

The background of the cover is a photograph of a city at night. In the foreground, a calm body of water reflects the lights from the city and the sky. A stone bridge with multiple arches spans the water. On the left side of the bridge, there are several buildings with warm, yellow lights glowing from their windows. The sky is a deep blue with some lighter, wispy clouds. The overall mood is serene and urban.

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

ANNUAL
REPORT
2020

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Message from the MSM Management

2020 has been a most unusual and remarkable year, posing, often unpredictable, challenges to our student community and our team, testing our ability to adapt, and requiring a high level of flexibility and resilience.

A year, in which our hope for “back to normal” was sometimes overtaken by the reality of events. The Covid-19 pandemic called for an overnight transition to a virtual learning and work environment, keeping the interest of our student community and our partners at the core. It has been remarkable how quickly our faculty and staff embraced the new forms of working and in particular how our students adapted to study in a digital learning environment, considering study challenges beyond the usual ones.

The switch to remote working also had its impact on leading and managing MSM’s extensive portfolio of capacity building projects. Through effective collaboration with our client organizations and consortium partners, we managed to swiftly switch to operating remotely and to successfully continue our capacity development programs around the world. Amidst these challenges, the MSM team secured and started several new assignments.

Apart from posing challenges, the covid-19 pandemic also formed the breeding ground for new initiatives. To respond to the growing need for online learning opportunities, MSM started a comprehensive conversion to a hybrid learning environment across the globe for our educational operations. MSM Faculty engaged in sharing MSM’s knowledge and expertise through online masterclasses offered to a broad audience of alumni, students, prospects and staff.

In collaboration with project partners around the world, we launched the Food Security Initiative, supporting decision-makers on the counterbalancing of the negative impacts of COVID-19 measures on food security. We also organized the first of a series of MSM High Level Talks, bringing together senior leaders from the public, private and education sector within the MSM global network to discuss challenges in leadership.

Furthermore, 2020 was a year of transition, working on the upcoming partnering with Maastricht University, the School of Business and Economics, where decisive steps have been taken to complete the process in 2021.

2020 provided us with a tremendous number of challenges but, based on the way team MSM and in particular the MSM student community and partner network lived up to these challenges, we embrace 2021 with high confidence. We thank the whole MSM organization and in particular our student community and partners for the extraordinary efforts over the past year and look forward to our further cooperation.

Going back to ‘normal’ might still take some time, however, there seems to be a bright light at the end of the tunnel.

Meinhard Gans
CEO/Dean a.i.

Chantal Muylers
CFO



Governance

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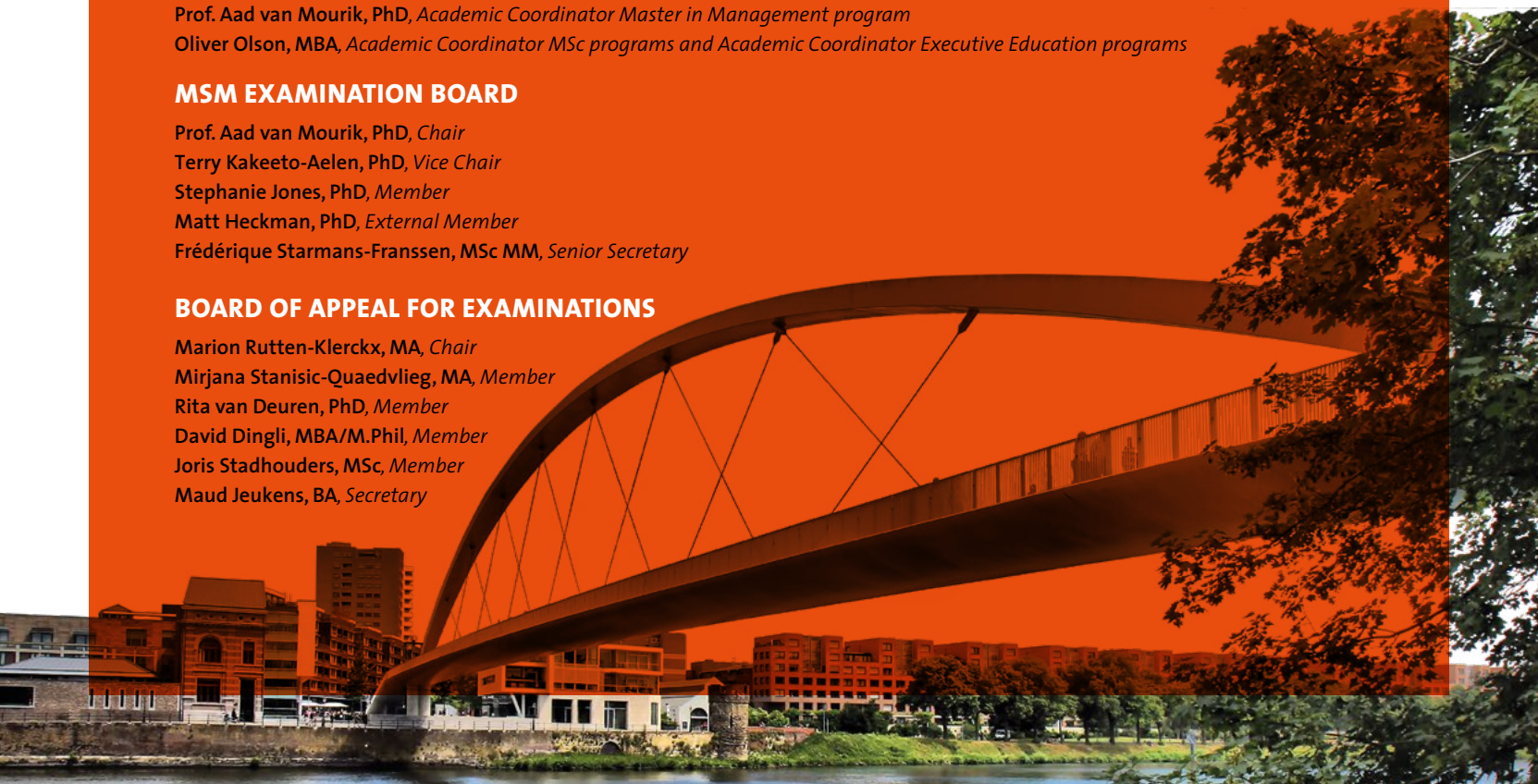
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Highlights 2020

ACCREDITATIONS, RANKINGS AND AWARDS



MSM's Executive MBA climbs to no 2 position in CEO Magazine 2020 Global MBA rankings

For the fourth consecutive year, MSM is recognized as Tier One Business School in the newly released 2020 Global MBA Rankings by CEO Magazine. In addition, MSM's Executive MBA is the number two Executive MBA program in the world making it the best Executive MBA in the Netherlands. CEO Magazine received data from over 303 different MBA programs in 27 countries across North America, Europe, Australia, New Zealand and the BRICS. In the highly competitive Online MBA market the MSM Online MBA is ranked in the top 15 worldwide, making it the 2nd best Online MBA program in the Netherlands. MSM's recognition as Tier One Business School and the high global ranking of MSM's Executive MBA and Online MBA confirm the high quality of our MBA programs.



MSM receives Certificate for Quality in Internationalisation

The MSM residential full-time MBA and Executive MBA offered in Maastricht and the Online MBA were awarded a Certificate for Quality in Internationalisation (CeQulnt) by the European Consortium for Accreditation in higher education (ECA). The panel awarded the certificate as they consider the internationalization goal of the MSM MBA programs to be clear and convincing. It reflects the unique profile of MSM with its focus on leadership and sustainable development in a globalized world. The aim of the certificate is to assess, enhance and reward internationalization and confirms that a program or institution has successfully incorporated an international and intercultural dimension into the purpose, function and delivery of its education.



MSM recognized again as Top Business School in Eduniversal Business School ranking 2020

MSM retained the first position in the 2020 Eduniversal 4 Palmes of Excellence Ranking. This ranking recognizes MSM as the Top Business School with significant international influence. The 2020 Best Business School ranking was released after the 13th edition of the Eduniversal World Convention, which took place from 10-12 November in a virtual environment. Eduniversal Best Business School ranking categorizes 1000 Business Schools in 154 countries in five different Palmes categories, based on internationalization criteria, such as accreditations, major rankings, memberships in academic or professional associations or partnerships. MSM holds the first place in the Eduniversal 4 Palmes of Excellence already since 2011.

PARTNERSHIPS



Celebrating the MBA milestone at the online Graduation Ceremony of CENTRUM Catolica

On 10 November 2020, the MBA Graduation Ceremony was held at CENTRUM Católica Peru. During an online session, 19 graduates of the joint MSM-CENTRUM MBA program were honored for receiving their degree. MSM's Director of Education and Executive Development, Dave Cass congratulated the new graduates on behalf of MSM. He looked back at their time at the MSM campus in Maastricht, remembering them as bright, clever and engaging students. He complimented the graduates for being "fantastic ambassadors for CENTRUM and for Peru." The graduation marked the end of the 18th joint MSM-CENTRUM MBA intake. The partnership with CENTRUM Católica Peru dates back to the year 2000, delivering 644 graduates.

INTERNATIONAL PROJECTS AND CONSULTANCIES



Bright Future in Agriculture in Ethiopia

Bright Future in Agriculture (BFA) is a three-year project (2019-2021) supporting the Ethiopian agricultural Technical and Vocational Education and Training (TVET) sector. The project is funded by the Ministry of Foreign Affairs of the Netherlands and is managed by Nuffic as part of the Orange Knowledge Programme. The year 2020 started with the annual review and planning event of the project on 14 and 15 January in Addis Ababa. The event was attended by all project partners, and focused on discussing achievements, next steps and new ideas. Also the sister project BFA South was officially launched. Linked to the BFA project was the investment learning and network visit that MSM hosted for the Amhara National Regional State (ANRS) leadership team in the Netherlands from 1 until 7 March. The main purpose of the visit was to strengthen the investment climate between the Netherlands and Ethiopia, with a main focus on strengthening the relation between the ANRS leadership and the Dutch government. During the one-week visit a busy schedule of meetings, corporate visits and lectures was completed. The program ended with a visit to the Ministry of Foreign Affairs for a meeting with Director General International Cooperation, Ms Kitty van der Heijden. Soon after the Covid-19 crisis started, and the project team quickly adapted and switched from face-to-face to virtual meetings and activities. BFA consortium members in Ethiopia, the Netherlands, and South Africa held a series of meetings to address ways to improve the skills and competency profile of dairy, horticulture, and water utilization TVET curricula to match industry needs. The BFA Triple Helix team finalized the

proposal for Arba Minch Triple Helix, addressing fruit harvesting and handling. Furthermore, the assessment of facilitating access to education and job opportunities for internally displaced people (IDP) within Eastern Ethiopia was finalized and teachers of partner TVET's in the project have been trained and took part in internship apprenticeships to get in-depth field knowledge from agricultural businesses.

Adapting to the new reality of leading and managing remotely

The sudden, large-scale shift to remote working has meant leading and managing our capacity building projects in new ways. With 36 capacity building projects and Tailor-Made-Trainings (TMT) under our wings, pushing the projects forward at the beginning of the pandemic meant all hands on deck. The strong collaborative efforts between our consortium partners and project consultants to manage people, structure, processes and technology, resulted in a relatively swift movement to operating fully remotely. Even with the occasional hiccups of connectivity issues and constantly changing regulations, most projects were able to continue by rearranging schedules and/or moving training activities and events to a remote teaching environment.

While the pandemic requested a drastic shift in our project operations, team MSM has shown to be resilient and adaptive by successfully finalizing 5 TMTs, operating 31 projects (almost) fully remotely and starting new projects in the Sahel region, Mozambique, Jordan, Palestine and Sudan.

Strengthening capacity of TVET teaching & management staff in Jordan

This Orange Knowledge Programme (OKP) funded project, awarded to MSM in late 2019, aims to enhance the development and provision of curricula and programs by Higher Education Institutes and TVETs in the Jordanian horticulture sector. The project started in January with the visit of Dr. Diederik de Boer (project director) and Hans Nijhoff (project coordinator) to Jordan to discuss the project plans with the Jordanian project partners, the University of Jordan and Al Balqa Applied University. An important first step of the



project was a labor market needs assessment, to collect insights and develop input to train and assist staff and management of TVET colleges in revising and providing a market-driven curriculum. The assessment was also the first step to establish Triple Helix Platforms. To build strong relationships between TVET's and industry stakeholders, various workshops and company visits were organized in February and March to discuss demands of the industry for skills of college graduates. Covid-19 lockdowns impacted the project implementation with field work not being possible. In between lockdowns brief field visits were conducted after which meetings, workshops and even full training sessions were organized via Zoom or Teams.

In 2020, several activities have been executed to start the curriculum development process which will be executed by the Dutch project partners, CINOP and the University of Amsterdam. Based on several meetings, plans have been made to develop the curriculum modules that cover among others horticulture and pathology. An important part of the project is the development of a Triple Helix Platform, a multi-stakeholder initiative, uniting government, academia and the private sector, to boost the climate smart horticulture sector in Jordan.

Through this platform the private sector will be supported by strengthening three critical factors of production:

1) knowledge, 2) capital and 3) labor. In addition, the platform will offer opportunities to advocate for improvements in the enabling environment and access to markets.

Improving demand-driven vocational training & education in poultry and dairy in Indonesia

This project, titled SMK Ayam dan Sapi (SAS21) is funded by the Dutch Ministry of Foreign Affairs and aims to improve demand-driven vocational training and education in poultry (Ayam) and dairy (Sapi) in Indonesia. The project is a cooperation between MSM, the Vocational School of IPB University and the Aeres Group. The first half year of 2020, the project revolved around the continuation of the training to the working groups of the SMK's and polytechnics on curricula development in the dairy and poultry sector. The ten SMK's and polytechnics were interactively engaged in the online curriculum development training for a period of 15 weeks by Aeres, starting in April 2020. The project activities in Q1 and Q2 2020, were targeted towards the start-up of the triple helix platform and designing the triple helix pilot projects, as well as the development of poultry and dairy educational programs, and provision of a gender study. Before the pandemic, a Triple Helix Establishment consultative meeting took place in Bogor in February, resulting in a strong commitment of the institutions present to cooperate on strategic and on operational level, especially from the Indonesian Ministry of Agriculture, the Indonesian Ministry of Education, the Indonesian Chamber of Commerce (KADIN) and Frisian Flag. Furthermore, during this meeting, two public-private pilot projects in the dairy and poultry sector were discussed. In the months after, the pilot projects were developed into operational plans and initiated by the consortium partners. These two selected pilot projects are meant to showcase how the different actors can work together for the benefit of the Indonesian economy.



Pilot project 1 - the eMoww application, aims to positively influence the dairy collection process by collecting all data centrally in a transparent manner. Pilot project 2 - the Demo Farm, will construct a demonstration farm (mini closed housed system for broilers) to control environmental conditions, which may hamper the optimization of production, productivity and animal welfare. Furthermore, a gender analysis was conducted for the poultry and dairy sector in Indonesia, which concluded that both sectors have the potential to play a role in reducing gender-based inequality.



Strengthening the universities' role as facilitator of the public debate in the Sahel

In 2020, MSM ventured to start a capacity building project in a region where MSM was not present yet, the Sahel region. The Sahel stretches from Western to North-Central Africa and within this project MSM and its consortium are active in Mali, Burkina Faso and Niger. For a long time, the region is being shaken by security and political incidents and on the fringes of conflicts, the Sahelian zone has suffered from the manifestations of climate change and development problems for many years. This newly started project will work on the resilience of communities in the region by offering opportunities and prospects for the future with decent work and adequate wages, good education, equal opportunities and security for populations in general and especially young people and women. The project will strengthen regional and international collaboration and contributes to the capacity building of Educational and Research Institutions in three Sahel countries. It will strengthen the knowledge on climate change, conflicts, security issues and rule of law and solutions will be implemented.

Food Security Initiative

In the light of the Covid-19 crisis in 2020, MSM launched the Food Security Initiative. This initiative was born out of the extensive partnerships between MSM and its project partners in Colombia, Egypt, Ethiopia, Ghana, Indonesia, Jordan, Kenya, Mali, Mozambique, Rwanda, Sierra Leone, South Africa, Tanzania and Uganda. Within this initiative MSM brought insights on Covid-19's impact on food security from the countries (and rural areas) where MSM operates. The updates informed on the effects on small-scale and commercial farmers, traders, processors, input suppliers, financial institutions, and provided useful insights for policy makers, donors, NGO's and scientists. The aim of this initiative was for MSM to indicate potential changes in food flows in regions around the world and to support decision making on how to counterbalance negative impacts of Covid-19 measures. Supported by data flows and local partners, MSM facilitated multi-actor and cross-sector collaboration through platforms for action.



PROGRAMS



MSM full-time MBA students join the Dutch IoT Challenge

Two teams of MSM's full-time MBA students made it to the finals of the Dutch IoT Challenge which took place via livestream on Friday, 12 June 2020. The aim of the challenge is to enthuse students (ranging from high-school to university level) for technology and innovation. A team of 4 full-time MBA students worked on a project called AutoAqua. AutoAqua is an automated system to take care of your plants at home. A second team of full-time MBA students worked on a project to connect city with farmers via smart recycling. This project won in the Social Impact by Rabobank category. With the Innovation cheque the team has been working to further develop the idea.

"The ability to connect textbook learning into a real life project was a great learning experience. All the team efforts contributed to the success of the project."

Syed Mohammad Walid, MSM Full-time MBA



MSM MBA Specialization Summer School 2020 - a vivid virtual learning experience

From 13 to 27 June 2020, it was time again for MSM's Summer Specialization courses. As every year, students from MSM's Full-time MBA, Executive MBA, Online MBA and Global MBA programs came together to follow the courses of their chosen MBA Specialization. Only this year they did not gather on campus, but in MSM's virtual learning environment. In 2020, MSM ran four different specializations, bringing together 96 students. Apart from the residential MBA programs, MSM welcomed students from SEED Hungary, MSM Kuwait, Regional Information Technology Institute (RITI) Egypt, and participants from Hochschule Reutlingen. Specializations offered were Accounting & Finance, The Digital Economy, International Business & Sustainable Development and Entrepreneurship. Putting the theory into practice in group assignments formed an integral part of the specialization courses. In addition, the content of the courses was brought to life in guest lectures by experts sharing their experience.

"Excellent MBA specialization program with a thought out, strategic and consistent agenda for the two weeks that made it very easy to follow and well organized."

Mohamad Alaa - joint Executive MBA MSM-RIT Egypt

Research Summer School on Machine Learning and Data Mining - an essential part of the modern manager toolkit

From 29 June to 4 July, 18 participants were taught all the ins and outs of the Machine Learning and Data Mining algorithms using the Python programming language during the 2020 Research Summer School. Because of Covid-19 the courses took place in a distance learning format. The participants highly valued the knowledge and online teaching method of Theofrastos Mantadelis, the lecturer of the course.

"I needed this course on Machine Learning and Data Mining to improve and discover techniques to analyze large data sets. The new techniques learned, enable me to have a much deeper control of the data set I am currently working on."

Gianmarco Tiddia - participant 2020 MSM Research Summer School



Start of new programs in 2020

Due to the Covid-19 restrictions it has not been possible to organize a grand opening of the new academic year. Nevertheless, we welcomed new students across all programs, in most cases online. To remain as flexible as possible in these insecure times, MSM decided to organize an extraordinary Master in Management and Full-time MBA intake in January 2021, providing students the option to choose to start in October 2020 or to start in January 2021, with the hope that the January 2021 intake could start on campus.

On 5 October, MSM welcomed a new group of 16 Master in Management students on campus to dive into the world of business and management. Unfortunately, due to the renewed lockdown mid December, they had to move to online classes. In January 2021, they were joined in the virtual learning environment by 10 new students. In the MSM Full-time MBA, 9 students started their MBA experience online, expecting to be able to come to campus in January 2021. However, with the lockdown being in place again since mid December, the students continued their MBA journey online, with 21 new students joining them.

Also for the Executive MBA the new students starting in April and October 2020, started the program in a distance learning format. From the MSM Executive Education portfolio, most of the programs have taken place online and some programs have been postponed to 2021, with the hope to organize these on campus again.





EVENTS

First “capacity building for your organization” webinar organized for MSM’s project partners

On 12 and 13 May 2020, MSM’s International Projects Department organized a webinar on *Capacity building for your organization* for its project partners. The webinar was aimed at training project partners in monitoring and development of their international projects. The session was supposed to take place in Kenya, however due to the current pandemic, the session was turned in to a webinar, which led to a good turnout and informative webinar. The two-day session started with a welcome and presentation on the newly launched Food Security Initiative. The Initiative is being executed in collaboration with MSM’s worldwide project network to map potential changes in food flows and sustainable food security. Due to covid-19, there was also an interest in crisis communication and to learn about keeping stakeholder engagement high in times of a crisis. Furthermore insights on Monitoring & Evaluation practices for long-term impact measurement were given to establish a common understanding of the issue at hand and to initiate activities in line with an effective strategy for M&E. On the second day, the program started with a presentation that gave an insight into the triple helix model (THM), which is imperative for many of the capacity building projects. The program continued with an interactive forum on the long-term impact assessment tool introduced on the first day of the webinar.



MSM Online Corporate Weeks - learn, connect, engage

From 2 June - 12 June 2020, MSM organized its annual Corporate Weeks. Due to Covid-19, the event was organized slightly differently than in previous years. But no less successful! A 2-week event full of career-related online trainings and workshops linking MSM’s MBA and MM students with experts and MSM Alumni to learn and connect in a virtual setting. MSM students and alumni could attend trainings and workshops in body language, LinkedIn, job searching and interview techniques, project management, negotiation skills, working and living in the Netherlands and more. The workshops and trainings were very much appreciated by the participants.

“The training and workshops were very appealing. I think the facilitators did a great job for an online experience. They communicated the topics very well and the course contents were rich.”

Princess Austin, MSM Executive MBA



MSM Online Masterclasses - sharing knowledge and expertise

Driven by the Covid-19 crisis and the growing demand for online learning opportunities, MSM started with offering free online masterclasses, targeting a broad audience including MSM alumni, students, prospects and staff. In 2020 we organized the following online masterclasses:

- Building and managing your brand to drive profits and sustainable growth
- Marketing in the time of Covid-19
- The impact of Covid-19 on entrepreneurship
- The Covid-19 crisis and the Euro
- Leadership in crisis
- Scenario planning
- Wage negotiation
- Growing your career through personal leadership skills

The online masterclasses enjoyed a high number of participants and received very positive feedback. Based on this success, we will continue the online masterclasses in 2021.



MSM Graduation 2020 A new generation of leaders for a changing world

As with everything else in 2020, COVID-19 had an impact on MSM's annual Graduation ceremony as many students, friends and family were unable to make the trip to Maastricht to celebrate together the achievements of the graduating classes of 2020. Yet, unexpectedly, the festive event turned out to be more participatory and global than ever. Close to 2,000 viewers from all corners of the world, from Indonesia to Nigeria, India, Colombia and Peru, watched the ceremony online through the simultaneous live stream broadcasted on YouTube and publicly shared their messages of congratulations on social media. In Maastricht, about 100 students, their family and friends, and MSM staff and community members were able to gather, respecting the health and safety measures in the spacious foyer at the MECC congress center.

"It means a lot to us to have this ceremony today. Before coming to MSM, I was warned that I would be in for a roller coaster ride, and it sure was! Except that this year has been a roller coaster ride for the entire world!"

**Venkateshwaran Rajagopal - 2020 Full-time MBA graduate
on Graduation Day**

High-Level Talks

- Every decision is a step in the dark

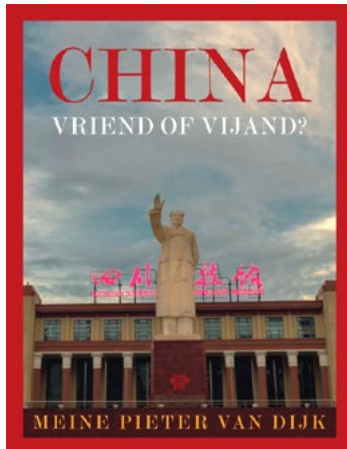
On 3 December 2020, MSM organized its first ever High-Level Talk. This exclusive leadership event titled 'Steering on the longer-term mission in times of restrictions' was attended by 8 high-level leaders from 7 different countries. With the High-Level Talks, MSM brings together leaders within the MSM global network to share insights and discuss challenges about leadership. This platform provides an opportunity to meet other leaders and to learn from each other. The first High-Level Talk was exclusively designed for leaders in the public sector and attracted participants from governments and the higher education sector. The event was opened by MSM CEO Meinhard Gans, who welcomed the participants and thanked them for their participation. Under the moderation of Dr. Huub Mudde, Senior Consultant and the lead of Dr. Geert Heling, Professor of Organizational Behavior, experiences on leadership in challenging times were shared. This first High-Level Talk was well-received by the participants, who also provided valuable input on possible topics for the future. We look forward to continue to expand the High-Level Talks in 2021.



RESEARCH

Paper by Dr. Jeroen van Wijk on Ethiopia in China's Belt and Road Initiative

In January 2020, Jeroen van Wijk, MSM Associate Professor in Global Value Chains, participated in a seminar on the Chinese Belt and Road Initiative (BRI) in Beijing. The Belt and Road initiative (BRI) is the master project of President Xi Jinping and it is guiding China's foreign policy. The seminar was organised by the Institute of World Economics and Politics (IWEP) of the Chinese Academy of Social Sciences (CASS) and brought together Chinese IWEP academics and a group of experts who participate in a BRI network coordinated by the International Institute for Asian Studies (IIAS), at the University of Leiden. The papers addressed questions such as to what extent the BRI competes with current global governance institutions, and how the BRI investments influence individual countries. Jeroen van Wijk's presentation dealt with China-Africa relationships and addressed the question as to what extent the Chinese BRI investments in Ethiopia help the country industrialise.



China: Friend or Enemy? - Book by Professor Meine Pieter van Dijk

Prof. Meine Pieter van Dijk, Senior Project Consultant at MSM, recently published a book in Dutch titled 'China, Vriend of Vijand' (China, Friend or Enemy). The book consists of three parts. In the first part, the situation in China is analyzed and in the second part the new role of China in the world is discussed. The book concludes with a chapter on what it means to travel through China and visit the big cities.

Prof. Meine Pieter van Dijk aims to achieve a less naive view on China's rise to superpower status with this book. China is more present than ever before in the current world. This book discusses whether China's image abroad has been changing, from a friend of the poor and developing countries to an enemy for 'undisciplined' Chinese citizens, neighbouring countries and countries which signed up for the Belt and Road Initiative (BRI).



MSM's Huub Mudde successfully defended PhD dissertation

On Thursday 16 April 2020, Huub Mudde, Lecturer in Institutional Entrepreneurship at MSM, successfully defended his PhD dissertation '*Universities in the midst of society: entrepreneurship and youth employment in Ethiopia, Indonesia and the Palestinian Territories.*' The dissertation analyses entrepreneurial characteristics of universities in Ethiopia, Indonesia and the Palestinian Territories. The study investigates how universities contribute to the region in which they operate, and in particular on how they prepare students for (self-) employment through entrepreneurship development. The study concludes that leadership matters: the more entrepreneurial universities were those in which exemplary leadership of the university president was able to sense and seize an external opportunity for the benefit of the university. Entrepreneurial activities were taking place at all the universities, in particular entrepreneurship education. However, the more entrepreneurial universities seem to 'create' more entrepreneurial graduates who are better able to create a job or to find a job than graduates from less entrepreneurial universities.

ALUMNI



Celebrating the new year with alumni in Amsterdam

On 10 January 2020, MSM organized a New Year's networking event in Amsterdam. Apart from MSM alumni, current and potential students were invited to join. During the event the alumni could reconnect with former classmates and mix and mingle with other MSM alumni. They were also happy to share their experiences from their time at MSM and from the journey after MSM, with current and potential students. It was a long and nice evening.



Big alumni event in Peru

Just before the Covid-19 pandemic hit the world, restricting traveling and meeting opportunities, MSM was able to organize a large alumni event in Lima, Peru on 28 February 2020. While in Lima to teach at MSM's partner Centrum Católica Graduate School of Business, Oliver Olson, Senior Lecturer of Marketing and Strategy welcomed more than 45 Peruvian alumni in Huaca Pucllana Restarante in Miraflores. The alumni enjoyed the evening and were happy to reconnect with each other, to network and to receive updates about MSM.

Participation in Online Corporate Week

With MSM's Annual Corporate Week being held online in June 2020, it was a perfect chance for MSM alumni to join the sessions from wherever they were. MSM alumni joined workshops on among others body language, LinkedIn, job searching and interview techniques, working and living in The Netherlands, and they followed a training on how to get on the same page about expectations and agreements in a working environment.



MSM pre-Alumni Breakfast session

On 17 September 2020, the day before MSM's Graduation Ceremony, the fresh MBA and Master in Management graduates had the opportunity to meet up with MSM's alumni officer at the pre-alumni breakfast session. After an informal breakfast, the soon-to-become alumni enjoyed a presentation to learn all about what the new alumni status would entail.

Webinar about Strategies for Personal Leadership

As a special MSM alumni-student activity to end the year 2020 in a positive manner, MSM organized a webinar about "Three Strategies for Personal Leadership". The webinar was conducted by Tobias Mol, founder of HeartRoads. HeartRoads has spent years on coaching professional athletes to go above and beyond the limitations they place on themselves and thereby achieving their goals. Out of this experience it became clear that there were three main successful strategies that athletes and coaches used, and when combined they were able to make better decisions, deal with insecurities and stay committed. During the webinar, Tobias Mol showed MSM alumni and students how they can apply these strategies to their own life.



Extending the alumni library service

In addition to the existing free library services for MSM alumni, MSM provided access to the Emerald Database for registered MSM alumni in 2020. Access to Emerald content provides on-demand research and evidence to help make informed decisions in the work place. All content is curated by leading academics in their field. MSM alumni have access to Business, Management & Strategy eJournals, HR, Learning & Organization Studies eJournals, Operations, Logistics & Quality eJournals, Marketing eJournals.

MSM Networker - the place to reconnect, share and learn

MSM Networker is the online platform where MSM alumni can reconnect with their former classmates, ask for and share knowledge and expertise, find and share job opportunities and stay updated on MSM. Since its inception the platform continues to grow in presence, encouraging alumni to connect, to share their knowledge, to actively participate in the discussions, to build friendships and to network with their fellow alumni. Relevant events, blogs and articles are shared with alumni through this platform. In 2020, a job platform has been integrated into MSM Networker, resulting in the daily feed of new jobs in different sectors and countries, and representing different job levels.



Joining the MSM Online Masterclasses

Many MSM alumni took the opportunity to join the MSM Online Masterclasses, which were organized to offer online learning opportunities during the Covid-19 crisis. For MSM alumni it was not only an opportunity to gain new insights or to refresh their knowledge, but also to meet their former professors again.



MSM alumni in the media

MSM alumni regularly appear in the media around the globe - for their achievements, regarding new job appointments and for interviews. As we are proud of our alumni, we keep track on these news items and share these via our 'alumni in the media' section on the MSM website. In addition, we highly encourage alumni to share their success stories with us and often they do so by contributing to blogs and articles on the MSM website. In 2020 several alumni shared stories about their journey after graduation, gave us a sneak preview in their lives and shared advices for current and future students.

Working
together for
better global
management

MSM

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MANAGEMENT



MSM at a Glance in 2020

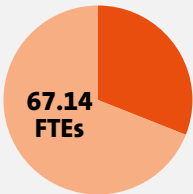
MSM PEOPLE



33 faculty



47 staff



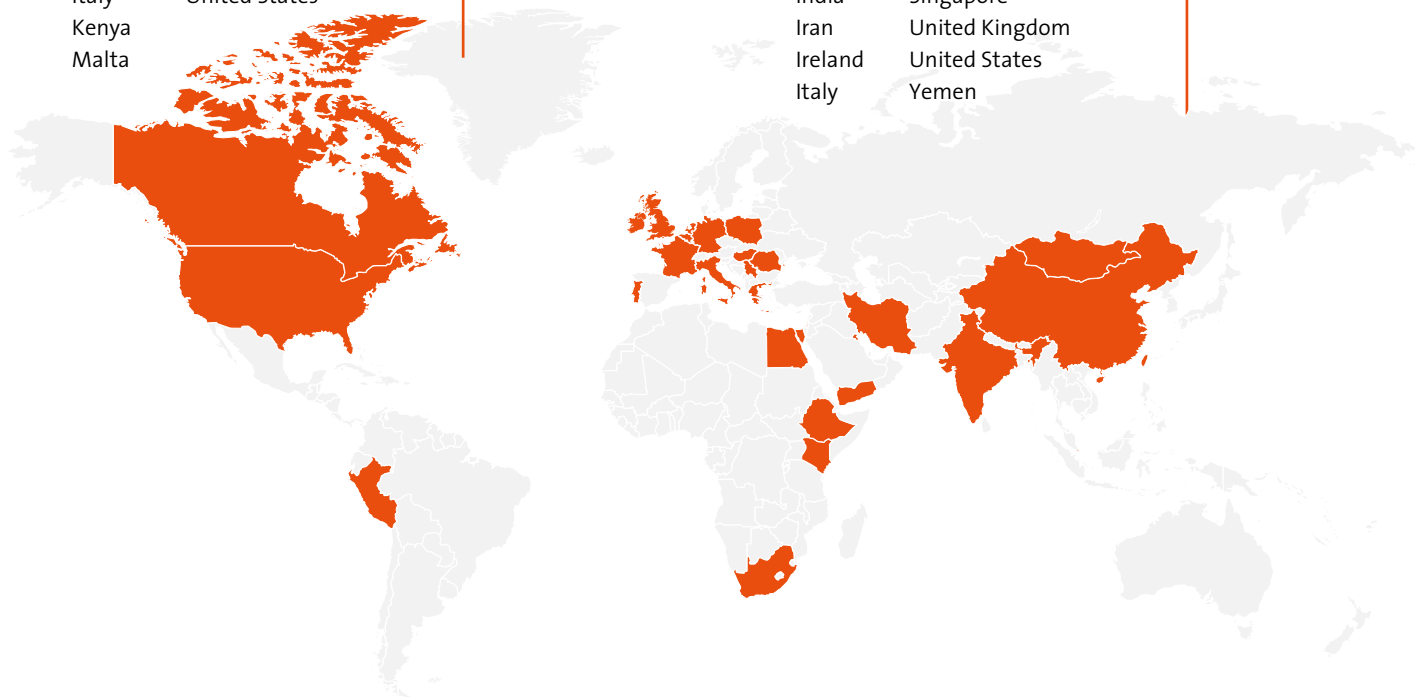
Faculty and Staff 18 Nationalities

Belgium	The Netherlands
China	Peru
Ethiopia	Poland
France	Romania
Germany	Serbia
Hungary	South Africa
Ireland	United Kingdom
Italy	United States
Kenya	
Malta	



Adjunct Faculty 22 Nationalities

Belgium	Kuwait
Canada	Mongolia
China	The Netherlands
Egypt	Palestine
Germany	Peru
Greece	Portugal
Hungary	Romania
India	Singapore
Iran	United Kingdom
Ireland	United States
Italy	Yemen



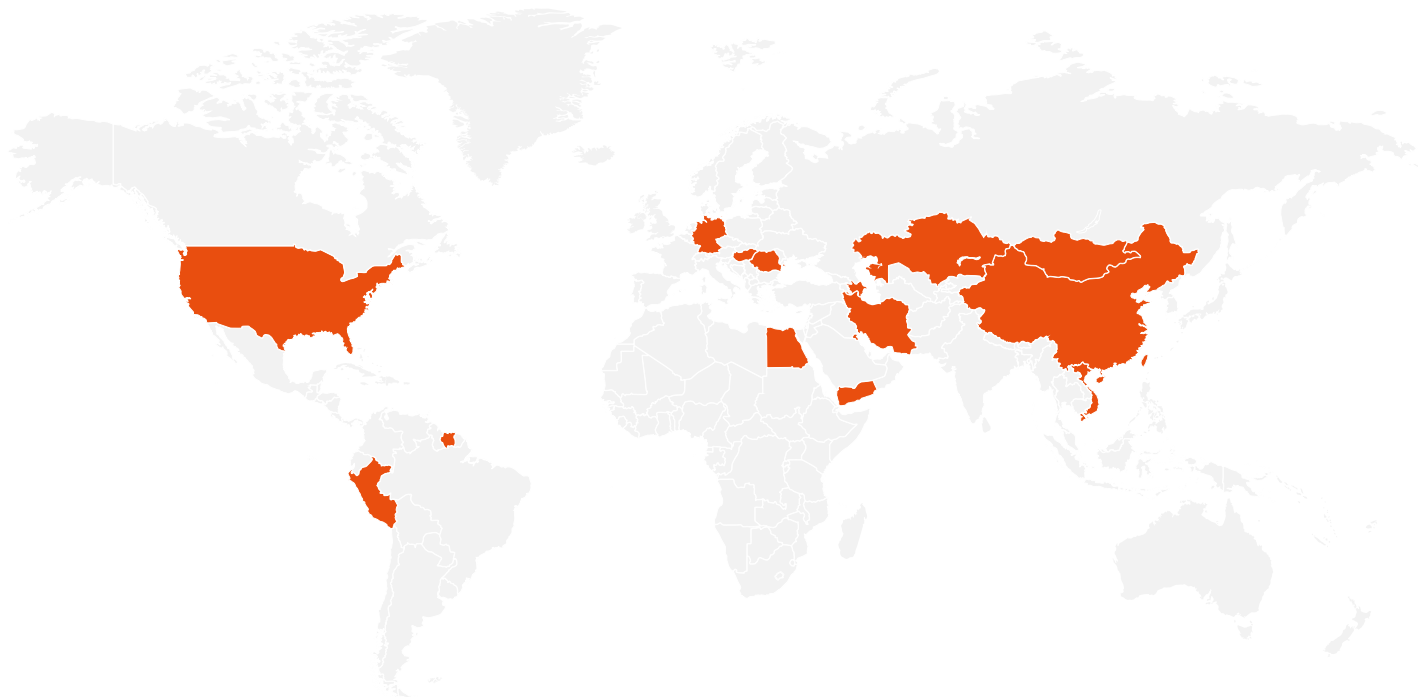
EDUCATIONAL PARTNERS



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 2020

Accreditations



Master in Management
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



EDUNIVERSAL
RANKING 2020
BUSINESS SCHOOLS

In 2020 Eduniversal did not issue a Best Masters Ranking. In the 2021 ranking MSM's full-time MBA has been ranked number 9 in Western Europe, making it the best full-time MBA in the Netherlands.



eduniversal
BUSINESS SCHOOLS
RANKING

MSM retained its first position in the Eduniversal 4 Palmes of Excellence ranking in 2020, signifying that MSM classifies as a "Top Business School with significant international influence".



MSM maintained its Tier One MBA Ranking in CEO Magazine's 2020 Global MBA rankings. MSM's Executive MBA is ranked the 2nd best Executive MBA program in the world, making it the best Executive MBA program in the Netherlands. MSM's Online MBA is ranked the 14th best Online MBA program in the world, making it the 2nd best Online MBA in the Netherlands.

Our programs

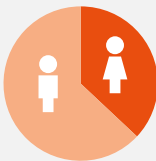


RESIDENTIAL FULL-TIME MBA PROGRAM



30 students enrolled

63%



37%



26 graduates



RESIDENTIAL EXECUTIVE MBA



23 students enrolled | 42 students in program

62%



38%



12 graduates



ONLINE MBA



26 students enrolled | 47 students in program

51%



49%



14 graduates



RESIDENTIAL MASTER IN MANAGEMENT



26 students enrolled

35%



65%



35 graduates



SHORT EXECUTIVE PROGRAMS



82 total students

60%



40%



RESIDENTIAL FULL-TIME MBA PROGRAM

15 Nationalities

Bangladesh South-Africa
Brazil Turkey
Egypt Vietnam
India Yemen
Iran Zimbabwe
Mexico
Nigeria
Pakistan
Peru
Philippines



RESIDENTIAL EXECUTIVE MBA

21 Nationalities

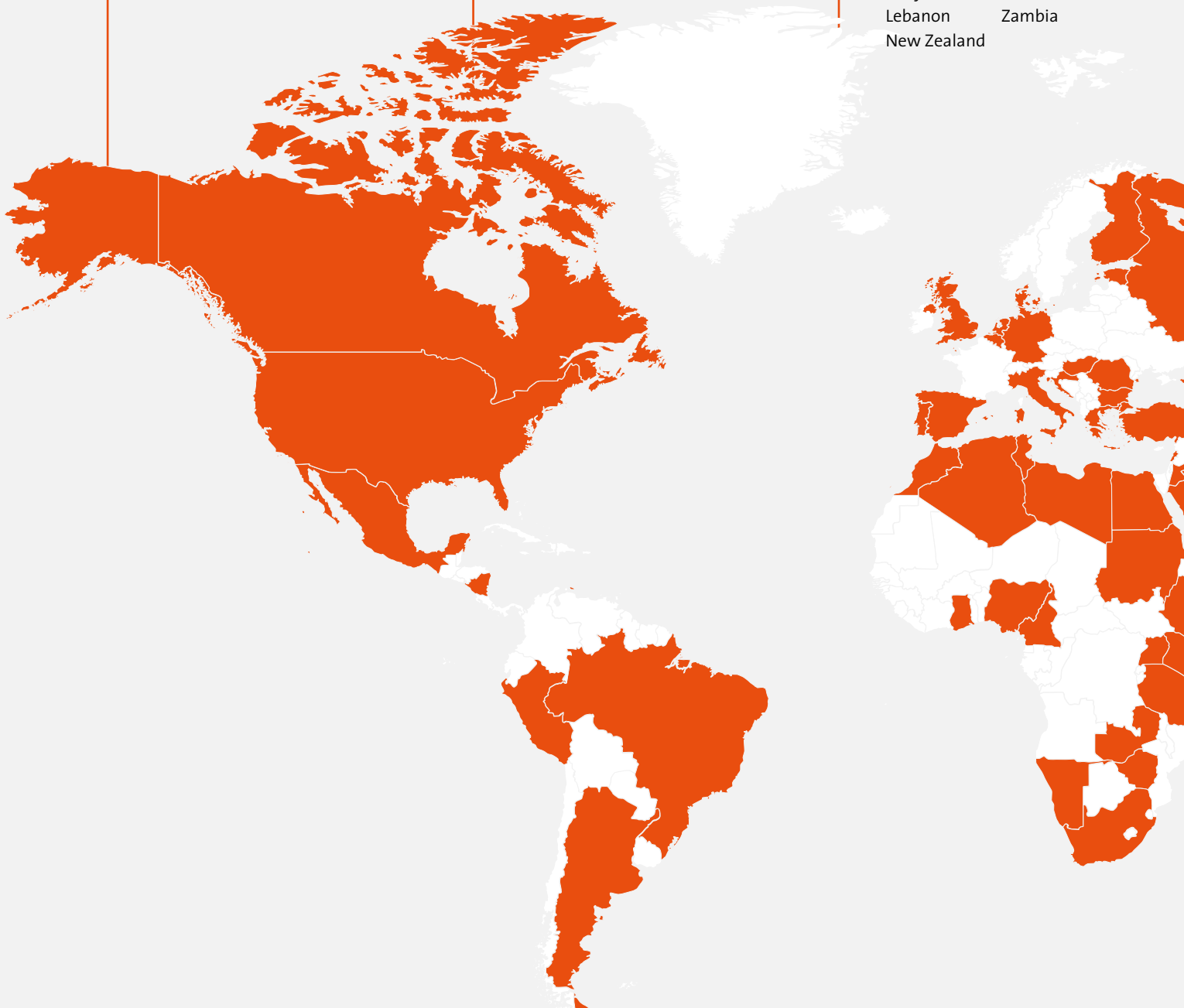
Brazil Mongolia
Bulgaria Namibia
Curacao Nigeria
Egypt Pakistan
Estonia Romania
Finland Russian Federation
Greece Saudi Arabia
India Spain
Italy The Netherlands
Lebanon Uganda
Mexico



ONLINE MBA

25 Nationalities

Belgium Nigeria
Cameroon Pakistan
Canada Peru
Denmark Russian Federation
Egypt South Africa
Germany The Netherlands
India Tunisia
Indonesia Turkey
Iran United Kingdom
Italy United States
Kenya Vietnam
Lebanon Zambia
New Zealand





RESIDENTIAL MASTER IN MANAGEMENT

19 Nationalities

Belgium	Spain
Brazil	Sudan
Egypt	Russian Federation
India	Tanzania
Indonesia	The Netherlands
Iran	Turkey
Kenya	Uganda
Mexico	Ukraine
Nicaragua	United States
Nigeria	



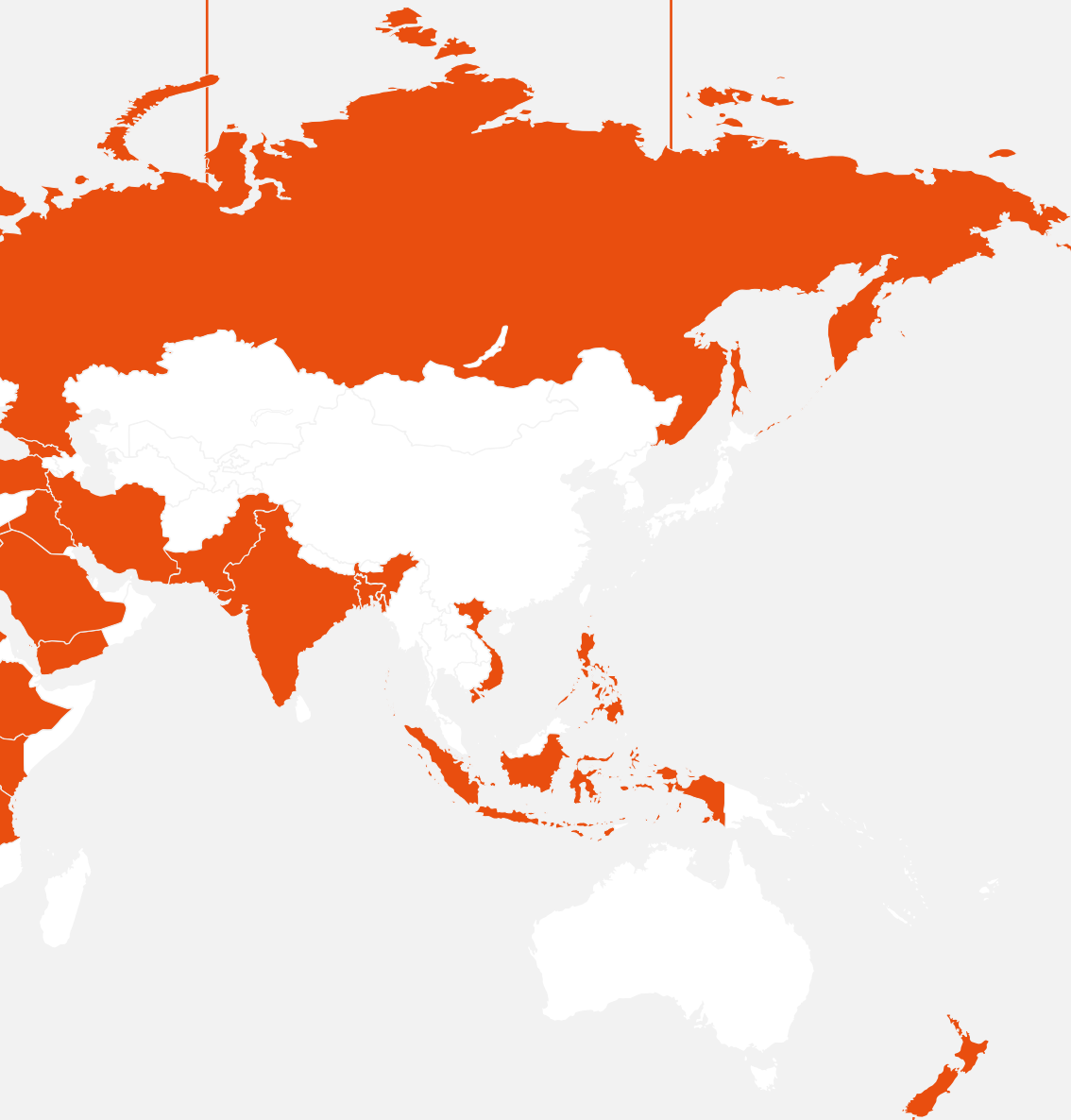
SHORT EXECUTIVE PROGRAMS

19 Nationalities

Algeria	Jordan
Argentina	Lebanon
Croatia	Lybia
Egypt	Morocco
Ethiopia	New Zealand
Georgia	Nigeria
Ghana	South Africa
Hungary	The Netherlands
India	
Indonesia	
Iraq	

Divided over following programs:

- Strategic Leadership
- Change Management
- E-Government
- Turn Big Data into Competitive Advantage
- Project Design Tools
- Project Monitoring Tools
- Project Management
- Financial Management for non-financial managers



Our global programs with partners



13 MBA programs



2 Master in Management programs



5 MSc in Management & Engineering programs



397 graduates in 2020



319 MBA graduates



78 MSc in Management & Engineering graduates

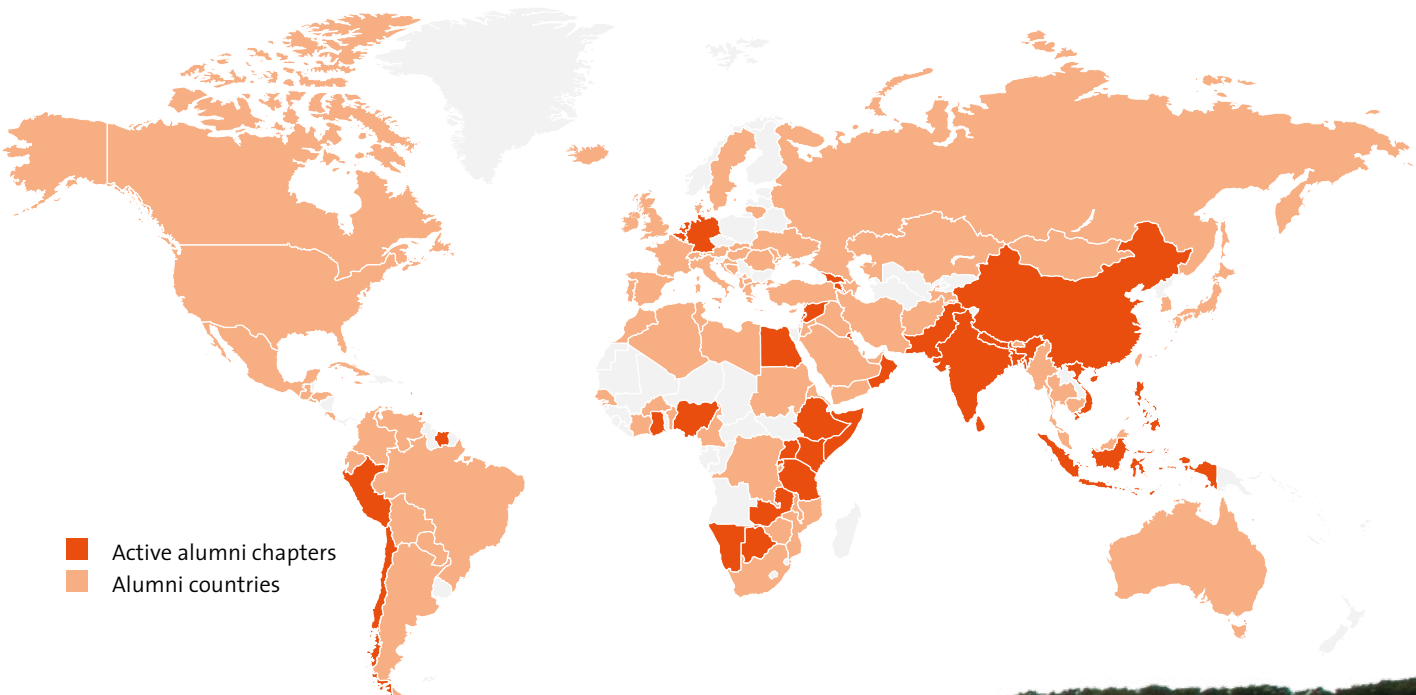


Our alumni community

21,700 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

3 FINALIZED PROJECTS IN 2020

In following expertise areas

- Agriculture
- Livestock Value Chain
- Trade and Private Sector Development

5 TAILOR MADE PROGRAMS FINALIZED IN 2020

In following expertise areas

- Security and Rule of Law
- Client-oriented Investment
- Anti-corruption Design
- Trade and Private Sector Development

28 PROJECTS RUNNING IN 2020

In following expertise areas

- Gender
- Security and Rule of Law
- Food & Nutrition Security
- Water
- Agri-business
- Sexual Horticulture Health
- Agriculture
- Livestock Value Chain
- Entrepreneurship

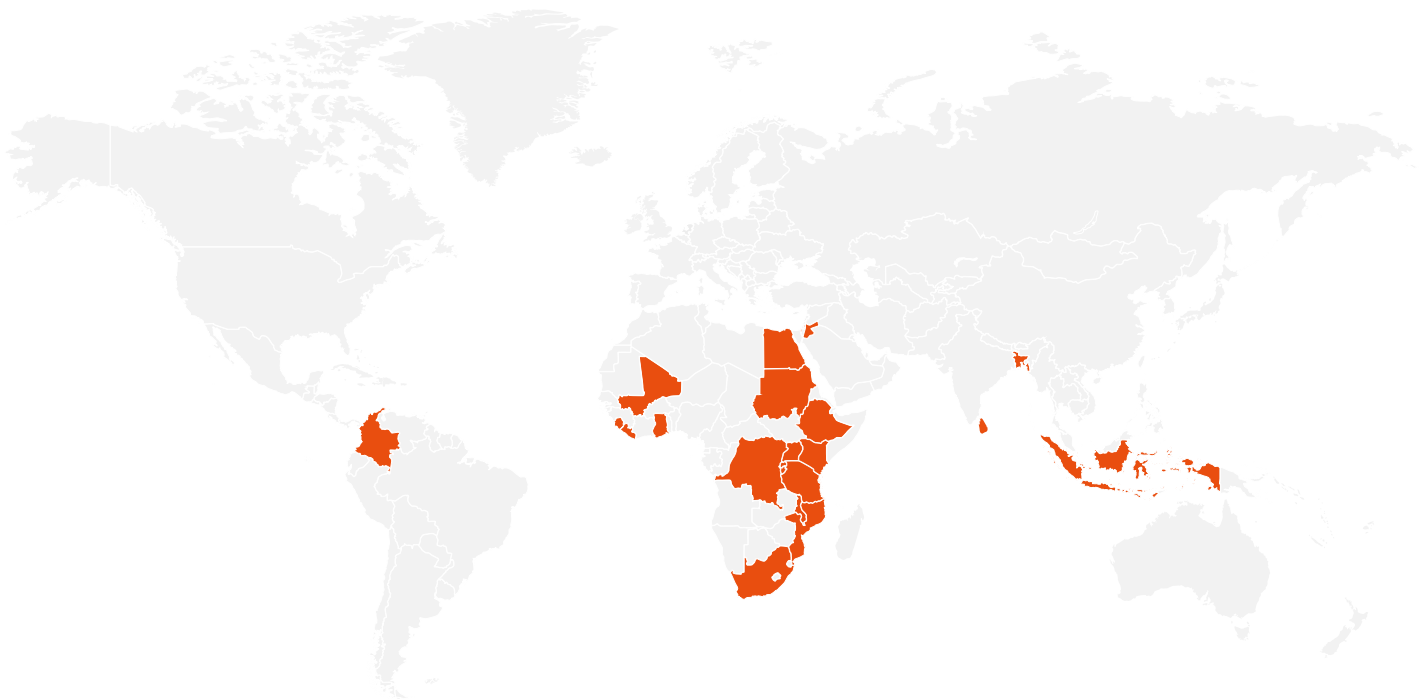
3 TAILOR MADE PROGRAMS RUNNING IN 2020

In following expertise areas

- Water
- Security and Rule of Law
- Youth Entrepreneurship

We run our projects and tailor made programs in following countries

Bangladesh	Egypt	Indonesia	Mali	Sahel	Sri Lanka
Burundi,	Ethiopia	Jordan	Mozambique	Sierra Leone	Tanzania
Colombia	Ghana	Kenya	Palestinian Territories	South Africa	Uganda
Congo	Great Lakes Region	Liberia	Rwanda	Sudan	



Key publications in 2020

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. Below you see a selection of the 2020 publications.

BOOKS

China, vriend of vijand?

Meine-Pieter van Dijk. Almere, Netherlands: Parthenon

BOOK CHAPTERS

Exploring Degrees of Wellbeing of Women Entrepreneurs in Refugee Settlements: A Personal Account *published by Josette Dijkhuizen, published the Wellbeing of Women in Entrepreneurship: a Global Perspective*

Universities in the complex setting of the West Bank: entrepreneurial or engaged *by Huub Mudde, published in Universities as political Institutions*

JOURNAL ARTICLES

Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies *by M McAdam, Caren Crowley and R. Harrison, published in Small Business Economics*

Assessment of agricultural sustainability - a study of farmers growing basmati rice under conventional and fair-trade systems in India *by R.K. Sharma, N. Abidi and R. Mishra, published in International Journal of Sustainable Agricultural Management and Informatics*

Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry *by LDiVito, Jeroen van Wijk and I Wakkee published in Business & Society*

Implementing Water policies in China: A policy Cycle Analysis of the Sponge City Program Using Two Case Studies *by X. Liang, Y. Liang, C. Chen and Meine-Pieter van Dijk published in Sustainability*

Managing water demand by contract: a survey of conservation outsourcing China *by M. Zhang, M. Zhang, M. Zhao and Mein-Pieter van Dijk, published in Utilities Policy*

Emergence and development of low-tech clusters: an empirical study of five Palestinian clusters: *by S. Sultan, Meine-Pieter van Dijk and O. Omran, published in EuroMed Journal of Business*

Measuring Urban Resilience to Climate change in Three Chinese Cities *by Kleimeier M. Zhang, Y. Yang and Meine-Pieter van Dijk, published in Sustainability*

WORKING PAPERS

Skills development: pathway to youth employment *Huub Mudde, Rita van Deuren*





Key figures 2020

in €*1,000

REVENUES

12,884

2019: 13,523

TOTAL EXPENSES

12,784

2019: 13,114

PROFIT/(LOSS)

For the year

100

2019: 409

INCOME EDUCATIONAL ACTIVITIES

5,014

2019: 6,661

AS A% OF REVENUES

39%

2019: 49%

INCOME INTERNATIONAL PROGRAM & CONSULTANCY ACTIVITIES

5,177

2019: 3,895

AS A% OF REVENUES

40%

2019: 29%

INCOME SUBSIDIES

2,225

2019: 2,232

AS A% OF REVENUES

17%

2019: 17%

EQUITY

4,336

2019: 4,236

AS A% OF TOTAL LIABILITIES

26%

2019: 30%

FINANCIAL POSITION: CASH FLOW OPERATING ACTIVITIES

3,211

2019: 2,648

NET CASHFLOW USED IN INVESTING ACTIVITIES

(140)

2019: (194)

MSM and the Sustainable Development Goals

OUR CONTRIBUTION TO THE SDG'S IN 2020

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 a selection of our activities in 2020 contributing to the 17 SDG's.





Project on strengthening innovation processes through Higher and Professional Education in Food Security, Agriculture and Rural Development to give Palestinian people access to sufficient, safe and nutritious food. (also link to SDG 2, 8 and 12)

Project on promoting resource smart green technologies in technical professional and higher education to increase Mozambique's food production and nutrition security. (also linked to SDG 2, 3 and 8)

Project Bright Future in Agriculture South focuses on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture. (also linked to SDG 2, 4, 8 and 17)

MSM Online MBA student Florisa de Leo Magambi is founder of Kibébé. At Kibébé, ethical, eco-inclusive, highly curated products are designed for the international market to provide employment for refugees and Malawian artisans. (also linked to SDG 1, 2, 3, 4, 8, 10, 12 & 13)



Project on Agricultural Technical and Vocational Education and Training in Ghana by integrating Farm institutions in the wider agricultural education system with public agricultural colleges and universities. (also linked to SDG 4)

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

Project on strengthen education for agricultural development (SEAD) in the western province of Rwanda. (also linked to SDG 1 and SDG 4)

Project Bright Future in Agriculture focusing on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture and dairy. (also linked to SDG 1, 4 and 8)

Project to support the sub-sector of technical and professional training for the community-building of resilience to food and nutrition security in regiones of Mopti in Mali. (also linked to SDG 4)



Book chapter by Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development, on exploring of wellbeing of women entrepreneurs in refugee settlements in the Middle East. (also linked to SDG 11 and SDG 5).



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

Project on strengthening skills, ethics, and integrity in Indonesian legal education (TVET) in collaboration with The Faculties of Law of Airlangga University in Surabaya and Maastricht University. (also linked to SDG 17)

Duc. A Hoang, MSM MM alumnus, was listed as game changer in the Forbes 30 under 30, recognizing his NGO EdLab Asia which focuses on educational research and development activities.

Project on strengthen the SMK teacher training on national and regional level by enhancing the educational and organizational capacities of the Ministry of Agriculture Polbangtan system and SMK's. (also linked to SDG 8 and 17)

Launch of the MSM SDG Change-maker Scholarship. This scholarship recognizes candidates who showcase their contribution to the achievement of the SDG's.

Ranking by CEO magazine: MSM's full time MBA maintains the Global Tier One MBA ranking, MSM's Executive MBA is the 2nd best Executive MBA program in the world, making it the best Executive MBA program in the Netherlands. MSM's Online MBA is ranked in the top 15 in the world, making it the second best in the Netherlands.

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

Ranking by Eduniversal: MSM retained the first position as top business school with significant international influence.



Project on women empowerment in health sector in developing countries in collaboration with the Elisabeth Strouven Fund.

Project on institutional strengthening of the Regional Training Facility (RTF) in the prevention and mitigations of Sexual & Gender Based Violence (SGBV) in the Great Lakes region. (also linked to SDG 10)

Journal article co-authored by Caren Crowley, Assistant Professor in Research Methods and Skills, on Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies. Published in Small Business Economics.

MSM has created the Women Ambassadorship Scholarship, a scholarship to motivate women who - in their own unique way - are working towards gender equality to support other women.



Project on enhancing water efficiency and food security through Egyptian Technical Vocational Education and Training (TVET's). (also linked to SDG 2 and 4)

Tailor-made training for technical and vocational training in Water, Sanitation and Hygiene (WASH) in Sierra Leone in cooperation with the Government Technical Institute (GTI). (also linked to SDG 4)

Tailor-made training on fostering cross-sector collaboration between government and academia to promote innovation in the Palestinian Water Sector. (also linked to SDG 12 and SDG 3)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Managing water demand by contract: a survey of conservation outsourcing China.



Participation of MSM's full-time MBA and Master in Management students in the National SDG Challenge. In this challenge, they teamed up with Renewi, a leading waste-to-product business working on solutions like waste reduction, avoiding pollution and renewable energy. (also linked to SDG 13 and SDG 15)



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

Project on strengthening the Livestock Value Chain (LVC) for the Egerton University in Kenya. (also linked to SDG 4)

Project on strengthening skills and training capacity in horticulture to increase the quality of TVET of three Kenyan institutions. (also linked to SDG 4)

Project to provide capacity building through a Triple Helix training program in Kenya to support economic growth in Eastern Africa. (also linked to SDG 4)

Project Industry and Entrepreneurship (KIEP) in collaboration with Linking Industry with Academia (LIWA) and The Kenya Private Sector Alliance (KEPSA) to increase productivity and innovation in selected private sector firms. (also linked to SDG 4)

Project on strengthening skills and training capacity in the horticulture sector in Tanzania to improve the quality and employability of ATVET graduates based on the needs of the labour market. (also linked to SDG 12 and SDG 4)

Tailor made training on strengthening youth entrepreneurship in cooperation with the Faculty of Engineering and Architecture of the University of Sierra Leone. (also linked to SDG 4)



Project on improving online learning in Tanzania as part of the project Strengthening skills and training capacity in the horticulture sector.



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 on optimizing the contribution of universities to strengthen the resilience of communities in the Sahel region (also linked to SDG 16 and SDG 5)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Emergence and development of low-tech clusters: an empirical study of five Palestinian clusters.



Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Implementing Water policies in China: A policy Cycle Analysis of the Sponge City Program Using Two Case Studies.

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)



Project on setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia. (also linked to SDG 4)

Project on strengthening skills of TVET staff and students for optimizing water usage & climate smart agriculture in South Africa and Tanzania. (also linked to SDG 4)

Project on strengthening the educational situation at A-TVET level to improve the horticultural situation in Uganda. (also linked to SDG 2 and SDG 4)

Project on strengthen the capacity of TVET teaching and management staff to enhance development and provision of curricula and programs in the Jordanian horticulture sector. (also linked to SDG 12)



Research co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Measuring Urban Resilience to Climate change in Three Chinese Cities.



No activities in 2020 with a direct link to this SDG.



Project on improving demand-driven vocational training & education in poultry and dairy in Indonesia with AERES University of Applied Sciences. (also linked to SDG 4 and 8)



Project on a Triple Helix+ approach towards inclusive and conflict-sensitive development in the Cauca region in Columbia. (also linked to SDG 17)

Tailor-made training to contribute to the objective of the ministry to ensure a sustainable, prosperous and safe Sudan. For this process a high level of leadership and management skills is required. (also linked to SDG 4)



Project together with MSM's consortium partners on the institutional strengthening of national bodies for technical and vocational education in Ghana. (also linked to SDG 4)

Project on strengthening educational institutes in providing capacity building services for sustainable agricultural development designed for the National Capacity Building Secretariat in a consortium with University of Rwanda. (also linked to SDG 8 and 4).

Research (co-authored) by Jeroen van Wijk, Associate Professor of Global Value Chain and Partnerships, on Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry.

MSM is a globally networked organization with educational partners in more than 50 countries around the world, who partner with MSM to offer joint degree programs or to collaborate in MSM's international capacity building projects.

Opinion column by André Dellevoet, Senior Project Consultant, on how to proceed with private sector development and the importance of successful partnerships in this matter.



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