dean, and Rector of GIPA, Prof. Marine Ioseliani (centre) and colleagues





Education innovations in 2016

MSM to launch Online MBA program in Summer 2017

MSM is set to propel itself firmly into the digital area with the launch of its first online MBA program in Summer 2017. MSM's online program delivers the basic fundamental features of an MBA program such as courses in accounting, finance, economics, marketing and strategy. The online curriculum stands out with an overarching commitment to entrepreneurship, especially in the emerging market environment.

Revamp of MSM Executive Education programs

MSM's Executive Education programs are being redesigned all aimed to sharpen people's business skills for the 21st century. The new Executive Education portfolio will be offered in a special dedicated Executive Education website, to be launched in 2017.

MSM Partners' Conference 2016: Strengthening our unique Global MBA

MSM held its Partners' Conference in Maastricht on 25 and 26 February 2016. Over 30 participants took part with 10 of MSM's partner institutions from countries such as Azerbaijan, Egypt, Iran, Kuwait, Peru, Romania, Turkey, UK, Vietnam and Yemen. MSM partners with these institutions in either delivering the Master or Doctoral degree programs.



Maastricht Graduation 2016

No less than 135 students attended the annual Graduation Ceremony in September 2016, some having studied in Maastricht, and others having travelled from partner programs in countries as diverse as Yemen, Kuwait, China, Germany, Azerbaijan, Vietnam, Egypt, Peru and Romania.

In keeping with the theme of this year's graduation "A time for reflection", Prof. Jean-Marc Coicaud, Professor of Law and Global Affairs at Rutgers University, former director of United Nations University in New York and member of the Carnegie Council Advisory Board of Global Policy Innovations, gave an eloquent keynote speech. He presented a clear and candid reflection on the legacy of the Maastricht Treaty. 25 years after the Treaty discussions took place only a few hundred meters away from MSM's premises

In his speech Prof. Jean-Marc Coicaud used the example of European Union project to draw important lessons on leadership for the fresh graduates: "It is important to treat problems in terms of co-responsibility. Deafness is an illness among politicians in the EU. Remember that leadership is about listening, understanding and creating meaning."



MSM alumna Ms. Cecilia Riva Zaferson, who holds an MBA degree of MSM and Centrum Católica (Peru) and currently works as Marketing Manager of General Motors for Peru and Bolivia, inspired the fresh graduates with her personal story and career path: "MSM's MBA program helped prepare me to work harmoniously with colleagues from different cultures with different perspectives and approaches in a company that counts more than 215,000 employees worldwide, in more than 23 time zones, speaking 70 languages and operating in 115 markets all around the world."

Best Student Awards 2016

The Prof. Ben Veltman Award for the best MBA thesis was awarded to **Ms. Ivy Musora** from Zimbabwe. She received the certificate and a 1,000 euro cheque from Prof. Veltman and Prof. Naudé. Professor Ben Veltman is a former Dean of MSM.

Ms. Yousra Mohamed Abdelrazik Ramadan Bakr from Egypt was the winner of this year's Elizabeth Strouven Prize awarded by the Elizabeth Strouven Foundation in Maastricht. Established in 2012 on the occasion of MSM's 60th anniversary, the award is named after the Elisabeth Strouven Foundation that works towards the welfare and development of local citizens and associations and funds small-scale projects in developing countries operating from Maastricht.

This year, MSM introduced a new prize, the Dean's Book Prize, which was awarded to the five graduates of the newly launched and fast growing Master in Management. The happy winners received signed copies of Prof. Coicaud's latest publication "Fault Lines of International Legitimacy".



Maastricht School of Management's MEUSE-Institute

MSM's *Maastricht-EU Institute for the Study of Emerging Economies (MEUSE-Institute)* is the banner under which MSM organizes its non-degree education programs, ad hoc capacity building and tailor-made training, and policy advice and applied research projects.

Through these activities, the MEUSE-Institute is particularly keen to ensure a better understanding and support of the evolving nature of business, management and entrepreneurship in emerging economies and its impact on the EU. Mutual learning between the EU and emerging economies is central for continued global growth and prosperity. Emerging economies and the EU stand to gain much from sharing new ideas, knowledge and information in business, management and entrepreneurship.

The MEUSE-Institute's portfolio consists of:

- Applied Research and Policy Advocacy
- Capacity Development and Consulting Services



'Connecting Europe and Emerging Economies through Sustainable Business Development'



Applied Research and Policy Advocacy

MSM conducts applied research and policy advocacy in order to promote sustainable development and business in three research focus areas:

- Entrepreneurship, society and innovation
- Globalization, finance and trade
- Risk, business and sustainable development

These focus areas are supported by the Research Methods, Skills and Supervisory Support Cluster and guides the topics studied by doctoral students in our DBA-school.

Entrepreneurship, Society and Innovation

Our research focus area on *Entrepreneurship, Society and Innovation* is concerned with sustainable entrepreneurship and inclusive innovation.

Its research work addresses inter alia questions such as:
How does entrepreneurial innovation impact on society?
Who benefits from rapid technological innovation such as Industry 4.0? Which new business models will promote the circular economy? How can entrepreneurs leverage personal competencies and resources to be successful? How can social entrepreneurship be supported? How can governments promote innovation through procurement? How can entrepreneurial universities be strengthened?

Globalization, Finance and Trade

Our research area on *Globalization, Finance and Trade* is concerned with global value chains and the position of small businesses in these, and how finance, investment, aid and the global economic institutions facilitate or impede shared prosperity.

Its research work addresses inter alia questions such as:
How can exports be better facilitated? How can African businesses gain more access to global value chains? Should and can fair trade be promoted? Are agri-business and agri-exports the future of rural development in Africa? How does the rise of China affect the potential of other countries to industrialize and trade?





Risk, Business and Sustainable Development

Our research focus area on *Risk, Business and Sustainable Development* is concerned with businesses and entrepreneurs who pro-actively promote peace, safety, good governance and the promotion of the Sustainable Development Goals defined by the UN.

Its research work addresses inter alia questions such as: How to avoid business complicity in genocide and mass atrocities? Can migration be a source of entrepreneurial dynamics? Can refugees make a living as entrepreneurs? When and how do businesses engage with policymaking? How can businesses play a role in building communities' resilience in the face of natural disasters? How can management of natural resources such as water and wildlife contribute to sustainable development? What are the best models for eco-tourism management? What is the relationship between public governance and private business development?

The scientific rationale for these focus areas is that, for an international business school with a vast majority of partners and students from emerging and developing countries, an emphasis on the core challenges facing managers in these societies is relevant. This is not to say however that we neglect the European and Dutch contexts: it is precisely our position in Maastricht, in the heart of Europe, that enables us to bridge and connect business and management education across the continents.

Doctoral students are strongly encouraged to align their own research work with these focus areas; as a result strong clusters of expertise have developed in these areas at MSM. The publications that have resulted from the research efforts being done in these clusters are listed at the back of this report.



Research Highlights 2016

New endowed chair in Innovation Procurement at MSM

MSM and Corvers Commercial and Legal Affairs have established, from 1 January 2016, the Corvers Chair in Innovation Procurement at Maastricht School of Management. The memorandum of understanding was signed on 23 October 2015 in 's-Hertogenbosch, the headquarters of Corvers.

The Corvers-MSM Chair will build up on the strong attention received in recent years by both Public Procurement and Innovation, as two fundamental drivers for growth and development, a point particularly stressed

by the recent 2014 EU Public Procurement Directives. With innovation procurement through public expenditure accounting for about 18% of the GDP in the EU, delivery of best value for money has become crucial for the public sector. Moreover, because of its size, innovation procurement is in a best position for promoting innovative solutions to enhance societal growth and welfare. Innovation procurement also plays a role in industrial policy - vital for creating and maintaining a competitively growing economy, and an area of concern in the EC and industrially lagging countries in Africa and Latin America in recent years.



Mr Stephan Corvers, Prof. Wim Naudé, Prof. Nicola Dimitri at the signing of the MOU to establish the Chair in Innovation Procurement





University-Industry collaboration under the spotlight

On 24 February, 2016 MSM hosted Professor İhsan Sabuncuoğlu, Rector of Abdullah Gul University in Turkey, who gave a public lecture on new trends and developments in higher education. Professor Sabuncuoğlu discussed how universities are no longer the only source or places to generate knowledge. Knowledge is generated everywhere and information has become accessible from almost everywhere.



Professor İhsan Sabuncuoğlu providing public lecture at MSM

Sixth annual research conference - The Rise of Eurasia: New Perspectives on East-West Business and Economic Relations

MSM's annual Maastricht-based research conference continues to attract leading scholars and to offer a platform for provocative discussions.

The 2016 conference was organized in collaboration with ADA University, Azerbaijan, Nanjing University Business School, China, ALMA Management University, Kazakhstan, the Graduate School of Corporate Management of the Russian Presidential Academy of National Economy and Public Administration (RANEPA), Russia and Abdullah Gul University, Turkey.

Participants of this year's conference on 9 September 2016 heard and presented three papers. The first paper on 'Refugee Crisis and Divergences in Europe: The Russian Connection' was presented by Hasan Selçuk Türkmen from the Middle East Technical University, Ankara, Turkey. The second paper, on 'Migrants' Location Choice: the Role of Migration experience' was presented by Eugenia Chernina, from the Centre for Labour Market Studies (CLMS) at Higher School of Economics, Moscow.

The third paper in this session was presented by Dr. Derya Buyuktanir, Abdullah Gül University, Turkey, and focused on 'Increasing Multi-stakeholder Initiatives and Cooperation in Private Sector: The Case of the Syrian Refugee Crises'.

The third session on migration, refugees and security was chaired by MSM Assistant Professor Nora Stel. Ms. Stel is an expert on protracted refugee crises and has written much on topics such as the plight and governance of Palestinian refugees, the European notion of 'shelter in the region', and the interaction between politics and entrepreneurship in Lebanon.



First Covers-MSM Chair Public Lecture on Pricing strategies in Cloud Computing

On 6 October, 2016 Professor Nicola Dimitri, holder of the Covers-MSM Chair in Innovation Procurement MSM gave the first Covers-MSM Public Lecture on Pricing strategies in Cloud Computing. In his lecture Professor Nicola Dimitri emphasized on the emergence and significant growth of cloud computing due to the high fixed costs, and excess capacities, of IT infrastructures.

Call for papers: Forced migration, enterprise and development

Small Business Economics Journal, a leading journal in the field of entrepreneurship (impact factor 1.795) has issued a Call for Papers for a Special Issue on Forced Migration, Enterprise and Development. The submitted papers addressed the impact of migration on entrepreneurial activity in sender countries affected by conflict and natural disasters as well as receiver countries. The special issue was organized by MSM, Indian University, Maastricht University and Utrecht University.





Leadership book now available in Korean

Napoleonic Leadership, A Study in Power, written by Dr. Stephanie Jones, Associate Professor of Organizational Behavior at MSM and her co-author Professor

Jonathan Gosling of the University of Exeter in UK, has now been translated into Korean.

Special issue: International journal of water

MSM Professor Meine Pieter van Dijk is co-editor of a Special Issue of the International Journal of Water on the topic of “Benchmarking for the Delivery of Water and Sanitation Services to the Urban Poor” (2016 Vol. 10 No. 2/3). This special issue contains 10 papers that tackle

the complex issues involved in providing water for drinking and sanitation by the poor in urban areas, including policies, stakeholder involvement, infrastructure, distribution justice, financing and technical instruments. The special issue can be accessed here:

bit.ly/Special-Issue-IJW

Business in genocide: understanding and avoiding complicity

MSM academics Nora Stel and Wim Naudé have published a chapter on Business in Genocide: Understanding and Avoiding Complicity. The chapter is in an Oxford University Press book entitled ‘Economic Aspects of Genocides, Other Mass Atrocities, and their Prevention’.



Publications in 2016

A selection of key journal articles by MSM faculty in 2016

Entrepreneurship and the Reallocation of African Farmers, by Wim Naudé, published in *Agrekon*, Volume 55, Issue 1-2, 2016, pages 1-33

Languages of Stateness in South Lebanon's Palestinian Gatherings: The PLO's Popular Committees as Twilight Institutions, by Nora Stel, published in *Development and Change* Volume 47, Issue 3, pages 446-471

Can Small Countries Benefit from the E-waste Global Value Chain?, by Meine Pieter van Dijk, published in *International journal of waste resources*, Volume 6, issue 1

Ethiopian new public universities: Achievements, challenges and illustrative case studies, by Rita van Deuren, Tsegazeab Kahsu, Seid Mohammed and Wondimu Woldie, published in *Quality Assurance in Education* Vol. 24 No. 2, 2016 pages 158-172

Can sustainable-tourism achieve conservations and local economic development? The experience with nine business - community wildlife-tourism agreements in Northern Tanzania, by Diederik de Boer and Meine Pieter van Dijk, published in *African Journal of Hospitality, Tourism and Leisure* Vol. 5 (4)

Public-Private Entanglement: Entrepreneurship in Lebanon's Hybrid Political Order, by Nora Stel and Wim Naudé, published in *The Journal of Development Studies*, 52(2): 254-268

For a full list of all publications, including books, chapters in books and working papers, see page 40.

Paper on Entrepreneurship in all-time top 10 downloads

The paper on "Entrepreneurship and Economic Development: Theory, Evidence and Policy" by MSM's Dean Professor Wim Naudé is amongst the All-Time Top Ten Downloaded scientific discussion papers of the Institute for the Study of Labor (IZ). Discussion Paper No. 7507, July 2013.

Dressing up to export? A real option approach to international entrepreneurship

In a paper published in the Quarterly Review of Economics and Finance, entitled "Playing the lottery or dressing up? A model of firm-level heterogeneity and the decision to export", MSM's Professor Wim Naudé and colleagues Professor Thomas Gries and Dr. Natasha Bilkic from Paderborn University in Germany proposed a new mathematical model to understand international entrepreneurship, using real option theory.

Is European Entrepreneurship in Crisis?

This is the question that MSM Dean professor Wim Naudé asked in an edition of the CESifo DICE Report. In this article, published by the Ifo Institute in Munich, Professor Naudé voices concern about the effectiveness of entrepreneurial support measures in Europe, pointing out that entrepreneurship in Europe is increasingly sharing more and more features with entrepreneurship in emerging and developing countries.





Capacity Development and Consulting Services in 2016

The MEUSE-Institute promotes the development of local capacity in management and development of organizations, in particularly education institutions, government ministries responsible for education, and private companies and public utilities in key sectors, particularly in water management, agricultural value chains, education and energy management.

Higher and vocational education sector projects that started in 2016 include the following:

- **Egypt:** The project aims to increase the capacity of TSWRI to provide high quality training for the human resources in the water sector for the Ministry of Water Resources and Irrigation in Egypt. The overall scope of the project is to support the Training Center for Water Resources and Irrigation (TSWRI), as a training center within the Ministry of Water Resources and irrigation (MWRI) by developing their competences in management and engineering, in order to meet institutional demands for training.
- **Ethiopia:** Hope and opportunities for people in Ethiopia. The project aims to provide employment to both Ethiopian and migrant workers by addressing obstacles in the labour market.
- **Ethiopia:** MSM started in September 2016 a multi-year project with Jimma University to set up an Executive MBA Agribusiness program in the market. This program will be the first of its kind in Ethiopia. MSM will implement the project in cooperation with Wageningen University & Research centre, Stellenbosch University, and Q-Point BV. Funding is made available by the Netherlands government (EP-Nuffic).
- **Great Lakes Region:** Institutional Strengthening of RTF to deliver training programs in the prevention and mitigation of SGBV.
- **Indonesia:** Building Capacities in Agribusiness at Bogor Agricultural University (IPB) & collaborating partners. The overall scope of the capacity building project is the support of the Indonesian Agribusiness sector at large in its development, in particular in promoting its competitive strength, as one of the prime drivers of sustainable economic development. In April 2016 IPB together with MSM and the Indonesian Agribusiness Association, organized the international conference 'Strengthening Indonesian Agribusiness: Rural Development and Global Market Linkages'. As part of this project, MSM published a practical guide that can contribute to gender mainstreaming in Higher Education Institutions in Indonesia and beyond.
- **Indonesia:** Capacity Building in Animal Logistics of Poultry and Livestock The project is framed within the overall policy to increase food safety and security in Indonesia, through innovative production and processing methods and research in animal logistics from farm to consumers. It targets the enhancement of expertise on animal logistics and the development of subsequent institutional capabilities of the Faculty of Animal Science of IPB and its alignment with the animal logistics sector of Indonesia.
- **Kenya:** Building capacity to deliver competent graduates for enhanced competitiveness in the dairy value chain in Kenya.

The overall objective of the project is to build the capacity of Egerton University (EGU) and Dairy Training Institute (DTI) to deliver competent graduates for enhanced competitiveness in the dairy value chain (DVC) through delivery of quality, market relevant and gender sensitive programs and research.

- **Kenya:** MSM in collaboration with Q-point and the East Africa Business Council (EABC) are running a four-year Nuffic-funded project on “Strengthening linkages between post-secondary education and the private sector for more effective food security and water management” in Kenya. The project focuses on the capacity building of LIWA, an institution that is focused on the linkage of industry with academia. The overall objective of the project centers on the development of the linkages between higher educational institutions and the private sector focusing on quality, relevance and gender sensitiveness in order to contribute to private sector development.
- **Kenya:** Development of Latia Resource Centre and its Agricultural Training Program. A strategy and the capacity to implement (supported through action research) engagement and networking with stakeholders to deliver and innovate LRC’s training programs and consultancy services, business planning, including an income-generation strategy, HR Policy. This will include an updated, integral four-year realistic and sustainable strategic business plan for LRC.
- **Kenya:** Agricultural entrepreneurship incubator - Telephone farmers Project. The aim of this project is to improve the agri-business climate in Kenya by fostering profitable agribusiness models.
- **Kenya:** Capacity Building for Strengthening the Livestock Value Chain
- **Kenya:** Introducing the Triple Helix approach as a catalyst for Skills Development for mega projects to support economic growth in Eastern Africa
- **Liberia:** Youth Entrepreneurship and Employment
- **Mali:** Modernisation et Professionalisation en huit Etablissements du Supérieur
- **Mozambique:** Strengthening the capacity for the provision of competent professionals for the mining sector for the Institute for Sustainable Process Technology (ISPT) in Mozambique. The overall objective of this project is “to promote sustainable economic and social development by supplying well-trained competent and qualified professionals for the mining industry, taking the environment into account and with gender equality”.
- **Mozambique:** Strengthening Professional Training.
- **Palestinian Territories:** MSM has been awarded a multi-year capacity building project in the area of Food and Agribusiness and Rural Development in the Palestinian Territories. Our Palestinian partners are Al-Quds University, An-Najah National University, Palestine Technical University/Khadoorie, and Hebron University. Over a period of four years, MSM together with the Aeres Group of agricultural education institutes in the Netherlands, and the Federation of Palestinian Chambers of Commerce, Industry and Agriculture will focus on curriculum development and training of faculty, on research, and on strengthening the interaction within the sector. The Netherlands government through Nuffic funds the project.





Female Talent Development Toolbox now online!

The Ethiopia Education Strategy Centre (ESC) and MSM have launched an online Female Talent Development Toolbox (www.femaletalent4dev.org) to increase the number and strengthen the position of women in academic and leadership positions at higher education institutions in Ethiopia. A paper version for local distribution will follow.

This toolbox offers sets of practical instruments and references to be used by professionals working on strengthening female talent in higher institutions in Ethiopia. It is expected to be used by female faculty members and leaders of all universities, and by trainers working in female faculty leadership. In addition, MSM and ESC believe that the toolbox has wider applicability in support of the position of women beyond higher education and beyond Ethiopia. The toolbox has been made possible with financial support of the Netherlands government (EP-Nuffic).

- **Rwanda:** Strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda.
- **Vietnam:** Supporting the integration in Agricultural Curricula of Climate Change concerns at Universities of Agriculture, Hanoi University of Agriculture, Hong Duc University and Hue University of Agriculture and Forestry (ACCCU).
- **Yemen:** Strengthening the Capacity of the Women National Committee in order to enhance gender mainstreaming in the niche program and government institutions in Yemen.
- **Yemen:** Institutional Strengthening and Capacity Building of the Ministry of higher Education and Scientific Research (MoHESR) and the Accreditation and Quality Assurance Council (AQAC).



Private sector capacity development projects that were started or continued in 2016 include the following:

- **Tanzania:** Improving the Labor Market Responsiveness of Technical Education for the National Council for Technical Education, the College of Business Education in Dar es Salaam, and the Zanzibar Institute for Tourism Development. The project is embedded in the wider setting of education sector reforms focusing on competence-based learning, as taking place in Tanzania. The overall objective is to improve the supply and quality of education and training in Tanzania in support of private sector development. The project partner is Witwatersrand University (Wits), South Africa. The Netherlands government through Nuffic sponsors the project.

Public sector capacity development projects that started in 2016 include the following:

- **Guyana:** Capacity development for the Caribbean Forum for ACP States. This EU-funded project, which started in January 2015 and will run until mid-2017, will support the beneficial integration of the Caribbean Forum for ACP States (CARIFORUM) into the world economy.

Through the MEUSE-Institute, MSM also delivered a number of custom executive education programs, tailored to the specific needs of corporate and government clients.

Tailor-made training programs in 2016 included the following:

- **Algeria / The Netherlands:** Strategic Planning and KPI Management for 12 high level civil service employees from the Ministry of Interior and Local Authorities (MILA).
- **Congo:** Youth Entrepreneurship Support (YES!) for the University of Lubumbashi (UNILU) - Faculty of Economics and Management.
- **Ethiopia:** Professionalizing the Garment SMEs: Improving quality standards and marketing to enter the export market for Frehiwot Assefa Garment.
- **Georgia:** Building a sustainable agri-business base at the Caucasus School of Business at Caucasus University for Caucasus University.
- **Georgia:** Developing the Georgian Institute of Public Affairs (GIPA) as an entrepreneurial university for the Georgian Institute of Public Affairs (GIPA).
- **Indonesia / The Netherlands:** Balance Score Card Based Performance Management for 20 officials of the Indonesian Court of Audit Badan Pemeriksa Keuangan (BPK). The program was supported by The Government of Indonesia via a scholarship program for strengthening the Reforming Institution (SPIRT) and was funded via a loan of the World Bank.
- **Jordan:** Training on Strategy Development to the Institute on Family Health Care (IFH). MSM targeted staff and trainers of IFH in developing dual strategies, policies and processes focusing both at refugees as well as at the local population.
- **Kenya:** Strategic Leadership & Change and Leadership Skills for the Ministry of Land, Housing and Urban Development.
- **Kenya:** Impact for Investment Program for Strathmore University.
- **Mongolia:** Training in the Use of Assessment Tools for the Analysis of Development Projects at IFE in Mongolia for the Institute of Finance and Economics (IFE).
- **Rwanda:** MSM and the Rwanda Management Institute (RMI) have concluded a partnership, after earlier cooperation activities in the area of leadership development for more than 15 years. In one of the first projects of the new partnership, the organizations provided a Strategic Leadership and Management program for the Rwandan National Police Academy (RPA).
- **Sri Lanka / The Netherlands:** Transformational Leadership for the Postgraduate Institute of Management (PIM).

The entrepreneurial university

Between 26 and 30 September university representatives from the DR Congo, Ghana, Japan, United Kingdom, and Yemen participated in a one-week training program on Entrepreneurial University Transformation at MSM, facilitated by MSM expert Huub Mudde.

The MSM Entrepreneurial University Transformation program addresses the need and challenges for higher education institutions to become more entrepreneurial.





Agenda for Change on 'Innovation in and sustainability of the agricultural sector in Palestine'

On 1 September, around 80 key stakeholders of the Palestinian agricultural sector agreed on a common ground for change towards a more innovative and sustained agricultural sector in Palestine. The question at the table was how to strengthen the agricultural sector for the benefit of the economy, and also ensuring that the Palestinian people have access to sufficient, safe and nutritious food. How to innovate and sustain the agricultural sector, what is needed by whom, and in togetherness? In togetherness, students, university managers, teachers, business people, donors, NGOs, and researchers came up with eight thematic areas for action and committed to carry these forward in Jericho on the initiative of MSM. In the closing session, the Minister of Agriculture, Dr Sufian Sultan and the Minister of Education and Higher Education, Dr Sabri Saidam,

expressed their support and congratulations for this success, and welcomed the innovative, participatory, collaborative approach.

MSM, London School of Economics and partners work together to improve public procurement in Jamaica

A consortium of which MSM is part, in partnership with INPRI Jamaica Limited, completed a 5-day capacity development program on public procurement at the University of the West Indies' Mona Campus. The program was offered as part of the CARIFORUM/EU **Public Procurement Capacity Building Program** driven by a consortium that includes MSM, the London School of Economics, SGS Netherlands, and Equinocio from Spain.



Alumni: a vibrant MSM community

In 2016 MSM organized several events to maintain and strengthen the bonds with our alumni around the world. We organized network events, engaged our alumni in MSM programs and improved and increased our services to alumni.

Worldwide alumni events

MSM boasts about 20,000 alumni in 120 countries on six continents. Regardless of which program they completed, our former students are all part of one of the most international alumni networks in the world. Together with our alumni chapters around the globe, we regularly organize alumni events. In 2016, alumni gatherings took place in the Philippines, Indonesia and Malaysia. MSM alumni were informed on current MSM activities, projects and future prospects, as exciting future plans reflect positively on alumni.

MSMNetworker.com

The alumni platform MSM Networker is a tool that allows MSM alumni to both re-connect with their former classmates and to benefit from the trusted MSM environment to expand their professional networks. MSM Networker is an interactive platform. Alumni can easily connect through LinkedIn or Facebook and share news, job offers, pictures and events on the platform themselves. More than 1,700 alumni have already joined the MSM Networker alumni platform.

Appointments MSM alumnus

You can find an MSM alumnus almost everywhere. Below is a selection of the MSM Alumni who were appointed in 2016.

Mr. Chopin Zhang, graduated in 2003 and now works as Executive Director and CEO of Yashili International Holdings Ltd in Guangzhou (China).

Mr. Dominik Prinz graduated from the MSM Executive MBA in 2009 and is now Executive Director and Head of Strategy of Interbrand in New York (USA). Mr. Prinz explains how his experience at MSM has contributed to his career. “Studying with peers from all over the world has given me a lot of insight into different opinions, different backgrounds - and most of all - an appreciation of the value different people bring to the table”.

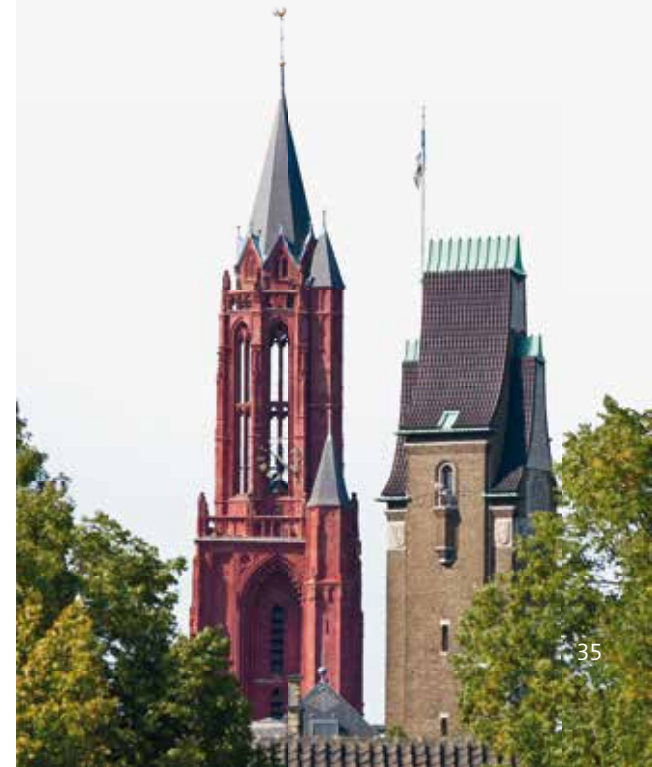
Mr. Asad Alam, graduated from MSM’s MBA program and is currently the Ambassador of Bangladesh to the Republic of the Philippines.

Mr. Dmitry Gimmelberg, graduated from the MBA program in 1999 and now works as Chief Financial Officer (CFO) of X5 Retail Group in Moscow (Russia).

Ms. Helmy Koolen, graduated from the Executive MBA program in 2015 and now works as Manager of the team Economy and Culture of the Municipality in Maastricht (Netherlands).

Make sure you are registered as an MSM Alumnus/Alumna!

Being registered as an MSM alumnus or alumna carries benefits including access to our worldwide exclusive alumni events, free access to a database of nearly 1,400 full-text business magazines and journals, of which nearly 700 are peer-reviewed, a lifelong MSM email address, and a subscription to the monthly MSM Newsletter. Alumni also receive discounts for participation in several MSM programs.





Mr. Santiago Vasquez Cazar, graduated from the MBA program and now works as the General Director of the National Public Procurement Service by the President of Ecuador (South America).

Mr. Hassan Usman, graduated from MSM's MBA program in 1995 and is now Managing Director of Jaiz Bank in Nigeria (Africa).

Ms. Ngo Vi Tam Nguyen received her MBA degree in 2012 and now works as Chief Executive Officer (CEO) of Vinh Hoan in Ho Chi Minh City (Vietnam).

Mr. Silviu Popa, graduated from the MBA program in 2012 and now works as President for the National Council for Solving Complaints in Romania.

MSM offers Executive Education in Nepal on Sustainable Marketing

MSM offered a refresher course on "Marketing Sustainability" for its alumni from Bhutan, India, Nepal, Philippines and Sri Lanka, organized in Kathmandu Nepal. Collaborating with the Netherlands Alumni Association of Nepal (NAAN) and the Empowering Woman of Nepal (EWN) in Pokhara, the course was attended by 19 participants in Kathmandu and Pokhara, Nepal between 11 and 21 January 2016. The program consisted of lecturers, real life case studies developed with support of EWN, work visits to the Association for Craft Producers in Kathmandu and EWN in Pokhara, linking sustainable development and marketing topics and related challenges. Next to the development of various ideas on sustainable marketing solutions for their own organizations, participants also presented a sustainable marketing communication plan to one of the founders of the EWN, Ms. Lucky Chettri. As stated by the participants and director of Naan, Mr. Koirala Pashupatinati. NAAN coordinator Mr. Saurav Dhakal and Ms. Patricia Chettri from the Dutch Embassy in Nepal, this course has been very successful and great support for the people of Nepal.



Other events and initiatives in 2016

MBA class 2030 from Chengdu and Shanghai visits MSM

On 30 January 2016, a group of 30 middle school students from Chengdu and Shanghai visited MSM. The visit to MSM was a part of the group's study tour in the Netherlands organized by Global Exploration China.



MSM students embrace PechaKucha

For the third year, MBA students at MSM were invited to present their dreams, insights and visions to staff, friends, mentors, and MSM's local business partners and stakeholders, by using the powerful PechaKucha presentation format.

More third generation universities needed - higher education leadership under the spotlight at MSM

On 24 February 2016 MSM hosted a Forum on Higher Education Leadership, with a special focus on the role of universities and other higher education institutions in addressing pressing global challenges.

MSM launches Open Online Education Resource during Open Education Week

MSM took part in the Open Education Week, from 7 to 11 March. This initiative aims to raise awareness to "raise awareness about free and open educational opportunities that exist for everyone, everywhere, right now", by organizing a free global webinar together with a number of our partners. The topic was "Business School Education in emerging economies: What role for open online education?" MSM's partner institutions who participated were ADA University Azerbaijan (Professor Mukhammadfoik Bakhadirov, Dr. Omar Farooq and Dr. Ismail Baydur), Sana' University (Mr. Anwer Azzan), MSM Romania (Professor Radu Atanasiu) and Centrum Católica Graduate Business School (Professor Juan Narro Lavi).

Entrepreneurship pilot project for migrants in the Netherlands

"If you are a migrant you generally speaking possess two outstanding entrepreneurial qualities: courage and perseverance," says Dr. Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development at MSM. At the end of February 2016, Dr. Dijkhuizen set up and launched a pilot project in the province of North Brabant for a group of eight refugees who wish to start a company.





How sports clubs can make money from big data

On 4 October 2016 MSM's Mr. Davy Cielen, Senior Lecturer in Business Data Analytics and Managing Partner, Maiton Group, presented a lecture at the 2016 "Innovation in Sports Conference" in Düsseldorf on the topic of "How Sports Clubs can Make Money from Big Data". MSM is a leader in the field of sports management, and offers an Executive MBA in Sports Management in cooperation with leading companies and organizations in the Dutch sports industry. One notable aspect of this degree is the focus on "Big Data Analytics" in sports business. In his presentation, Mr. Cielen described the rise and availability of large volumes of high frequency data in sports, and

how this generates profitable business opportunities for entrepreneurs working on the level of sports clubs.

The 2016 Maastricht Awards for entrepreneurial excellence

MSM is a sponsor of the Maastricht Awards because it values the ties between the local business community and our international student body. The Maastricht Awards is an initiative of entrepreneurs operating in Maastricht, the Maastricht municipality, Centre Management Maastricht, Tourist office / Maastricht Marketing and Gastvrij Maastricht. This year MSM again had the honor to announce the winners of the Maastricht Awards 2016 which were awarded on 21 November under great interest.



Forward to 2017

In 2017 MSM will celebrate its 65th anniversary. The highlight of the celebrations will be the Graduation event in September. However before then a number of special events on the calendar will include:

Public defense Doctoral dissertation Ms. Nora Stel

17 February 2017

MSM Assistant Professor in Governance and Human Rights Nora Stel will publicly defend her doctoral dissertation at the Centre for Conflict Studies at Utrecht University. Her thesis, titled “Governing the Gatherings - The Interactions between Lebanese State Institutions and Palestinian Authorities in the Hybrid Political Order of South Lebanon’s Informal Palestinian Settlements”, critically engages with debates about political governance.

Photo Exposition “Selling Strength” at MSM

6 April 2017

From 6 April until 4 May MSM and Professor Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development at MSM, will organize the photo exposition “Selling Strength”. The exposition is a result of the travels from Professor Josette Dijkhuizen and Jeroen Berkhout, Communications consultant and photographer, to refugee settlements in Lebanon and Jordan.

MSM, Maastricht and Metamorphic Books, mini-expo on MSM at Centre Ceramique

18 April 2017

From 18 April until 13 August 2017 MSM will organize a mini-expo in the form of a photo exhibition in the main hall of Centre Ceramique. In this mini photo exhibition, some of MSM’s faculty staff, students and alumni reveal the one must-read book that has transformed their life for the better in their favorite place in Maastricht.

Public Lecture Corvers-MSM Chair on the law and economics of Innovation Procurement

20 March 2017

In a public lecture and webinar at MSM, the Covers-MSM Chair in Innovation Procurement, Professor Nicola Dimitri, and Dr. Anne Rainville, a research fellow at MSM, will discuss the law and economics of public procurement solutions for innovation.

International symposium on multinational business management, entrepreneurship, organizational change and employment management

20-21 June 2017

Maastricht School of Management (MSM) is a co-organizer of the Ninth International Symposium on Multinational Business Management that will take place in Nanjing, China, on 20-21 June 2017. The symposium is co-organized by MSM’s partner Nanjing University and will have two Nobel Laureates in Economics as keynote speakers.

Graduation day RWTH Aachen University

28 April 2017

RWTH Aachen University and the International Academy organize a separate graduation ceremony for the M.Sc students. On this day the graduates of our joint program with RWTH Aachen University will receive their degree.

16 September 2017

RWTH Aachen University is holding a joint graduation ceremony for graduates from all over the faculties and all degree programs in 2017 who have graduated before 1 April 2017. The Graduation Celebration will take place in the Dressage Stadium of the Aachen-Laurensberg Riding Association.

MSM Graduation ceremony

21 September 2017

The Maastricht Graduation Ceremony 2017 will take place on Thursday 21 September. On this occasion, the degrees of Master in Management, Master of Business Administration, Master of Philosophy and Doctor of Business Administration will be awarded.

Opening new academic year at MSM

25 September 2017

25 September MSM will mark the official opening of the new academic year. The students from several programs will be welcomed by the Dean and MSM faculty and staff.

List of publication in 2016

Journal articles

Article	Journal	Author(s)
Institutionalized Ignorance and Manufactured Oblivion: Reading Noga Kadman's 'Erased from Space and Consciousness' from an Agnotological Perspective	In: Antipode Foundation in Reviews	Nora Stel
The Agnotology of Eviction in South Lebanon's Palestinian Gatherings: How Institutional Ambiguity and Deliberate Ignorance Shape Sensitive Spaces	In: Wiley Online Library, Volume 48, Issue 5, November 2016 Pages 1400–1419	Nora Stel
Organized Chaos: Informal Institution Building among Palestinian Refugees in the Maashouk Gathering in South Lebanon	In: Journal of Refugee Studies, Oxford Journals, doi: 10.1093/jrs/few016, Volume 29 Issue 3	Nora Stel, Nasser Yassin and Rima Rassi
Entrepreneurship and the Reallocation of African Farmers	In: Agrekon, Volume 55, Issue 1-2, 2016, pages 1-33, DOI:10.1080/03031853.2016.1160507	Wim Naudé
Languages of Stateness in South Lebanon's Palestinian Gatherings: The PLO's Popular Committees as Twilight Institutions	Development and change, Volume 47, Issue 3, Pages 446–471	Nora Stel
Diffusion of Global Sustainability Standards: The Institutional Fit of the ASC-Shrimp Standard in Indonesia	Revista de Administração de Empresas, vol.56 no.4	Jeroen van Wijk, Greetje Schouten, Sietze Vellema
The resurgence of cultural borders during the financial crisis: The changing geography of Eurozone cross-border depositing	In: Journal of Financial Stability, Volume 24, June 2016, Pages 12–26	Harald Sander, Stefanie Kleimeier and Sylvia Heuchemer
What's Your Story? - Chinese Private Enterprises in Kampala, Uganda	In: Special issue of the Journal of Asian and African Studies, doi. org/10.1177/0021909615622351	W Warmerdam W. and M.P. van Dijk,
Can Small Countries Benefit from the E-waste Global Value Chain?	In: International journal of waste resources, Volume 6, issue 1	Meine Pieter van Dijk
Does the Zambian water sector regulation have pro-poor tools and outcomes?	In: International journal of water, Vol. 10, Nos. 2/3, pages 281-300	Marta Marson and Meine Pieter van Dijk
Mapping pro-poor water supply services: what are the technical and institutional options for the utility and private provision in Accra?	In: International journal of water, Vol. 10, Nos. 2/3, pages 246-266	Herry Rachmadyanto, Meine Pieter van Dijk and Sampson Oduro-Kwarteng
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Article	Journal	Author(s)
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The Tension Between Technological Innovation and Inclusive Industrialization	In: Making It Magazine, vol 21, pp. 18-21	Wim Naudé and Paula Nagler

Books and chapters in books

Title	Publication/Publisher	Author(s)
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Economic Aspects of Genocides, Other Mass Atrocities, and their Prevention	Oxford University Press book	Wim Naudé and Nora Stel
The ups and downs of the real estate market and its relations with the rest of the economy in China	R.T. Abdulai et al. (2016) Real estate, construction and economic development in emerging market economies. London: Routledge, pages 88-104	Meine Pieter van Dijk
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(contribution: Meine Pieter van Dijk)	Journal of Management & Organization / FirstView Article / October 2015, pp 1 – 18, DOI: 10.1017/jmo.2015.39	André De Waal, Beatrice van der Heijden
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Title	Working Paper No.	Author(s)
Pricing Cloud Computing Services	2016/13	Nicola Dimitri and Ramona Apostol
The Silk Road and Chinese interests in Central Asia and the Caucasus: the case of Georgia	2016/12	Meine Pieter van Dijk and Patrick Martens
Impact of services trade on India's economic growth and current account balance: evidence from post-reform period	2016/11	Mini P. Thomas
Refugee Crisis and Divergences in Europe: The Russian Connection	2016/10	Hasan Selçuk Türkmen
One belt one road initiative in Central Asia: implications for competitiveness of Russian economy	2016/9	M. Královičová and M. Žatko
Progress in diversification of the economy in Kazakhstan	2016/8	Alibek Konkakov and Gulaikhan Kubayeva
Opening up to International Investment and Diversification – a case study of Vietnam	2016/7	Dr. Stephanie Jones and Rafael Masters
Conflict: doing business in a heterogeneous and volatile continent, with a focus on China, Turkey and India	2016/6	Dr. Stephanie Jones. With contributions by Beverly Best and Deb Narayan Goswami
The Eurasian Economic Union and the Silk Road Economic Belt: the impact of the Sino-Russian geopolitical strategies in the Eurasia region	2016/5	Fabio Indeo
Global oriental management: the resurgence of Asian Leadership and management style	2016/4	Josep M. Coll
Migrants' location choice: the role of migration experience	2016/3	Eugenia Chernina
Increasing Multi-stakeholder Initiatives and Cooperation in the Private Sector: The Case of the Syrian Refugee Crises	2016/2	Derya Buyuktanir
Eurasian Economic Union: Russia's New Foreign Policy in the South Caucasus	2016/1	Samir Balakishi



The background of the slide is a collage of images. On the left, there are several panels showing the exterior of the Maastricht School of Management building, a modern structure with large windows and a curved facade. On the right, there is a vertical panel showing a man in a graduation cap and gown, saluting, with a blurred background of lights. Below this, there are more panels showing the building's exterior from different angles.

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