



MSM

**MAASTRICHT
SCHOOL OF
MANAGEMENT**

**ANNUAL
REPORT
2018**

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Message from the MSM Management Board

2018 has been a special year for MSM in multiple ways. A year of continuity in our core operations, however also a year of fundamental change.

We have continued our work towards the realization of our mission and mandate in promoting global development, cooperating with our longstanding partners.

At the same time, driven by the necessity to respond to medium and longer-term challenges in the global market place, MSM re-engaged in consultations with Maastricht University to establish institutional partnering, and subsequent integration. The partnering will yield effect in providing strategic opportunities through access to broader expertise domains and academic resources. This will allow the leveraging of MSM operations beyond the current range of activities and the realization of economies of scale.

At operational level, regular activities continued in the global education area, international capacity development and in research, with several highlights to look back on.

We celebrated 20-year educational partnerships with Nanjing University in China, Ho Chi Minh University of Technology/ School of Industrial Management in Vietnam and with Almaty Management University in Kazakhstan, marking the unique nature of MSM's work.

Our International Projects and Consultancies Department has acquired a considerable number of project and consulting assignments, strengthening its position as leading global operator in a broad area of capacity development domains. The aim of these projects is to create sustainable development through a Triple Helix approach.

To continuously improve the online learning experience for our students, our Online MBA program went through a serious redesign - fully developed in-house. We organized several alumni events around the world to maintain and strengthen the ties with our highly valued alumni community. The year 2018 also marked changes in the organizational set-up, as Prof. Wim Naudé stepped down as Dean as of 30 June 2018 and entered into a sabbatical.



We trust that the developments in 2018 will lead to the initiation of full-fledged partnering in operations with Maastricht University in the course of 2019.

Within the force field of changes, MSM's focus on global and sustainable development remains as well as the continued work with a dedicated team of MSM faculty and staff, and a network of trusted partners.

Meinhard Gans
CEO

Chantal Muyrers
CFO

Governance

SUPERVISORY BOARD

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MANAGEMENT BOARD

Meinhard Gans, MSc *(CEO a.i.)*

Chantal Muyrers, BA *(CFO a.i.)*

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Meinhard Gans, MSc *(CEO a.i.)*

Chantal Muyrers, BA *(CFO a.i.)*

Katalin Kovacs, MPA *(Dean a.i.)*

Marion Rutten-Klerckx, MA *(Director Human Resources and Legal Affairs)*

Caroline Jansen, BA *(Executive Secretary to the Management Team)*

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Stuart Dixon, PhD *(Academic Coordinator MBA programs)*

Mirjana Stanisic, MSc *(Academic Coordinator Online MBA program)*

Prof. Aad van Mourik, PhD *(Academic Coordinator Master in Management program)*

Oliver Olson, MBA *(Academic Coordinator MSc programs)*

MSM EXAMINATION BOARD

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Stephanie Jones, PhD *(Member)*

Nicola Dimitri, PhD *(External Member)*

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Highlights 2018

ACCREDITATIONS AND RANKINGS



MSM climbs in international rankings

In the 2018 Eduniversal Best Masters Ranking MSM’s full-time MBA has been ranked in the top 10 in Western Europe, retaining its number two position in the Netherlands. At the same time, MSM maintained its first position in the Eduniversal 4 Palmes of Excellence ranking, signifying that MSM classifies as a “Top Business School with significant international influence”. In the 2018 Global MBA Rankings by CEO Magazine, MSM not only maintained its Global Tier One MBA ranking, but its MBA programs significantly climbed the rankings. MSM’s Online MBA is now ranked the 4th best Online MBA program in the world, making it the best Online MBA in the Netherlands. MSM’s Executive MBA is now the 2nd best Executive MBA program in the Netherlands.



MSM shares expertise and best practices at IACBE’s annual conference

During the IACBE 2018 Annual Conference & Assembly Meeting in New Orleans on 17-20 April, Ms. Katalin Kovacs, MSM Dean a.i., contributed to a panel discussion on the topic “cultivating and maintaining international partnerships”, sharing MSM’s experience in working with global higher education institutions since 1991. Ms. Kovacs was also honored by IACBE’s President, Dr. Phyllis Okrepkie, as she received a plaque as a token of appreciation for her six years of service to IACBE and higher education as member and previous Chair of the IACBE Board of Commissioners.



MSM Hosts first ACBSP Accreditation Seminar in Europe

MSM had the pleasure of hosting a three-day seminar “Access Accreditation” by the Accreditation Council for Business Schools & Programs (ACBSP) from 10-12 January. MSM has a valued partnership with ACBSP since 2000 and is therefore proud to have hosted the first ACBSP accreditation seminar in Europe.

PARTNERSHIP



MSM and Nanjing University celebrate 20 years of partnership

In November 2018 MSM's CEO a.i. Mr. Meinhard Gans and MSM's Dean a.i. Ms. Katalin Kovacs attended the Opening Ceremony and Graduation Ceremony at MSM's educational partner Nanjing University in China. The ceremony also marked the 20th anniversary of the MSM-Nanjing University partnership. Three alumni of the joint Executive MBA program - representing the first intake of 20 years ago, the intake of 10 years ago and the newly graduated intake - shared their memories of their study time. MSM and Nanjing University jointly offer an Executive MBA with specializations in Innovation Management and Healthcare Management.



MSM relaunches MBA program in Ulaanbaatar, Mongolia

MSM is proud to relaunch its MBA program in Ulaanbaatar, Mongolia in partnership with the "Mongolian Business Development Agency (MBDA)". MSM and MBDA have a valued longstanding collaboration since 1998. The festive opening ceremony to welcome students and guests from both the public and private sector of Ulaanbaatar, was held in May 2018.



MSM's Partners' Conference 2018: an event to learn from each other

MSM held its Partners' Conference in Maastricht from 30 May until 1 June 2018 welcoming 19 representatives from eleven different partner institutes from China, Germany, Hungary, Indonesia, Iran, Kazakhstan, Kuwait, Suriname, Romania, Yemen and the UK. Joining the Partners' Conference via Skype were the partners from Egypt, Vietnam, Mongolia, the USA and Peru. MSM's Partners' Conference is an annual event, which MSM organizes to integrate efforts, reinforce relationships and to strengthen the quality of the joint programs. This year the conference focused on quality and accreditation as well as the alumni network and improving understanding and use of standard operating procedures and digital support applications.



Celebrating the 20th MBA Graduation in Kazakhstan

In October 2018 MSM's Dean a.i. Ms. Katalin Kovacs and Director of Education and Executive Development Mr. David Cass visited MSM's educational partner Almaty Management University in Kazakhstan to celebrate the 20th anniversary of the joint MBA program and to attend the Graduation Ceremony. The joint MBA-program with a specialization in General and Strategic Management is a part-time, bilingual (English/ Russian) program with a duration of 24 months.



MSM and SIM celebrate 20th anniversary of joint MBA program

The celebration of the 20 years of partnership between MSM and the School of Industrial Management (SIM) - HCMC University of Technology (HCMUT/SIM) was held in Vietnam on in December 2018. At this special occasion, all representatives of the 21 intakes of the MSM MBA Vietnam gathered for the first time. MSM and HCMUT/SIM jointly offer an Executive MBA with specializations in Multinational Strategic Management taught at the SIM campus in Ho Chi Min City in Vietnam.



Hungary's top businesses celebrating their joint MSM and SEED MBA degree

SEED (School for Executive Education & Development), MSM's Degree Partner in Budapest, Hungary, celebrated their inaugural MBA graduation in October 2018 in Budapest in presence of MSM Dean a.i. Ms. Katalin Kovacs. This inaugural class of 32 graduates was drawn from executives from some of Hungary's top businesses, such as OTP bank Hungary, DSK Bank Bulgaria, MOL Group, MET and MVM Group. The MSM-SEED part-time MBA program focuses on the transition of young experts and managers from functional areas to general management.

INTERNATIONAL PROJECTS AND CONSULTANCIES

MSM awarded with more than eight million euro for conducting projects and trainings in several countries

Within the OKP (Orange Knowledge Program), Nuffic (the Dutch organization for the internationalization in education) has granted MSM with more than eight million euro for seven capacity building projects in Colombia, Egypt, Ethiopia, Lebanon, Rwanda, Sierra Leone and Uganda. Under the leadership of MSM, these multi-annual projects in the areas of rule of law, water management, sexual and reproductive health, and agricultural development will be conducted in cooperation with several partners. All these projects aim for sustainable development through a Triple Helix approach in which educational institutes, governmental organizations and the business community are closely working together. In addition to these projects, MSM will provide tailor made trainings in Armenia, Bhutan, Ethiopia, Georgia, Indonesia and Peru.



Some examples of international projects which have been running in 2018. An overview of all 2018 projects can be found on page 24 (MSM and the Sustainable Development Goals).



MSM supports animal logistics in Indonesia

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. The project is grouped around four interrelated output areas on animal logistics. *(This project is under the lead of Huub Mudde, Senior Project Consultant and lecturer in Institutional Entrepreneurship at MSM).*



Kenya: Telephone farmers

Building the missing middle: Telephone farmers project. The telephone farmer* project in Kenya created a better understanding of the profile of a Telephone farmer, why it is important to support the growing number of Telephone farmers, and what it will take to make them successful in the agricultural industry. The project emerged out of the absence of a link between smallholder farmers and large scale professional farmers. Telephone farmers are the link in this as they are better educated have more capital and have a larger network. However, they are in need of support to become more professional. The project has identified a series of services that are needed to support Telephone farmers. Future efforts should be focused on building an eco-system of these services and a platform to coordinate them *(This project is under the lead of Diederik de Boer, Director International Projects and Consultancies and Assistant Professor Sustainable Business Development at MSM).*

**A Telephone farmer is a farmer who remotely manages their farming operations and are investors in farming.*



Great Lakes Region: Training Program Prevention & Mitigation

The NICHE-GLR-258 project, led by MSM and involving Rutgers and Living Peace Institute, has made it possible for ICGLR-RTF to set foot on the ground in the fight against sexual and gender based violence. The project has provided a new office for the institution and has - in collaboration with World Bank - trained 12 Master Trainers who in their turn will train at least 120 National Trainers (in-country). These National Trainers will train more than 1000 judicial officers, police officers, medical staff and psychosocial workers on effective prevention and response to cases of SGBV. *(This NICHE project is under the lead of Astrid ter Wiel, Associate Consultant at MSM).*

PROGRAMS



MSM MBA Summer Specialization courses

From 7-21 July MSM welcomed around 110 participants from 30 different countries to the MSM Summer Specializations. The group consisted of participants from the MSM residential full-time MBA, Executive MBA and Online MBA, plus around 55 participants from MSM's global partners and some external schools. Courses were given in following specializations: International Business and Sustainable Development, Accounting and Finance, The Digital Economy, Entrepreneurship, Healthcare Management and Sports Management. It was the first time that MSM invited MBA students from our global partners and from external schools to join the specialization courses in Maastricht together with the residential students. This created a very diverse classroom for every specialization, which was highly appreciated by the students.

Launch of revamped Online MBA

In its continuous efforts to improve the quality of its programs, MSM revamped its Online MBA in 2018. The redesigned Online MBA program offers students an interactive and exciting online study experience, consisting of animated videos, lecture casts by experienced faculty, interactive live video sessions, online debates and more. In the discussion forum students connect, interact, share experiences and work together with fellow participants, creating a diverse and international virtual classroom. To help students to stay focused and on track, exams have been replaced by weekly assignments. These assignments are very practice-oriented, focused on current developments in business and global issues of today and immediately applicable to the own organization.



MSM Research Summer School

In 2018, MSM also launched the Research Summer School offering a five-day course on Structural Equation Modelling (SEM). The participants learned how to apply SEM procedures to address specific research problems, to develop and empirically assess comprehensive conceptual models and to test specific research hypotheses. The assignments assisted in using the acquired knowledge in practice, to perform and interpret specific statistical analyses using SEM procedures.

EVENTS



Disruptive Technology, innovation, entrepreneurship and collaboration: MSM at the Limburg Unlimited Fair

On 28 and 29 March, MSM participated in the Limburg Unlimited Fair in Maastricht with an exciting program on the theme “MSM as Innovation and Inspiration Broker”. For MSM the Limburg Unlimited fair was a good opportunity to strengthen MSM’s reputation as a knowledge partner for companies in the region by sharing info about MSM’s exciting high-tech management, engineering, and digital economy programs and stimulating discussion on how tech transfer for sustainable development can be a huge opportunity for the Netherlands. One of the highlights of the Limburg Unlimited fair was the partner assignment between MSM and LWV. With this partnership, both parties will join forces to generate a positive impulse to employment opportunities and to give a boost to sustainable business innovation.



MSM Corporate week: a key ingredient for the future of our students

Organized for the second time MSM held its “Corporate week” from 11 June - 15 June 2018 to provide its Master in Management, MBA students and alumni with information related to career development, working in the Netherlands and strengthening career management skills. For MSM’s corporate partners it was the ultimate way to connect with students and find potential talent. During the week, MSM students and alumni could attend several company presentations by Accenture, Arion, Talkwalker, KPMG, Weir Minerals, DHL, Brightlands, Corporis Medical, Mercedes, Arcelor Mittal and Johnson Controls. The MSM corporate week ended with a presentation and panel discussion organized by MSM alumni, who shared their experiences on looking for a job and the challenges they faced. To celebrate the success of this very inspiring MSM corporate week all students, corporate partners, alumni, staff and mentors were invited to a networking picnic!



MSM Students win the Dutch IoT Challenge

On 14 December 2018 a group of students of MSM’s Master in Management and MBA programs joined the pitch competition of the Dutch IoT Challenge. Prior to the pitch event, the students were introduced to the “Internet of Things” in workshops hosted by the organizers of the Dutch IoT Challenge. During the pitch competition, two MSM teams were able to convince the judges that their idea deserved to be supported in the second stage of the Dutch IoT Challenge. The students won in the categories Agro and General with their innovative applications Connected Farmers and We Guide. In total 190 applications were received for the final and 20 applications were selected to pitch their idea, including three MSM teams.

MSM Graduation 2018: Bringing value to society

Over 100 students from across the world received their Master in Management, MBA and DBA degrees during MSM's Graduation Ceremony on 20 September 2018, held at Maastricht Congress Centre MECC. About 50 of them travelled from the school's partnership programs in Azerbaijan, China, Egypt, Germany, Romania, Kuwait, Vietnam, the United States and Yemen, to attend the special event in Maastricht. Mr. Meinhard Gans, MSM CEO a.i., officially opened MSM's Graduation Ceremony by highlighting the importance of strong leadership in a world characterized by change. Keynote speaker, Mr. Paul R. Mbugua, Managing Director of Eclectics International Ltd. and Founder of Atlantis Holding Group, gave an inspiring account of his life and successful professional career in the Fintech industry in Africa. MSM Dean a.i. Ms. Katalin Kovacs inspired the fresh graduates with her closing words at the ceremony: "Stay true to yourself. Choose a path that is close to your heart and makes you happy. Create something of lasting value to society."



Embracing the European Sustainability Week

During the 2018 European Sustainable Development Week (30 May - 5 June) MSM organized several sustainability related activities for its staff and students. The MSM Sustainable Dinner on Friday 1 June, brought together students, staff and representatives of MSM's global partners to enjoy a dinner prepared with bio-dynamic products. During the dinner, the Green Office initiative was launched to encourage staff and students to implement environmentally friendly actions, which can be easily applied to the daily life in office and in the classroom. On 4 June students and staff enjoyed the MSM Movie Night featuring the movie An inconvenient sequel; TRUTH TO POWER. We closed off the sustainability week with a lecture day about the Sustainable Future of Denim, featuring the movie The True Cost, which shows the dark side of the fast fashion industry. The movie was followed by a Skype lecture of Nudie Jeans, a Swedish frontrunner company in sustainable denim, and a guest lecture about the Alliance for Responsible Denim by Dr. Lori DiVito from Amsterdam University of Applied Sciences.



RESEARCH HIGHLIGHTS IN 2018



Best Paper Proceedings for MSM Assistant Professor in Research Methods and Skills

Dr. Caren Crowley's paper, "The Emancipatory Potential of Female Digital Entrepreneurship: Institutional Voids in Saudi Arabia", co-authored with Prof. Maura McAdam and Prof. Richard Harrison, was included in the Best Paper Proceedings of the Gender and Diversity in Organisations division of the Academy of Management in April 2018. Prior to joining MSM Dr. Crowley was based in Riyadh, Kingdom of Saudi Arabia (KSA) where she worked with Prof. McAdam to develop an original, qualitative study of female digital entrepreneurs in KSA. A previous paper from this study received the Best Paper award at the DIANA 2018 international conference on female entrepreneurship and a number of papers are under review with international, peer reviewed journals. Dr. Crowley's study of female digital entrepreneurship in Saudi Arabia contributes to the Entrepreneurship, Society and Innovation focus of MSM's Research Strategy.

Paper MSM Assistant Professor nominated in Top 3 Best Paper Award



In November 2018, Dr. Caren Crowley, Assistant Professor in Research Methods and Skills at MSM, presented her paper titled "Artisan Entrepreneurship and the Navigation of Institutional Swamps", co-authored with Professors Maura McAdam and Richard Harrison, at the Research in Entrepreneurship Conference (RENT2018), held in Toledo, Spain. The RENT conference is the premier entrepreneurship research conference in Europe and brings together leading academics who present and debate cutting edge research in a wide variety of entrepreneurship related topics. Dr. Crowley's paper was nominated as a top 3 finalist for the Best Paper Award challenging the Conventional Wisdom in Entrepreneurship.

ALUMNI HIGHLIGHTS IN 2018



Catching up with alumni in Armenia

On 29 August 2018, MSM organized a networking dinner for alumni in Armenia. The dinner was held in the Republica hotel in Yerevan. The present alumni also brought a few friends who were interested in studying at MSM in Maastricht. For MSM it was nice to learn more from the alumni about the developments in Armenia and also partnership options have been discussed.



Reconnecting with alumni in The Netherlands

On Saturday 10 November 2018 MSM organized an alumni networking event in the Student Hotel in The Hague. More than 25 alumni joined the event and enjoyed a lovely evening while seeing their former classmates again, networking with alumni from other MSM cohorts, mingling with the current MBA students and hearing about the latest developments at MSM from MSM staff.



More alumni events around the world

Also in other parts of the world, alumni gathered to network and to reconnect with each other. In 2018 MSM organized alumni events in Indonesia, Vietnam, Peru, Uganda, South Africa and Nigeria; some of these events were held in cooperation with Nuffic Neso.





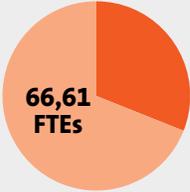
Bringing
value to
society

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

MSM at a Glance in 2018

MSM PEOPLE



Faculty and Staff

15 Nationalities

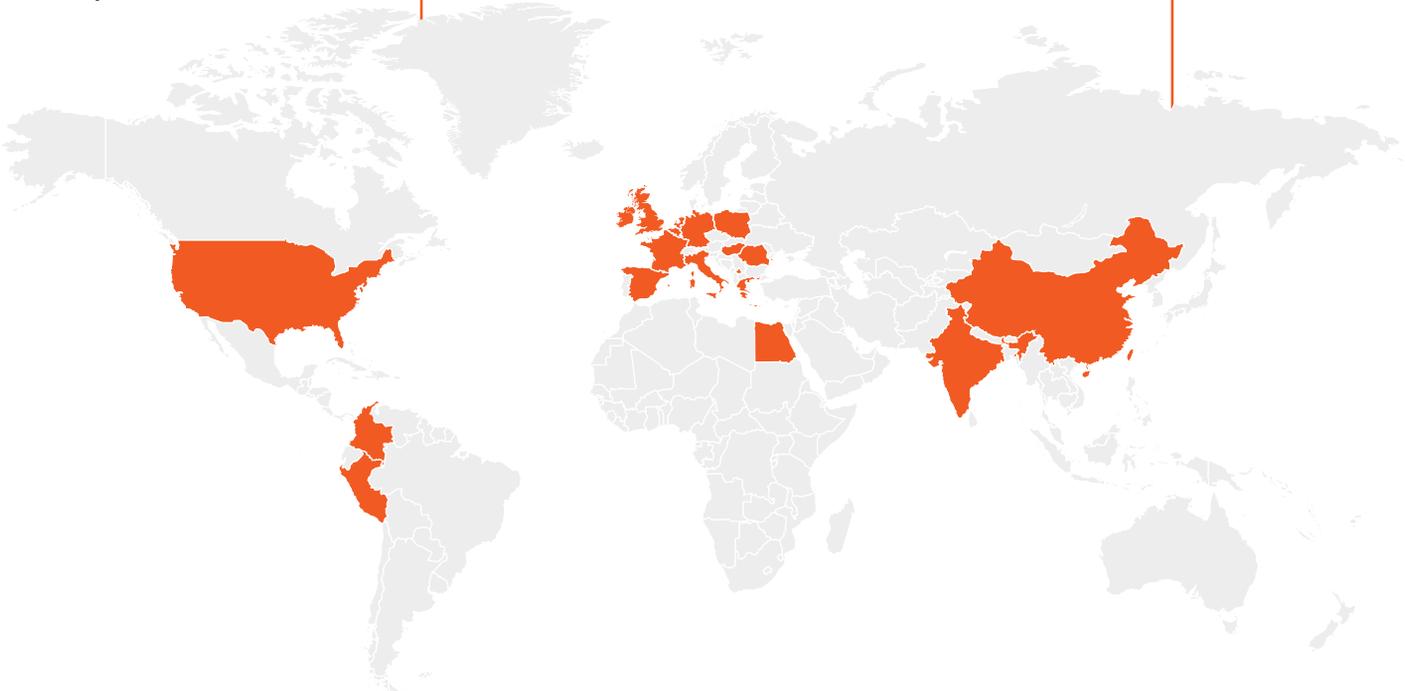
- Belgium
- China
- Colombia
- France
- Germany
- Hungary
- Ireland
- Italy
- Malta
- Netherlands
- Peru
- Poland
- Romanian
- UK
- USA



Adjunct Faculty

12 Nationalities

- Belgium
- Egypt
- Germany
- Greece
- India
- Kosovo
- Malta
- Netherlands
- Romania
- Spain
- UK
- USA



EDUCATIONAL PARTNERS



16 partners around the world

ADA University, Azerbaijan

Almaty Management University (ALMA), Kazakhstan

Amirkabir University of Technology, Iran

Centrum Católica Graduate School of Business, Peru

FHR School of Management, Suriname

Mahan Business School, Iran

Mongolian Business Development Agency, Mongolia

MSM Kuwait, Kuwait

MSM Romania, Romania

Nanjing University, China

Nichols College, United States

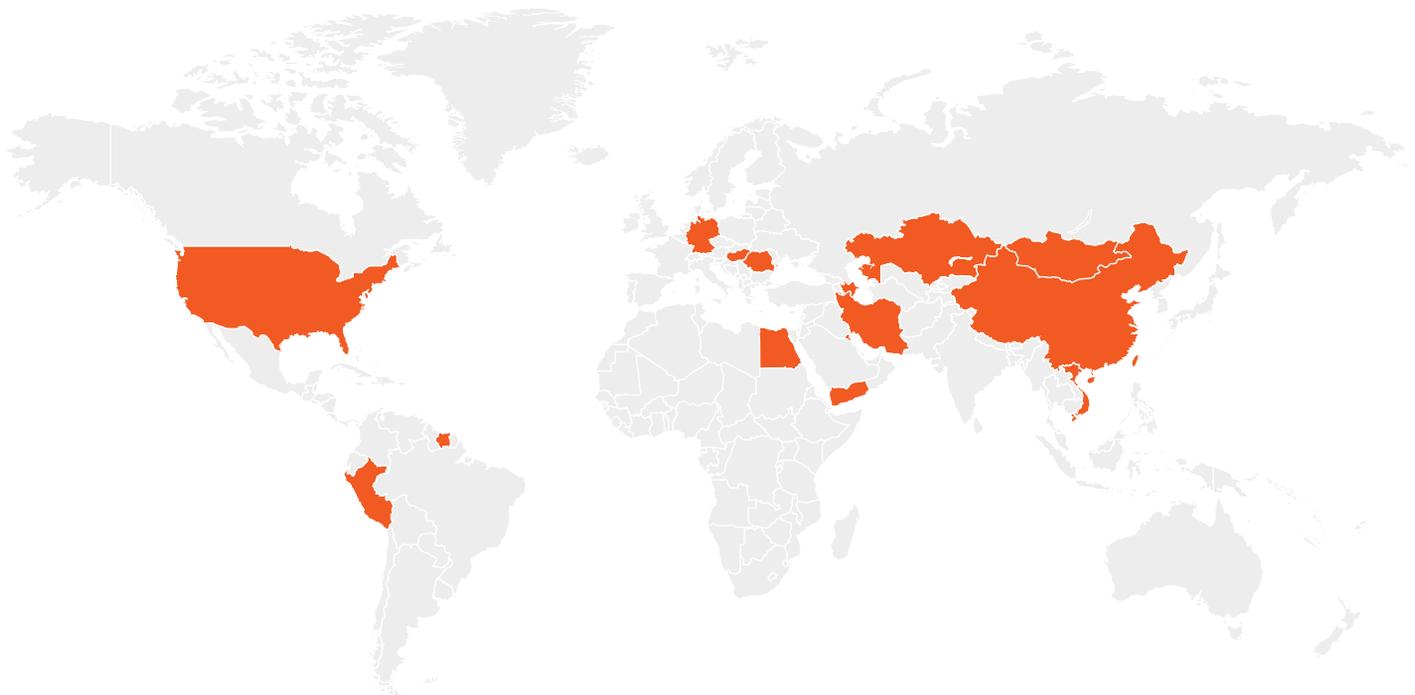
Regional Information Technology Institute (RITI), Egypt

RWTH Aachen University (RWTH), Germany

Sana'a University, Center of Business Administration (SU-CBA), Yemen

SEED School for Executive Education and Development, Hungary

School of Industrial Management (SIM), Vietnam



OUR ACCREDITATIONS & RANKINGS IN 2018

Accreditations



Residential full-time MBA
Residential Executive MBA
Online MBA



Residential and global MBA programs
(Full-time, Executive and Online MBA)
Residential and global Master in Management programs
Residential and global DBA programs



Residential and global MBA programs
(Full-time, Executive and Online MBA)
Residential and global Master in Management programs
Residential and global DBA programs



Residential and global MBA programs
(Full-time, Executive and Online MBA)
Residential and global Master in Management programs
Residential and global DBA programs

ACCREDITED



EUROPE

Institutional accreditation

Rankings



MSM's full-time MBA has been ranked in the top 10 in Western Europe of the 2018 Eduniversal Ranking



MSM retained its first position in the Eduniversal 4 Palms of Excellence ranking in 2018, signifying that MSM classifies as a "Top Business School with significant international influence".



MSM maintained its Tier One MBA Ranking in CEO Magazine's 2018 Global MBA rankings. The MSM Online MBA has been ranked the number 4 Online MBA program in the world and the Executive MBA climbed to the 15th place in the world, making it the 2nd best program in the Netherlands.

Our programs



RESIDENTIAL FULL-TIME MBA PROGRAM



29 students enrolled

48%



52%



29 graduates



RESIDENTIAL EXECUTIVE MBA



19 students enrolled | 49 students in program

69%



31%



9 graduates



ONLINE MBA



23 students enrolled | 27 students in program

63%



37%



21 graduates



RESIDENTIAL MASTER IN MANAGEMENT



42 students enrolled

55%



45%



21 graduates



SHORT EXECUTIVE PROGRAMS



204 total students

62%



38%



RESIDENTIAL FULL-TIME MBA PROGRAM

20 Nationalities

Bangladesh	Morocco
Bhutan	Nigeria
Brazil	Peru
Chile	Philippines
Colombia	Senegal
India	South Africa
Indonesia	Turkey
Iran	Vietnam
Lebanon	Uganda
Mexico	Yemen



RESIDENTIAL EXECUTIVE MBA

20 Nationalities

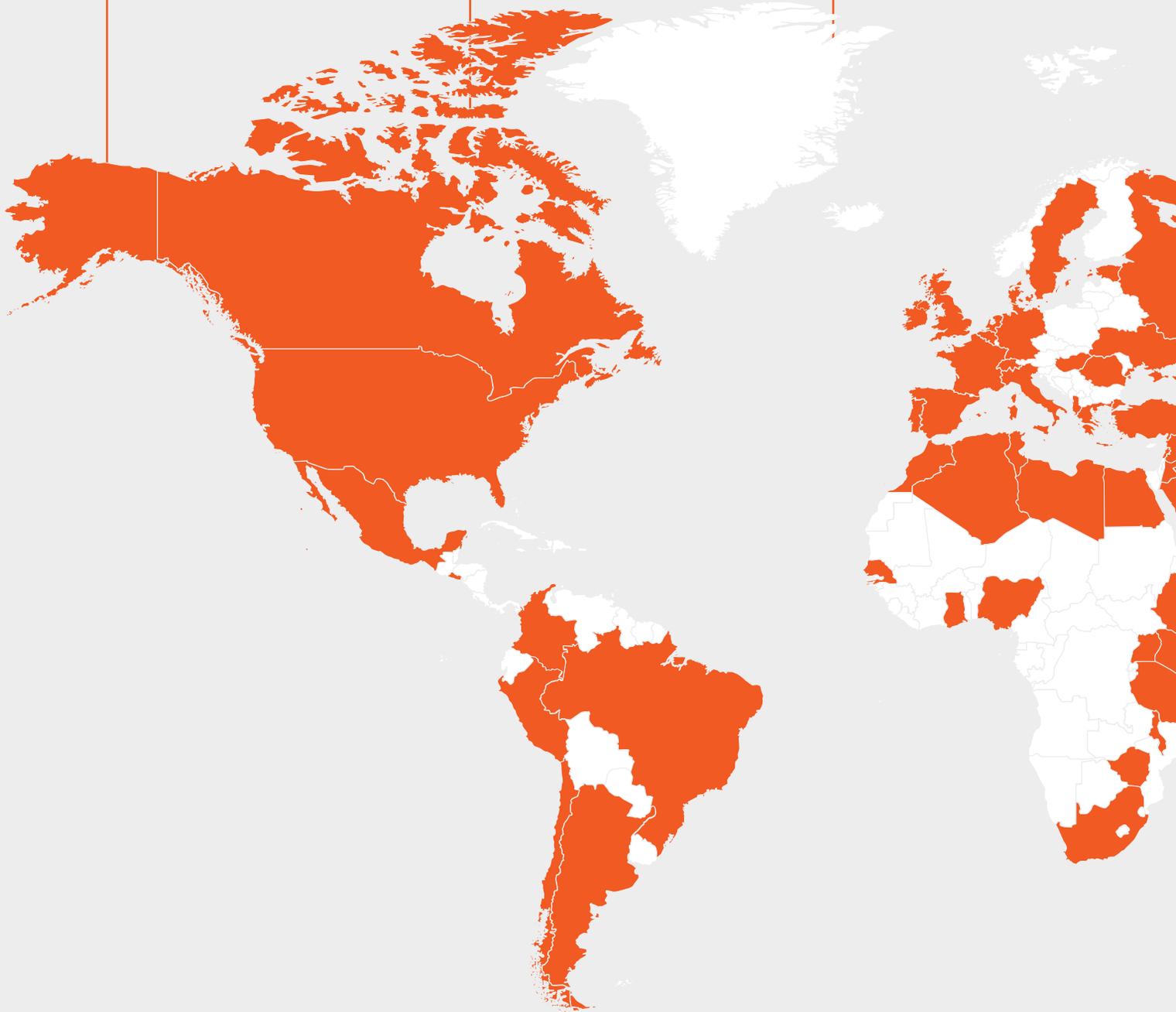
Belgium	Morocco
Brazil	The Netherlands
China	Russia
Egypt	South-Africa
El Salvador	Sweden
India	Switzerland
Iraq	Syrian Arab Republic
Ireland	Tunisia
Italy	Turkey
Mexico	Ukraine



ONLINE MBA

17 Nationalities

Belgium	Philippines
Canada	Romania
China	Russia
Egypt	South Africa
Germany	The Netherlands
Italy	Uganda
Lebanon	United Kingdom
Malta	United States
Nigeria	





RESIDENTIAL MASTER IN MANAGEMENT

11 Nationalities

Belgium	Nigeria
Brazil	Pakistan
India	Thailand
Indonesia	Yemen
Iran	United States
Italy	

Numbers and nationalities are including the MSM-Nichols College double degree MBA/MM program



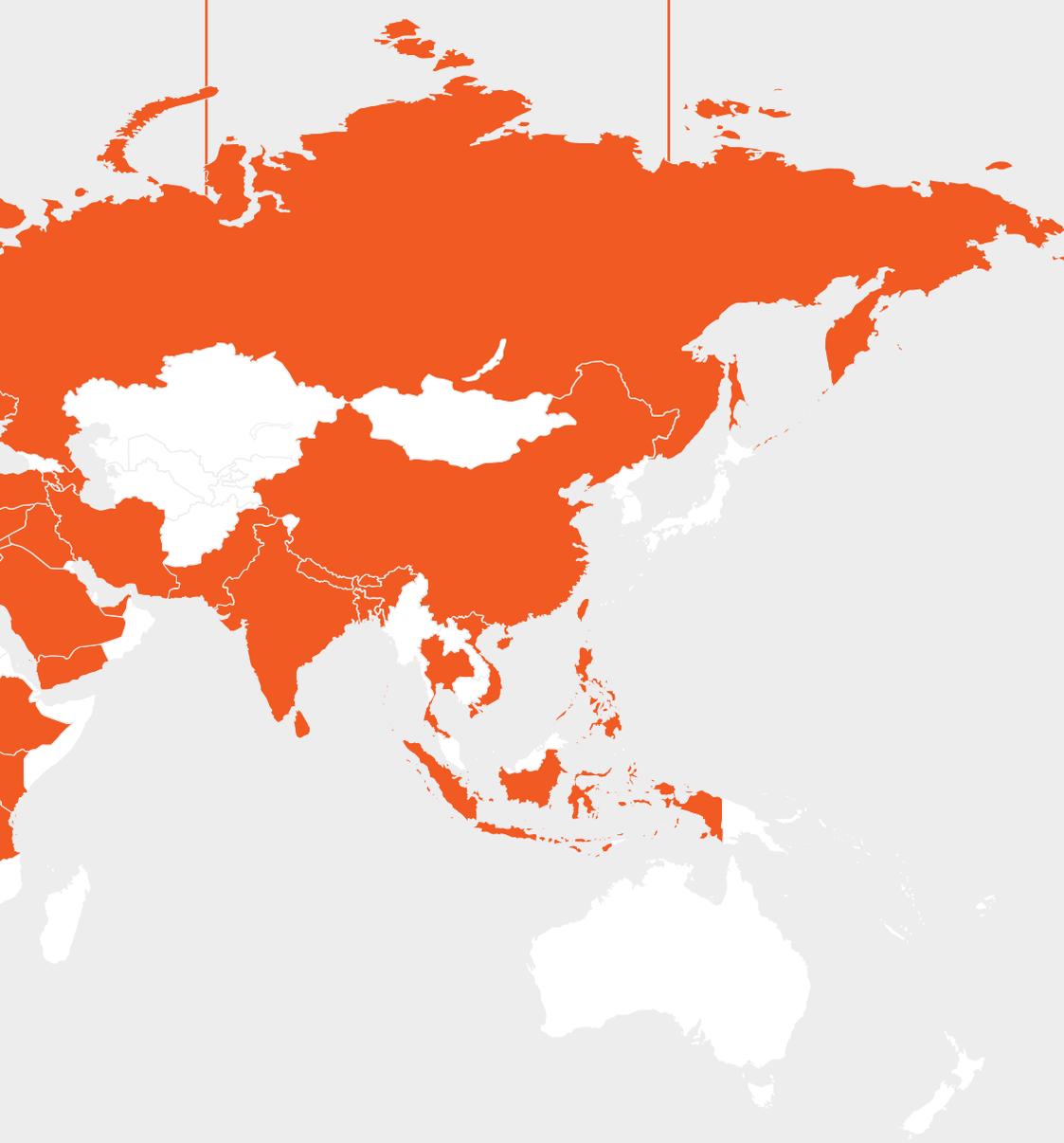
SHORT EXECUTIVE PROGRAMS

52 Nationalities

Albania	Egypt	Iran	Nigeria	The Netherlands
Algeria	Estonia	Iraq	Pakistan	Turkey
Argentina	Ethiopia	Ireland	Palestine	United Arab Emirates
Armenia	France	Jordan	Philippines	Uganda
Azerbaijan	Germany	Kenya	Portugal	United Kingdom
Bangladesh	Ghana	Lebanon	Russia	Ukraine
Belgium	Greece	Libya	Saudi Arabia	United States
Bhutan	Hungary	Malawi	South Africa	Zimbabwe
China	Iceland	Malaysia	Spain	
Colombia	India	Morocco	Sri Lanka	
Denmark	Indonesia	Nepal	Tanzania	

Divided over following programs:

- Project Design Tools
- Project Monitoring Tools
- E-Government
- Turn Big Data into competitive advantage
- Corporate Social Responsibility (2x)
- Value Chain Analysis
- Strategic Leadership
- Change management
- Research Methods and Skills (on Campus & blended)
- Personal Leadership Skills
- Team Leadership Influencing Skills
- Project Finance
- Project Management
- Financial management for non-financial managers



Our global programs with partners



13 MBA programs



1 Master in Management program



5 MSc in Management & Engineering programs



327 graduates in 2018



279 MBA graduates



48 MSc in Management & Engineering graduates

22

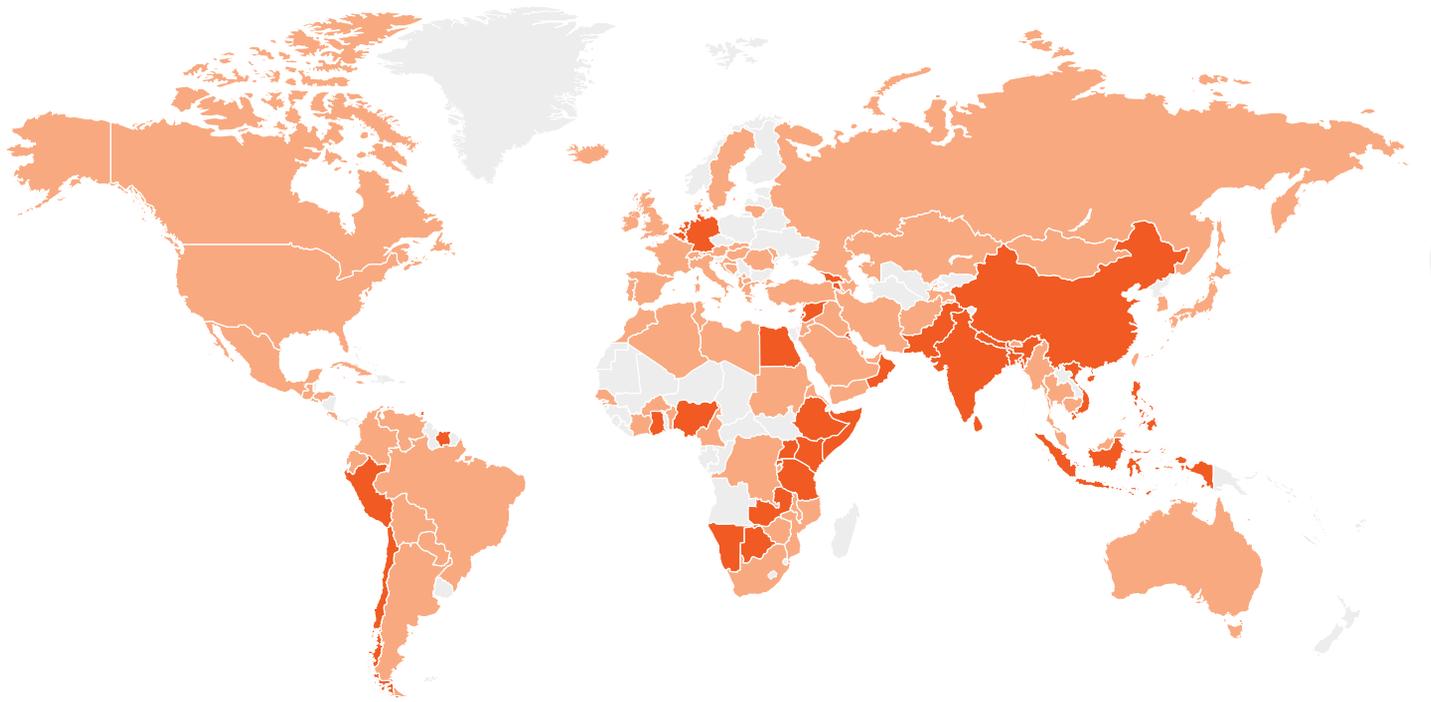


Our alumni community

21.000 MSM ALUMNI AROUND THE WORLD

30 Active alumni chapters

Armenia	Germany	Oman	Tanzania
Bangladesh	India	Pakistan	The Netherlands
Belgium	Indonesia	Palestinian Territories	Trinidad & Tobago
Chile	Kenya	Peru	Uganda
China	Kuwait	Philippines	Vietnam
Egypt	Lebanon	Rwanda	Zambia
Ethiopia	Namibia	Sri Lanka	Zimbabwe
Ghana	Nepal	Surinam	
Georgia	Nigeria	Syria	



■ Active alumni chapters
■ Alumni countries



Our international projects and tailor made programs

8 FINALIZED PROJECTS AND TAILOR MADE PROGRAMS IN 2018

In following expertise areas

- Organization & Leadership
- Sustainable Economic Development
- Entrepreneurship and Innovation
- Inclusive Development

14 TAILOR MADE PROGRAMS RUNNING IN 2018

In following expertise areas

- Agribusiness Development
- Public Sector Management
- Entrepreneurship and Innovation
- Mental, Sexual and Reproductive Health and Rule of Law
- Agri-Tourism
- Organization & Leadership
- Sustainable Economic Development
- Water Management

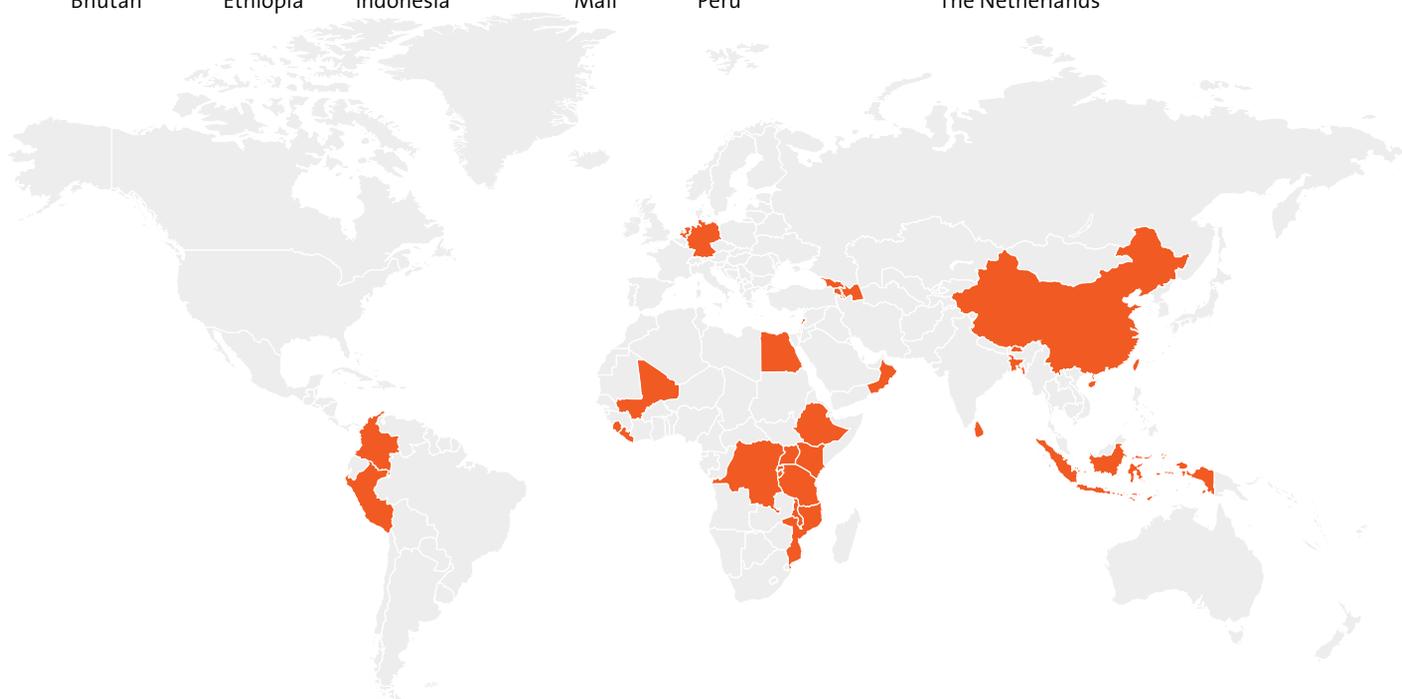
23 PROJECTS RUNNING IN 2018

In following expertise areas

- Research Management, Methods & Skills
- Security & Rule of Law
- Water Management
- Agribusiness Development
- Food & Nutrition Security
- Sexual & Reproductive Health
- University- Industry Linkages
- Value Chain & Cluster Analysis
- Entrepreneurship and Innovation
- Mental, Sexual and Reproductive Health and Rule of Law
- Organization & Leadership

We run our projects and tailor made programs in following countries

Armenia	China	Georgia	Kenya	Mozambique	Rwanda	Uganda
Azerbaijan	Colombia	Germany	Lebanon	Oman	Sierra Leone	
Bangladesh	Egypt	Great Lakes Region	Liberia	Palestinian Territories	Sri Lanka	
Bhutan	Ethiopia	Indonesia	Mali	Peru	The Netherlands	



Key publications in 2018

Our faculty members have been active in publishing their work in renowned scientific journals, books, book chapters and presenting papers and contributing to academic conferences throughout the globe.

JOURNAL ARTICLES

Community of Practice: A Flexible Construct in Understanding SME Networking Roles in the Irish Artisan Cheese Sector

By Caren Crowley, Maura McAdam, James Cunningham and Rachel Hilliard, published in *Journal of Rural Studies*, 64, 50-62.

Social innovation: Integrating micro, meso and macro level insights from institutional theory

By Jakomijn van Wijk, Charlene Zietsma, Silvia Dorado, Frank G. A. de Bakker, Ignasi Martí published in *Business & Society*.

The Political Economy of Water Insecurity in Central Asia given the Belt and Road Initiative

By Patrick Martens, published in *Central Asian Journal of Water Research* 4 (1), p. 79-94

BOOK CHAPTERS

A European Policy Agenda in and for the New Global Economy

By Harald Sander, in: J. Yifu Lin and A. Nowak(eds.), *New Structural Policy in an Open Market Economy*, University of Warsaw - Faculty of Management Press, 2018

CONFERENCE PAPERS

Policy measures in forestry and nature protection for climate change mitigation in selected EU and western Balkan countries

Presented by Mirjana Stanišić at the Humboldt-Kolleg Conference on Sustainable Development and Climate Change: Connecting Research, Education, Policy and Practice in Belgrade, September 2018

An empirical investigation of the antecedents of product innovation strategy and new product performance in export ventures

Presented by Dr. Pascale Hardy at the AMS World Marketing Congress in Porto, June 2018

Exporting Institutional Ambiguity in Refugee Governance: How Lebanon's Politics of Uncertainty Mirrors Europe's Politics of Exhaustion and Abandonment

Presented by Nora Stel at the European International Studies Association's annual conference A New Hope: Back to the Future of International Relations in Prague, September 2018



Dr. Pascale Hardy, Director Research School and Online Education





MSM and the Sustainable Development Goals

OUR CONTRIBUTION TO THE SDG'S IN 2018

Sustainable development, business ethics, Corporate Social Responsibility and responsible management have been in MSM's core DNA since its inception. Not only it is clearly at the heart of MSM's vision, mission and values but it is also propagated by the students as they journey through the MSM experience, the passionate and international MSM staff and faculty, MSM's international partner institutions and the corporate partners. They all share MSM's vision for "working together for better global management".

This means MSM takes up an active role in addressing the 17 Sustainable Development Goals (SDGs) of the United Nations in all its activities and achievements; education, international projects, tailor-made trainings, research, collaborations, achievements by MSM students & alumni, accreditations and rankings.

In this overview we describe our contribution in 2018 to each of the 17 SDG's.



NO POVERTY

Project on enhancing employability and food security in Ethiopia through quality Agricultural Technical and Vocational Education and Training (TVET's) (also linked to SDG 2, 4, 5, 8, 9, 10 and 17)

MSM MBA alumnus Mutende Musonda who is designing new business models to help drive agricultural development in Zambia (also linked to SDG 2)



ZERO HUNGER

Setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia (also linked to SDG 2)

Project on strengthening the capacity for suitable innovation processes for Food & Agribusiness and rural development sectors in Palestinian Territories. (also linked to SDG 4, 5, 8 and 17)

SEAD-West project to contribute to food & nutrition security in Western province of Rwanda. (also linked to SDG 4)



GOOD HEALTH AND WELL-BEING

Safe and Sound (SaS) project which focus on capacity building for 2 Local NGOs, school staff, teachers and partners by designing, developing and implementing a school-based gender sensitive psychosocial support program for Syrian refugee children currently living in Lebanon

A tailor made mental innovation training for entrepreneurs in the Province of Limburg (also linked to SDG 4)



QUALITY EDUCATION

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

Project on the development of the Latia Resource Centre in Kenya and its Agricultural Training program. (also linked to SDG 2, 12 and 17)

Project on strengthen the technical and pedagogical capacity of the Instituto Superior Don Bosco in Mozambique to deliver competent and qualified professionals working in the private sector (also linked to SDG 12)

Tailor made training on building the knowledge capacity of the international Center for Agribusiness Research and Education in Ecotourism in Armenia

A specialized diploma program on sustainable development management in Peru

MSM launched the Student Sustainability Award to create more awareness about sustainability among students

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

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

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

5
GENDER
EQUALITY



A capacity building project designed for the Regional Training Facility (RTF) on prevention and suppression of Sexual & Gender Based Violence (SGBV) in the Great Lakes Region in Africa (also linked to SDG 4 and 16)

Project on modernization and professionalization in eight establishments of the superior in Mali (also linked to SDG 2)

Tailor made training on gender mainstreaming and women empowerment in Eastern Ethiopia (also linked to SDG 4)

MSM executive education alumnus Rolando Jr. Villamero who received a grant for a project on harmful cultural practices and disability in Kenya (also linked to SDG 4)

Research done by Caren Crowley, Assistant Professor in Research Methods and Skills at MSM in the area of women's digital entrepreneurship in the context of emerging economies and on artisan entrepreneurship and networking (also linked to SDG 8)

Promoting Palestinian Women's Entrepreneurship Development and Gender Equality (also linked to SDG 4 and 8)

6
CLEAN
WATER AND
SANITATION



An Integrated capacity development project to strengthening linkages between post-secondary education and the private sector in Kenya (also linked to SDG 4 and 17)

Tailor made training on strengthening the water, sanitation and hygiene (WASH) Expertise in Sierra Leone. (also linked to SDG 4, 5 and 8)

7
AFFORDABLE
CLEAN ENERGY



MSM MBA alumnus Thomas Ludwig, Chief Executive Officer of Brooklyn SolarWorks, who is installing solar panels all over New York city. The city is targeting 1,000 megawatts of solar by 2030

8
DECENT
WORK AND
ECONOMIC
GROWTH



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

Project on introducing a Triple Helix approach as a catalyst for skills development for mega projects to support economic growth in Eastern Africa. (also linked to SDG 2, 4 and 17)

Research done by Harald Sander, Professor of Economics at MSM, on the impact of global finance in the context of emerging economies and EU governance (also linked to SDG 4, 8 and 16)

Research done by Stephanie Jones, Associate Professor of Organizational Behavior on the growth of emerging economies, particularly in Vietnam, given the opportunities due to increasing internet adoption

Tailor made training on strengthening capacity for Bhutanese Public Private Partnerships in Bhutan (also link to SDG 4 and 17)

Tailor made training on improving client-oriented investment service delivery in Ethiopia (also linked to SDG 4)

Tailor made training on enhancing Entrepreneurial Eco System at Paltrade in Palestinian (also linked to SDG 4)

Specific open enrollment course on Value Chain Analysis to provide knowledge on how to analyze and develop frameworks for local economic development (also linked to SDG 4 and 10)

9

INDUSTRY,
INNOVATION
AND INFRA-
STRUCTURE



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

Project to develop a triple Helix+ approach towards inclusive and conflict-sensitive development in Cauca, Columbia (also linked to SDG 2, 4, 5 and 17)

10

REDUCED
INEQUALITIES



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

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

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

11

SUSTAINABLE
CITIES AND
COMMUNITIES



Capacity building project in animal logistics of poultry and livestock in Indonesia (also linked to SDG 2, 4 and 17)

Capacity building project for strengthening the livestock value chain in Indonesia (also linked to SDG 2 and 4)

Project on strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda (also linked to SDG 2 and 4)

Tailor made training on building a knowledge base of agritourism at the Caucasus University in Tbilisi, Georgia (also linked to SDG 4)

MSM co-hosted the International Symposium on Transdisciplinary Approach for Knowledge Co-Creation in Sustainability in Bogor (Indonesia) (also linked to SDG 17)

12

RESPONSIBLE
CONSUMPTION
AND
PRODUCTION





Research done by Mirjana Stanisic, lecturer International Business & Sustainable Development, on governance of natural resources and stakeholder cooperation in state of climate change



A tailor made training on enhancing water efficiency and food security through Egyptian Technical Vocational Education and Training (TVET's) (also linked to SDG 2, 4 and 6)



Research done by Mirjana Stanisic, lecturer International Business & Sustainable Development, in the field of environment and forestry legislation and policy



Tailor made training on Anti-corruption design, monitoring, evaluation and learning in Indonesia (also linked to SDG 4)

Research done by Jakomijn van Wijk, Associate Professor of Sustainable Business at MSM, on "Social Innovation: Integrating Micro, Meso and Macro Level Insights from Institutional Theory, Business & Society

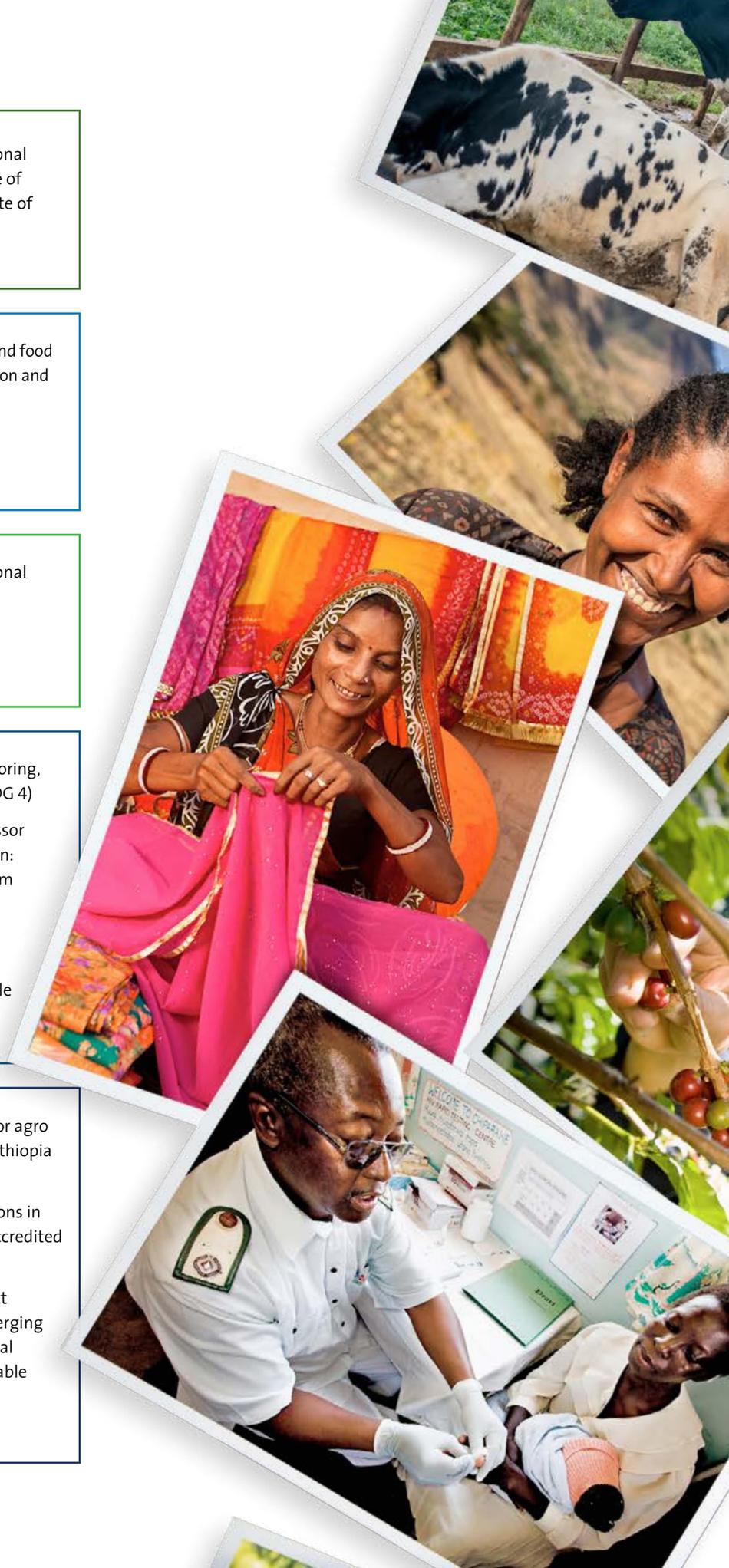
Research done by Nora Stel, Assistant Professor in Governance and Human Rights, about the impact of the institutional context and the impact on sustainable development in Lebanon and Kosovo (also linked to SDG 17)



Tailor made training on strengthening the capacity for agro value chain development in Gambella University in Ethiopia (also linked to SDG 2 and 4)

Through our collaboration with educational institutions in emerging markets in providing our internationally accredited programs. (also linked to SDG 4 and 9)

Research done by Meine Pieter van Dijk, Senior Project Consultant and Professor of Entrepreneurship in Emerging Economies and Diederik de Boer, Director International Projects and Consultancies a.i. and Assistant Sustainable Business Development, on the impact of tourism to contribute to sustainable development in Tanzania



Forward looking to 2019

A VIEW INTO THE FUTURE



Intended partnering with Maastricht University

In 2018 consultations with Maastricht University to investigate the options of institutional partnering started. In 2019, the process of these consultations will continue with the aim to initiate full-fledged partnering of operations with Maastricht University in the course of 2019.



Employability Symposium

24 January 2019

On 24 January 2019, MSM will organize a Symposium on Bridging The Growing Skills Gap - tailoring higher education to meet the needs of various industries. During the symposium, the findings of an Employability Survey conducted by MSM among 250 respondents, including 151 companies, in the Netherlands, will be presented and topics related to the growing skills gap will be explored in workshop sessions.

European Sustainable Development Week

30 May - 5 June 2019

Like in 2018, MSM will also organize events for students and staff during the European Sustainable Development Week in 2019. On plan are a movie night showing a movie related to the Sustainable Development Goals (SDG's) and a debate night discussing SDG related topics. In addition, the winner of the student sustainability award will be announced during this week.

NVAO accreditation site visit

Following the submission of the self-evaluation report early 2019, MSM will be expecting a site visit from the NVAO on 22 May or June 2019 for the accreditation of MSM's Master in Management program.



MSM MBA Specialization Summer School 2019

6 - 20 July 2019

In 2019, MSM will be offering the MBA Summer School with specialization courses in Entrepreneurship, International Business & Sustainable Development, Accounting & Finance, The Digital Economy and Healthcare Management. During this two-week specialization summer school MSM brings together all students from the MSM on-campus MBA programs, the online MBA and participants from MSM's Global Partner Network and external schools to enjoy an interactive and international classroom experience.

MSM Research Summer School 2019

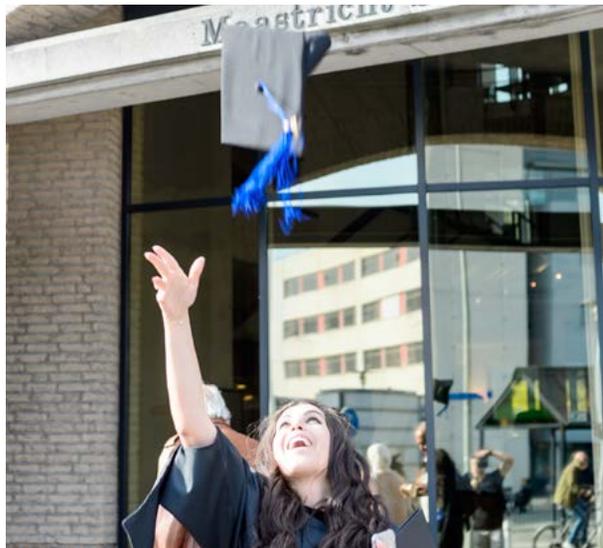
24 June - 13 July 2019

The MSM Research Summer School 2019 will consist of three six-day courses, being Data Analysis using STATA starting on 24 June, Machine Learning & Data Mining with Python starting on 1 July and Structural Equation Modelling starting on 8 July. During the Research Summer School, researchers and practitioners from around the world will come together at the MSM campus in Maastricht to learn and build networks.

MSM Corporate week 2019

17 - 21 June 2019

In 2019 MSM will organize the Corporate Week from 17 - 21 June 2019. During this week MSM's students will meet with corporate partners, attend company presentations and workshops, participate in career- and personal development training sessions and receive tips and advices from MSM alumni.



MSM Graduation Ceremony

19 September 2019

The Graduation Ceremony 2019 will take place on Thursday 19 September. On this occasion, the Master in Management, Master of Business Administration, Master of Philosophy and Doctor of Business Administration degrees will be awarded.



Opening new academic year at MSM

30 September 2019

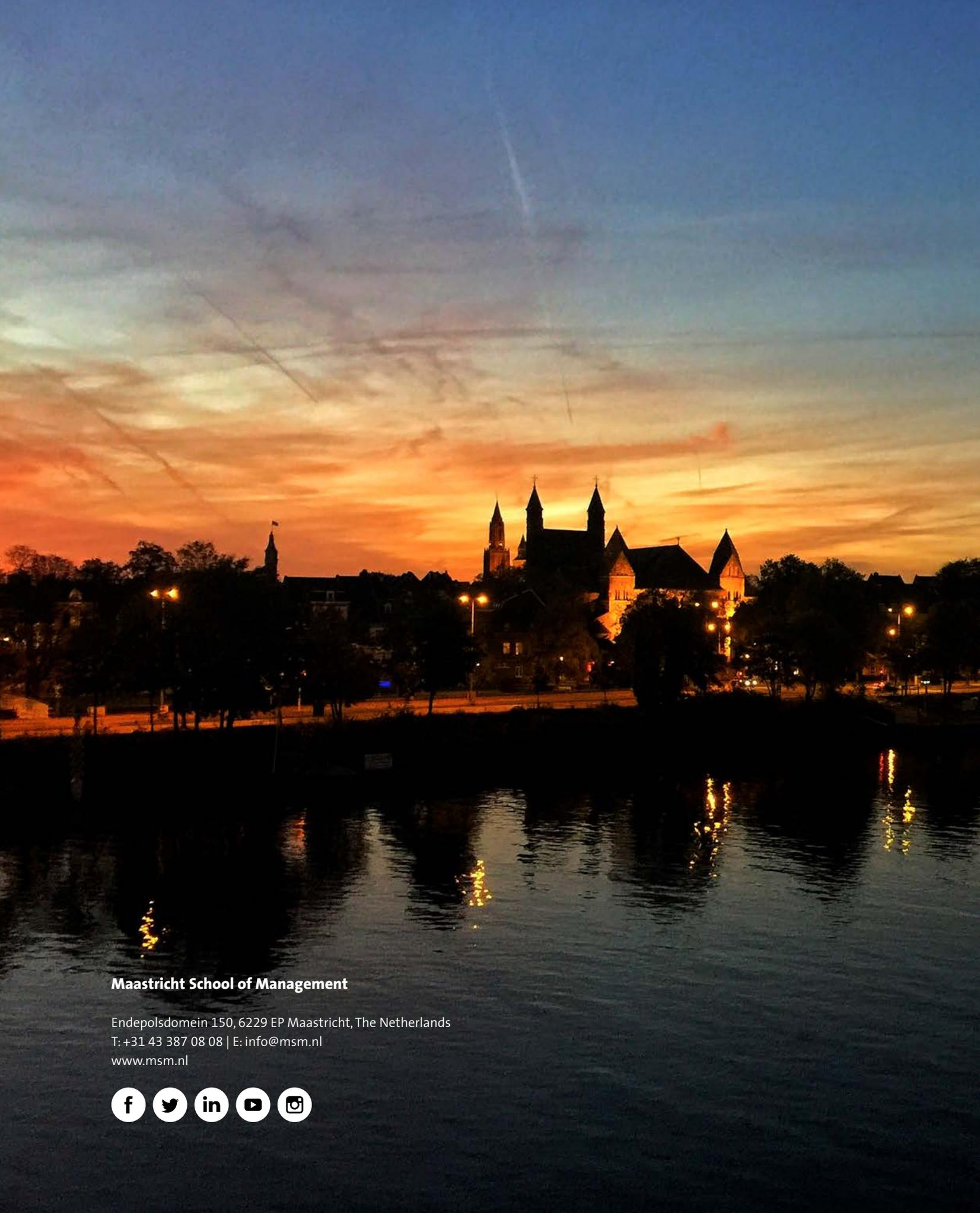
MSM will mark the official opening of the new academic year on 30 September 2019. Students from several programs will be welcomed by the MSM Board, Faculty and Staff.

MSM's Partner Conference

4 - 6 December 2019

In December 2019, MSM will organize its annual Partners' Conference in Maastricht. During the conference, representatives of MSM's global educational partner institutes will gather at MSM for interactive meetings, sharing expertise and networking.

Working together for better
global management



Maastricht School of Management

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