Innovating Management Education in Russia: An International Perspective

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Innovating Management Education in Russia: reasons to look at GSOM

• Established in 1993 shortly after the field of Management was introduced in Russian Higher Education
• First School of Management at a classical Russian university
• Russian leader in educational innovation
• Tangible results: the leading position among Russian business schools and notable international recognition
Principal facts and figures

- A unit (Institute) of St. Petersburg University, the oldest (est. 1724) Russian University
  ✓ Special status granted by a Federal Law (along with Moscow State University)

- The school was established in 1993 in alliance with Haas School of Business, UC Berkeley;

  **Mission**: to develop and educate a national managerial elite able to meet the challenges of increasing Russia’s international competitiveness in the knowledge economy of the 21st century

- In 2006 selected by the Russian government as a platform for a world-class business school and granted land for its own campus

- Programs of Bachelor, Master, Doctoral levels, MBA, and Executive Education;

- Strong network of 55 world class business schools;

- Network of over 200 multinational and Russian companies; Advisory Board has among its members the leaders of 16 top Russian and international companies

- 1200 students across all degree programs; 63 full-time faculty members in 7 academic departments; 5 research centers

- №1 Russian Business School according to Izvestia MBA programs ranking (since 2011), №1 Business School in Eastern Europe according to Eduniversal ranking (since 2012), №5 and №56 Master in Management programmes in the world according to the Financial Times ranking (2014, CEMS MIM and GSOM MIM respectively), the only Russian EQUIS accredited Business School
Faculty: structure, qualifications and unique research environment

Qualitative improvement of faculty qualification
- 80% have experience of teaching abroad/GSOM programs in English
- 50% published in international refereed journals
- 10 profs are on editorial boards of international refereed journals
- 2/3 of faculty have participated in professional development programs at international business schools or their associations

Creation of unique research environment
Organization of research activities in dedicated research centers
- PwC Center for Corporate Social Responsibility; Deutsche Bahn & Russian Railways Center for International Logistics and Supply Chain Management; Center for Entrepreneurship; Center for Strategic Marketing & Innovations; Case Resource Centre; Centre for Public-Private Partnerships.

Incentive mechanisms for research activities:
- Basic research grants (3 800$ per annum)
- Supplemental agreements to faculty employment contracts

Increase in research efficiency (2007-2013):
- Number of articles in academic journals: 49 to 65-80 /year
- More than 90 textbooks and monographs published over 5 years
- Number of cases (incl. registered in ECCH): 235/48 to 391/208
- Number of conference/seminar papers: 84 to 160 /year
Impact on Russian education and society

- The School is both an institutional innovation for Russia and the leader in modernization of the Russian management education:
  - First ECTS-based, English-language Master in Management (1999),
  - Joint and double degree Master and MBA programs with top international schools
  - First full-time Doctoral program mostly delivered in English, with a compulsory year abroad
  - Vibrant research environment and world-class research output by core (Russian) faculty
  - The only representative of Russia in global associations of leading business schools: CEMS, PIM, GBSN, EABiS, GRLI

- Appointed to design the new Federal State Educational Standards in Management Area (Bachelor and Master levels), since 2011 introduced by the Ministry of Education & Science nationwide

- Role model for development of university business schools at leading national universities (projects and programs for Ural and Siberian Federal Universities, Plekhanov RUE etc)

- Publication of two refereed journals, leaders in the Russian Science Citation Index ("Russian Management Journal" and "Vestnik /Herald/ of St. Petersburg University. Management Series")
Internationalisation of Russian Higher Education Institutions

- Internationalisation of HEI – a prerequisite for the institution’s high international ranking
- The Bologna process provides a “road map” for the development of Russian Higher Education
- Internationalisation is likely the most powerful driver of innovation in Russian Higher Education
- Russian Government aware of the need to internationalise Higher Education and take the necessary administrative and economic measures:
  - The President’s order from 07.05.2012 “On Implementation of the State Policy in the Field of Education and Science” initiates the program to increase the international competitiveness of leading Russian universities;
  - The Grants to attract leading international scholars to work in Russian universities;
  - The Russian Government has launched a special Program (known as “5-100-2020”).
1992 - Russian Law introduces multi-level HE in Russia

1993 - GSOM SPbU launches its 4 year bachelor programme

1997 - GSOM SPbU launches 2 years master program

1999 - GSOM SPbU launches its ECTS-based English language Master in International Business programme

2003 Russia joins Bologna process

2010 - switch to the Russian Bologna model

2013 - Russian Law on Education shapes doctoral studies as Ph.D. programmes
Portfolio of educational programs and educational environment

Strategic transformation of the program portfolio

- Enrollment in graduate degree programs in 2014 - 60% of the new enrollment compared to 40% in 2008
- Enhancement of selection policies and admission procedures: USE at Bachelor programs (average grade in 2013 – 91+/100), GMAT (avg 630) and TOEFL (avg 104) at Master programs, unique for Russia admission policies for Doctoral and MBA programs
- Successful transformation to program-based model of organizing the school, changes in the role of academic departments and program directors, organization of research activities in specialized research centers

Innovative environment for learning & development

- Evaluation through written and computerized exams
- Blackboard learning management system
- Intensive use of case method, project assignments, skill seminars, business games and simulations
- 15+ student winners in international professional contests organized by L’Oreal, KPMG, Microsoft in 2013/14
- Student Council & representatives in GSOM Academic Council and Educational Programs Committee
- Active participation of the Advisory Board companies in program design and delivery
- Involvement of Corporate Partners in student enrollment to the Master programs and defense of graduation thesis

<table>
<thead>
<tr>
<th>Program</th>
<th>Duration</th>
<th>ECTS</th>
<th>2013/14 number of Students</th>
<th>Language</th>
<th>Accreditations / joint programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor</td>
<td>4 years</td>
<td>240</td>
<td>732</td>
<td>Russian/English</td>
<td>EPAS</td>
</tr>
<tr>
<td>Master</td>
<td>2 years</td>
<td>120</td>
<td>239</td>
<td>English</td>
<td>CEMS; DD/ HEC, LUT, WU</td>
</tr>
<tr>
<td>Doctoral</td>
<td>3 years</td>
<td>180</td>
<td>19</td>
<td>Russian/English</td>
<td>HEC, ESADE, Aalto, etc.</td>
</tr>
<tr>
<td>MBA (EMBA)</td>
<td>2 years</td>
<td>120</td>
<td>152</td>
<td>Russian/English</td>
<td>AMBA</td>
</tr>
<tr>
<td>Total:</td>
<td></td>
<td></td>
<td>1142</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Education</td>
<td>72 - 500 hours</td>
<td>n/a</td>
<td>n/a</td>
<td>Russian/English</td>
<td>Russian Railways; VTB; Fuqua/Duke; BI; WU</td>
</tr>
</tbody>
</table>
Internationalization of programmes and the business school

Internationalization of all educational programs
• International professional accreditations – from program-level (EPAS, AMBA) to institutional (EQUIS)
• 55 academic partners – leading world business schools
• Compulsory exchange semester in leading international business schools on Master programs (30 ECTS) and International Management Major on Bachelor program (30 ECTS)
• Compulsory modules (1-2) abroad in MBA programs
• Grant support for student exchanges (funded through donations of the corporate members of the GSOM Advisory Board)
• Increase in courses and programs taught in English (2008-2013):
  • Number of courses on Bachelor programs: from 12 to 27
  • Master programs is delivered entirely in English
  • Number of courses on Doctoral program: from 0 to 11

Joint educational projects with leading European and US business schools
• HEC Paris: master double-degree programs, student and faculty exchanges, doctoral internship program; joint research
• Fuqua/Duke: joint modules on EMBA program, joint professional development programs
• WU-Wien: student and faculty exchanges; joint summer schools; double-degree master program
• Aalto University SE: joint research, student and faculty exchanges, joint CEMS-MIM block seminars, doctoral internship program
• Lappeenranta University of Technology: joint research, student and faculty exchange, double degree master program

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Member of:

- AACSB International
- EFMD
- EABIS
- gbsn
- GMAC®
- EBELG
- RSBF
- CEMS

A global bridge between the academic and corporate world

27 member schools worldwide
Contribution to design and implementation of educational and research programs

• GSOM Advisory Board and its Academic Development Committee
• Participation in professional accreditation processes: EQUIS, EPAS, AMBA
• Special courses and guest lectures by managers of partner companies
• Active participation in the life of the school, as external examiners and interviewers in admission process
• Partnerships in developing Master programs in Corporate Finance (w/Citi) and Information Technology & Innovation Management (w/IBM)

Alumni Association:
• Fast growth in 2008-2013: from 3200 to 5500+
• Alumni employed in 34 countries
• Launch of Moscow Chapter of Alumni Association, redesign of a web-site to incorporate social activities
• Alumni Relations Department at GSOM
• New projects: roundtables and clubs; job fairs; fundraising; Management of the Future conference (with key Advisory Board member companies)

Systemic relationships with leading companies and graduates

Fast growth of Executive Education

Development of research centers supported by top Russian and international companies

Active recruitment of GSOM graduates
Current Innovative Challenges

• Education:
  – English language Bachelor in Management program (2015)
  – English language Doctoral program in Management (2015)
  – Increasing the number of Dual Degree programs with worldwide leading business schools
  – Expanding executive education
• Strengthening co-operation with business schools from BRICS countries
• Further internationalization of the student body, teaching and administrative staff to strengthen the international environment
• Making the International Conference “GSOM Emerging Markets Conference: Business and Government Perspectives” a flagship event
• Increasing research productivity of the teaching staff