

**MSM**

**MAASTRICHT  
SCHOOL OF  
MANAGEMENT**

**2017**

Annual Report



Working together for better global management

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## Message from the Dean



**One of the implications of the fast pace of technological change is that organizations need to reinvent themselves. For organizations, reinvention needs organizational learning, which requires new routines and practices and the ability to generate new products and services.**

Maastricht School of Management (MSM) has itself been going through a metamorphosis over the past few years, hence the theme of our 65<sup>th</sup> Anniversary in 2017 was all about metamorphoses - or innovation. The list of innovations at MSM over just the past 5 years include: five top-level MSc degrees in management and engineering together with RWTH Aachen; the establishment, of the Corvers Chair in Innovation Procurement; creating a sport MBA and a healthcare management MBA. The latter program we also launched with great success in China as one of the first ever healthcare management MBA's in that country. Recently, we created a number of lifelong learning programs in healthcare management and was asked by Royal Philips to tailor this for their in-house needs. In 2017, I mooted the idea of a Tech MBA to support the need for middle and top level management in high-tech companies, an idea that seemed to have been greeted with great enthusiasm in the Netherlands and beyond. I also concluded a collaboration agreement with SingularityU The Netherlands.

While doing all of this, we continue to maintain a strong presence in the field in which we started out 65 years ago: to link Europe with emerging and developing countries. We have contributed to the establishment of an agricultural management MBA in Ethiopia; we worked closely with partners in Indonesia to promote agri-business, and we continued to support women business empowerment in the Middle East - among others.

We are grateful for the recognition that MSM has received for its innovations. We were a finalist for the prestigious AMBA Innovation Award no less than twice in the past 5 years - in 2014 and again in 2016. This recognition shows that MSM has over the past 5 years grown to be a very innovative business school. In the most recent (March 2018) CEO Magazine Rankings the MSM Executive MBA has climbed from the 20<sup>th</sup> to the 15<sup>th</sup> place in the Worldwide Ranking.

I would like to sincerely thank our students for putting their trust in us and for providing the reason for our existence. Thanks also to Team-MSM: our wonderful faculty and staff who have embraced these changes and who continue to put our students first. Whatever the future will bring, we and our students are ready for it.

A handwritten signature in dark ink that reads "Wim Naudé". The signature is fluid and cursive, with the first name "Wim" and last name "Naudé" clearly distinguishable.

Prof. dr. Wim Naudé  
Dean





## Governance

### Supervisory Board

L.J.P.M. (Léon) Frissen (*Chairman*)  
F.J.M. (Frans) Tummers, MA (*Vice Chairman*)  
Drs. M.J.E.M. (Monique) Caubo (*Member*)  
Mr. J.F. (Jeroen) Jansen (*Member*)  
Mr. Drs. F.H.H. (Frans) Weekers (*Member*)  
Prof. dr. Wim A. Naudé (*Ex Officio in advisory capacity of the Supervisory Board*)

### Dean

Prof. dr. W.A. Naudé

### Management Board

Prof. dr. W.A. Naudé (*Dean*)  
Mr. M.J. Gans, MSc (*Associate Dean International Projects, Executive Programs and Consultancies*)  
Ms. K. Kovacs, MPA (*Associate Dean Global Education Programs*)  
Ms. C.A.P. Muylers (*Associate Dean Finance and Support*)  
Mrs. M.A.G. Rutten-Klerckx, MA (*Director Human Resources and Legal Affairs*)  
Ms. P.M.M. Kolschoten (*Executive Secretary to the Dean*)



### Academic Coordinators

Prof. dr. Wynand E.J. Bodewes (*Academic coordinator Executive Education programs*)  
Dr. S.J. Dixon (*Academic coordinator Global MBA programs*)  
Ms. Mirjana Stanisic-Quaedvlieg (*Academic coordinator Online MBA program*)  
Prof. dr. A. van Mourik (*Academic coordinator Master in Management program and Executive MBA program*)  
Dr. A.R.C. Franken (*Academic coordinator MSc programs*)

### MSM Examination Board

Prof. dr. A. Dupuy (*Chairman*)  
Dr. T.N. Kakeeto-Aelen (*Vice Chairman*)  
Dr. S.K. Jones (*Member*)  
Prof. dr. A. van Mourik (*Member*)  
Prof. dr. N. Dimitri (*External Member, University of Siena*)  
Mrs. F.P.W. Starmans-Franssen, MSc MM (*Senior Secretary*)

### Board of Appeal for Examinations

Mrs. M.A.G. Rutten-Klerckx, MA (*Chairman*)  
Dr. R. van Deuren (*Member*)  
Mr. D.J. Dingli, MBA/M.Phil (*Member*)  
Mr. J.H.T. Stadhouders, MSc (*Member*)  
Ms. Mirjana Stanisic-Quaedvlieg, MA (*Member*)  
Ms. M.L.J. Jeukens (*Secretary*)

## Accreditations and recognitions



MSM received re-accreditation for all of its business programs from the International Accreditation Council for Business Education. The Board of Commissioners commended MSM for its highly-qualified and diverse faculty body and for successfully providing a culturally diverse, global and high-quality experience to its students. IACBE is a CHEA recognized leading international accreditation body based in Kansas City, USA.



In January 2016 MSM received a special commendation as runner up for the AMBA Innovation Award 2016. Nominated among top business schools, it took the 2<sup>nd</sup> place, marking its educational leadership in the field of business. MSM also became the first business school in the Netherlands to be shortlisted twice as a finalist for the sought-after AMBA Innovation award.

In June 2017, AMBA recognized MSM's 65<sup>th</sup> anniversary by awarding it a 'Milestone Award'. Mr. Andrew Main Wilson, AMBA's Chief Executive and Andrew Lock, Chair of AMBA's International Accreditation Advisory Board handed the award to associate Dean Ms. Kati Kovacs who represented MSM at the AMBA Annual Global Conference.

ACCREDITED



EUROPE

On 3 April 2017, the Association for Transnational Higher Education Accreditation (ATHEA) awarded MSM institutional accreditation. The ATHEA board of commissioners commended MSM for its strong mission and vision, its diverse and inspiring faculty, and the involvement of its staff and students in the local and business community.

In addition to its IACBE, AMBA and ATHEA accreditations, MSM's degree programs are also accredited by ACBSP. Our MBA and Executive MBA programs in the Netherlands also carry the NVAO accreditation.



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



*Dr. Josette Dijkhuizen, Prof. Wim Naudé and Ms. Amy Wang attended the 50<sup>th</sup> Anniversary Golden Awards and Gala dinner in the Savoy Hotel in London.*





MSM's MBA degrees in Maastricht are accredited by the Dutch-Flemish Accreditation organisation (NVAO). NVAO was established by the Dutch and Flemish governments as an independent accreditation organization tasked with providing an expert and objective assessment of the quality of higher education in the Netherlands and Flanders.

Special recognitions that MSM received in 2017 to be mentioned are:



In the 2017 Eduniversal Ranking for the 4000 Best Masters and MBA's, MSM's full-time MBA program maintained its #11 position in Western Europe. MSM also retained the #2 place in the full-time MBA ranking in the Netherlands and the 4 Palmes of Excellence, classifying MSM as a "Top Business School with significant international influence".



MSM received the European Tier One ranking from the CEO magazine. The Tier One ranking is the highest ranking given by the magazine. In the Netherlands only three institutes offer Tier One ranked MBA programs for 2017.



In October 2017, MSM's Doctor of Business Administration (DBA) was ranked among the top 20 premier global DBA programs worldwide. The 2017 Global DBA Listing of CEO Magazine lists the top 20 global DBA programs.



## Educational Activities in 2017

### Full-time Master of Business Administration (MBA)

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

September 2017 saw the graduation of 15 students of the one-year full-time Maastricht-based MBA group, representing nine different nationalities. In October a new cohort of 35 students from 19 different countries started their one-year MBA studies in Maastricht. Eight representatives of the China Baowu Steel Group Corporation, including directors and senior managers, joined the residential students for a three-month training on topics such as Managing Cultural Diversity, Global Corporate Strategy, Global Supply Chain Management, Corporate Finance, and Leadership & Change Management.

#### **Limburg's Business Opportunities revealed during cross-border dinner**

MSM and over 50 international MBA and Master in Management (MM) students made a strong contribution to the annual cross-border dinner on 11 October 2017. As part of its 65<sup>th</sup> anniversary celebrations, MSM was invited to kick off the day by hosting a breakfast for 140 Dutch and international students and young professionals currently living, studying or working in the cross-border region of Limburg.





## Part-time Executive Master of Business Administration (EMBA)

In 2017, no less than 44 students enrolled in MSM's Executive MBA program in Maastricht. In October, the School welcomed 12 new participants from six different nationalities to its EMBA programs. All MSM MBA students can choose from different business-related and industry-focused specializations to customize their degree:

Business-related specializations:

- Entrepreneurship
- International Business & Sustainable Development
- Accounting & Finance
- The Digital Economy

Industry-focused specializations:

- Sports Management
- Healthcare Management
- Public Sector Management
- Wine Management (new)





## Master in Management (MM)

The MM is a one-year full-time master program (60 ECTS) for aspiring young professionals who want to contribute at the very top level to the management of their organizations, whether in the private or public sector. In 2017, MSM welcomed 29 new students into its Master in Management program, representing 17 nationalities. A total of 11 students coming from nine different countries graduated from the program in 2017.

On 24 October 2017, MSM welcomed the first MSM and Nichols College double degree MBA and Master in Management students in Maastricht. Part of this double degree program is a six-week study attachment in Maastricht. MSM started discussions of collaboration with Nichols College in 2016 and signed a partnership agreement in September 2017. Nichols College is located in Massachusetts, just an hour away from Boston. Mrs. Kerry Calnan, Executive Director, Graduate and Professional Studies of Nichols visited MSM in October 2017 to explore further possibilities for partnership between MSM and Nichols.

### Fast facts and figures about MSM

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

**1989:** MSM moves to Maastricht, The Netherlands

**61:** number of full-time equivalent Faculty and Staff

**5:** number of (inter)national accreditations: AMBA; IACBE; NVAO; ACBSP; ATHEA

**2:** ranking of the full-time MBA program in the Netherlands in 2017, Eduniversal's Best Masters & MBAs

**330:** number of students who graduated in 2017 from MSM programs offered worldwide

**579:** number of new students who enrolled in 2017



## Master of Science in Management and Engineering (MSc MME)

In 2017, a total of 140 students were enrolled in the RWTH Aachen University's Master of Science in Management and Engineering programs, which they offer in collaboration with MSM. Students spend part of the second year of this program at MSM, studying for the management part of this degree.

Thirty students received their Master of Science in Management and Engineering degree in 2017.



In October 2017, MSM welcomed 82 new MSc students representing 16 different nationalities. Fifty-three of them started in the Production Systems (MSc MME-PS) program, three in the Electrical Power Systems program (MSc MME-EPS), and 26 students enrolled in the Computer Aided Mechanical Engineering program (MSc MME-CAME).

*Prof. Wim Naudé welcomes the new cohort of 82 MSc students representing 16 nationalities.*





## Doctorate of Business Administration (DBA)

In 2017 MSM hosted a total number of 216 DBA candidates enrolled coming from 33 different countries.

One of MSM's successful candidates who obtained her DBA in 2016 is Ms. Shoreh Parham. Ms. Parham is Honorary Research Fellow at MSM and enrolled in MSM's DBA program in 2012 and obtained her Doctorate in Business Administration in October 2016.

Her doctoral thesis was focused on "The relationship between human capital efficiency and corporate financial performance of Dutch production companies". Ms. Parham investigated the efficiency of Human Capital and its impact on the financial performance of Dutch production companies. Using data from 33 Dutch production companies for a period of 6 years (2007–2012) the monetary value created by their employees was measured. The initial findings revealed that there is positive relationship between Human Capital Efficiency and corporate performance measures including profitability and productivity.

49 new DBA candidates started their studies in 2017.



### The Erasmus+ SuperProfDoc project: Leading a New Generation of Doctorates

As a leading provider of professional doctoral education, MSM has been a partner in a prestigious Erasmus+ funded project on supervision on professional doctorate called **SuperProfDoc**. The project, which brings together experts in professional doctoral education, explores the pedagogical issues that supervisors face in guiding candidates in applied modern doctorate programs. These are issues related to the part-time nature of the research project, the often very advanced professional expertise and status of candidates, the different requirements of higher education institutes and workplace and company realities and the multi- and trans-disciplinary character of these research projects.



### Research Methods and Skills

MSM offers an intensive 12-week course on Research Methods and Skills to prepare graduate students for success in their research work, whether in academia or outside. The Research Methods and Skills program is an integral part of MSM's doctor of Business Administration (DBA) program. In order to improve the accessibility and flexibility of the program, participants may also follow the blended form of the RSM training program. The blended delivery mode is identical to the on-campus training program, with the difference that the class lectures are replaced by instructive videos and webinars.

In 2017, a group of 14 students from 10 different countries completed their online or blended RMS course and received their diplomas. Ms. Dwi Indah Lestari was satisfied with the course: "I learnt a lot in the past 3 months. I am impressed with the structure of this program and I received valuable feedback which I will implement in my research."

The RMS program is a unique program that offers five modules: Introduction to Research Methodology, Quantitative Data Collection, Qualitative Research and Quantitative Data Analysis. These modules take the participants through the empirical research cycle step-by-step. During the program, the students work in Learning Sets to develop a 10-page research proposal which they have to defend at the end of the course. The RSM course has been increasing in popularity, in light of the complexities of making sound policy and management decisions in an era of 'big' data, 'fake' news and often poor public understanding of scientific methods.

### Refresher course

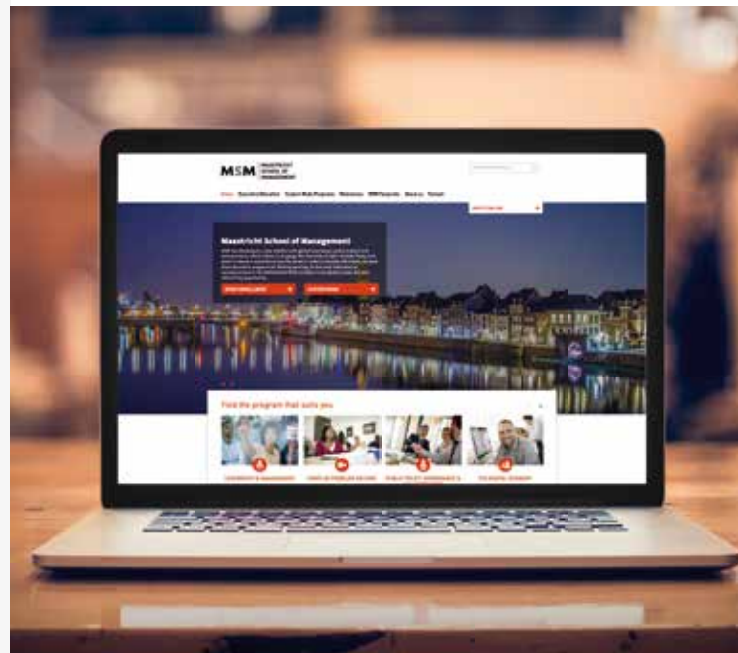
MSM and Kwame Nkrumah University of Science and Technology KNUST in Ghana jointly organized the Refresher Course: *Incubation and entrepreneurship development in agro-technology in Western Africa*. This course introduced participants to the context of agricultural innovation, sustainable business practices and entrepreneurship development in the agribusiness sector worldwide and in Africa. A total of 20 students attended the course which took place in Kumasi, Ghana from 25 September - 4 October 2017.

## Executive Education

In February 2017, MSM launched its new Executive Education portfolio and website. The new program offering is aimed at sharpening the business skills necessary in the 21<sup>st</sup> century. Next to the Open Enrollment Executive Education programs, MSM also offers custom made programs to suit the needs of all organizations, whether private, public, or with a global or local focus. MSM offered 17 open enrollment Executive Programs (EPs) starting throughout the year with a duration lasting from 5 days to 2 weeks. In 2017 a total of 211 students participated in these programs.

### The open enrollment Executive Programs in 2017 covered the following courses:

- Personal Leadership Skills
- Project Finance
- Project Management
- Project Design Tools
- Project Monitoring Tools
- Strategic Leadership
- Organizational Change
- Effective Team Leadership
- Leadership and Strategy in the Digital World (2 intakes; May and November)
- Strategic Digital Marketing (2 intakes; May and November)
- Research Methods and Skills (on campus and blended)
- E-Government policies
- E-Government projects
- Value Chain Analysis
- Corporate Social Responsibility





## Global Education Programs

In 2017 MSM offered MBA, Executive MBA and Master programs in partnership with universities and institutions across the world, in Azerbaijan, China, Egypt, Germany, Georgia, Iran, Kazakhstan, Kuwait, Mongolia, Peru, Romania, Suriname, the United Kingdom, USA, Vietnam and Yemen. A total of 330 students graduated from these programs in 2017, and 453 new participants enrolled in the School's joint programs.

MSM and China's Nanjing University Business School enjoy a partnership that extends over 20 years. Annually 130 new students join the two Schools' joint Executive and International MBA programs. On 5 November 2017 the most recent graduates of these MBA programs received their diplomas during a prestigious ceremony in Nanjing.

The festive Graduation Ceremony of the joint MSM-Centrum Católica Graduate School of Business in Peru and Colombia took place on 17 April 2017. Nineteen MBA students, three DBA students and three MPhil students received their degree.



On 17 November, 19 participants completed a four-week program in Maastricht as part of MSM's joint MBA program with CENTRUM Católica Graduate Business School in Peru, the number one ranked international MBA program in Latin America. Participants attended four management courses at MSM: International Business, Global Supply Chain Management, Managing Cultural Diversity, and Global Corporate Strategy. In the last course the Peruvian group interacted in class with the full-time residential MBA program. They highly appreciated this truly multicultural experience.







In August 2017, MSM welcomed 18 students from the joint MSM-AlmaU MBA program which is running in Almaty, Kazakhstan. The students followed courses in Marketing in a Global Context and in Global Supply Chain Management.



**MSM's global partner educational institutions in 2017 were:**

- ADA University, Azerbaijan
- Almaty Management University (ALMU), Kazakhstan
- Amirkabir University of Technology, Iran
- CENTRUM Católica Graduate Business School, Peru
- FHR Lim A. Po Institute for Social Studies, Suriname
- Georgian Institute of Public Affairs (GIPA), Georgia
- GISMA Business School, Germany
- Mahan Business School, Iran
- Mongolia Business Development Agency (MBDA), Mongolia
- MSM Kuwait (HRD Holding) in Safat, Kuwait
- MSM Romania, Romania
- Nanjing University (NJU), China
- Nichols College, USA
- Regional Information Technology Institute (RITI), Egypt
- RWTH Aachen University, Germany
- School of Industrial Management (SIM) Ho Chi Minh City University of Technology, Vietnam
- Sana'a University - Center for Business Administration (SU-CBA), Yemen
- University of Suffolk, United Kingdom
- Xavier University (XIMB), India





### Keynote speeches of Nobel laureates in Economics at MSM's co-sponsored conference Multinational Business Management

On 20 June 2017, Professors Mike Spence and Jim Heckman, Nobel Laureates in Economics presented a keynote speech at the 9<sup>th</sup> International Symposium on Multinational Business Management in Nanjing, China. This annual international conference was co-sponsored and organized by Maastricht School of Management and its long-standing partner in China, the Nanjing University Business School.



## New Partnerships in 2017

MSM's partnership network keeps expanding. Highlights of 2017 include the following new partnerships:

### **MSM and Twynstra Gudde launch strategic collaboration**

On 9 March 2017 consultancy agency Twynstra Gudde (TG) and MSM signed a Memorandum of Understanding (MoU) agreement for co-operation in the areas of lifelong professional education for organizations to develop their workforce in the critical areas of healthcare management, water management, transport, logistics, energy and the circular economy. By joining forces both organizations will share and enrich their academic knowledge and practical experience in delivering open and in-company training programs.



*Ms. Micky Adriaansens, Chairman Twynstra Gudde and Prof. Wim Naudé sign an MoU agreement in Amersfoort*

### **MSM and Georgian Institute of Public Affairs announce new joint programs**

MSM and the Georgian Institute of Public Affairs (GIPA) announced the launch of three specialized courses on Entrepreneurship in Emerging Markets, Accounting and Finance and International Business and Sustainable Development. The collaboration agreement is a result of the visit of the senior management team of GIPA in September 2016 to Maastricht, and a first step to broaden the collaboration to offer joint MBA/MPA degree programs and research.



### **MSM and Herzing University in Wisconsin offer double degree MBA program**

MSM and Herzing University signed a MoU agreement to offer a double MBA degree. Herzing University was established in 1965 and has grown to include 11 campuses across eight states and the online division today, hosting about 6000 students across the United States.





### MSM and SingularityU the Netherlands sign MoU

MSM and the *SingularityU* The Netherlands signed a MoU agreement during the SingularityU Summit 2017 that was held in Haarlem on 20 and 21 November 2017. The broad purpose of the collaboration is to improve understanding of the potential of technological innovation to contribute to sustainable development.



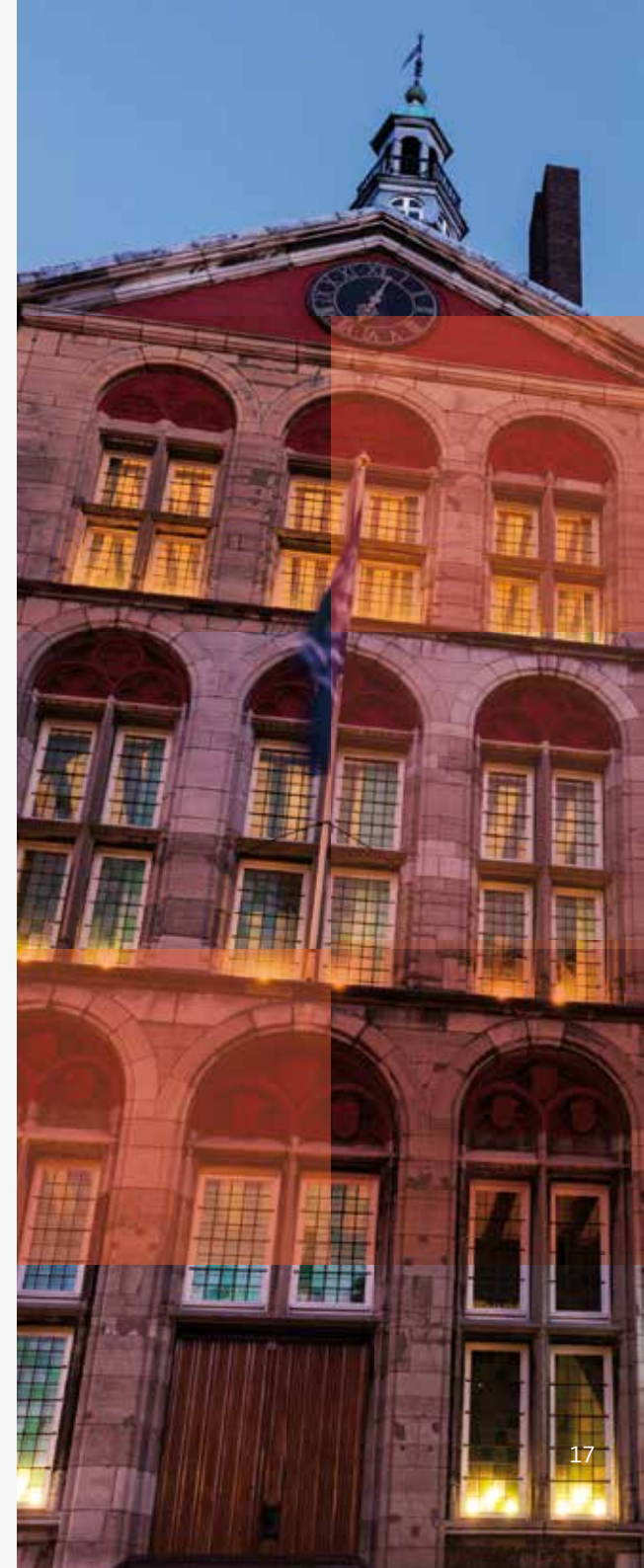
*Professor Wim Naudé and Mr. Diederick Croese (SingularityU) after signing the MOU at the SingularityU Summit 2017*



### “Start for Dance”:

#### MSM partner in Innovative ERASMUS+ Project

MSM joined up with two dance companies from Belgium and Italy to develop a training program for professional dancers. The dance companies are Irene-K from Belgium and Francesca Selva from Italy. “Start for Dance” is the title of this innovative Erasmus+ funded project, which has been designed to meet two important goals: exchange of knowledge and cultural exchange.





## Education Innovations in 2017

### Maastricht Graduation 2017

111 students, representing over 36 nationalities, from the residential MBA, MSM's outreach MBA programs and the MPhil and DBA programs attended the 2017 MSM Graduation Ceremony on 21 September. The year 2017 was an important milestone for MSM, one of the oldest and most international business schools in the Netherlands, as it celebrated its 65<sup>th</sup> anniversary.



In his welcoming speech, Dean Wim Naudé congratulated all the students and laid a parallel between them and the School itself: "Very much like you, we must continue to learn, to grow and to evolve. The key to success is to remain relevant."



"Staying relevant" was therefore precisely the theme of the keynote speech given by MSM Executive MBA alumnus Mr. Frank Kauffmann, General Manager Integrated Project Operations Center, Royal Philips. Mr. Kauffman closed his speech with the words: *"You signed up for success so please always remember that the key to success is a combination of your degree and your experience."*

Taking the stage as second guest speaker, Mr. Andrew Main Wilson, AMBA Chief Executive and Chairman of the UN Principles of Responsible Management Education (PRME) initiative commended MSM for fulfilling the "very stringent criteria" to obtain AMBA accreditation, which are only met by 2% of business schools worldwide.

### MSM launches Executive MBA in Wine Management

In 2017, MSM launched a new specialization to its Executive MBA portfolio. The part-time Executive MBA in Wine Management equips participants with the management and leadership skills to boost their career in the challenging wine industry specifically, and more generally in any dynamic branch of the global food, beverage and related industries. The first intake of the Executive MBA in Wine Management is planned for the autumn of 2019.

### Video clip features MSM's focus on "Fourth Industrial revolution"

On 7 September 2017, MSM recorded a video documentary highlighting its focus on Technology and Innovation in collaboration with The Business Debate. The video was recorded partly at MSM and partly at the London Stock Exchange Studios. Prof. Wim Naudé, Dean of MSM, and Mr. Oliver Olson, Director Global Education Programs visited the London Stock Exchange Studios to explain MSM's unique position among business schools in its focus on the intersection of high-tech management and emerging economies.

### MSM and partners to start PRME Chapter

MSM, in collaboration with Antwerp Management School, Conférence des Grandes Ecoles, and Amsterdam School of International Business (AMSIB) plans to launch a PRME Chapter for Benelux and France. The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 as a platform to raise the profile of sustainability in business schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

**PRME**  
Principles for Responsible  
Management Education

**MSM** MAASTRICHT  
SCHOOL OF  
MANAGEMENT

CONFÉRENCE DES  
GRANDES  
ÉCOLES

antwerp  
management school  
Powered by the University of Antwerp

**AMSIB**  
Amsterdam School of  
International Business

### 65<sup>th</sup> Anniversary Awards for outstanding academic achievement

Another special feature of the MSM 2017 ceremony was the attribution of three 65th Anniversary Awards for outstanding academic achievement to the best papers from the Master in Management, residential MBA, and DBA programs. The winners were respectively Mr. Duc A. Hoang from Viet Nam, Ms. Phoebe Carrera from the Philippines and Ms. Shohreh Parham from Iran.

*"What makes MSM different from other schools and what I have appreciated the most during my year here is the fact that from the very first day we felt part of the same family," said Mr. Duc A. Hoang, who came to pursue his Master in Management in Maastricht with his wife Anh Hoang.*







## Maastricht School of Management's MEUSE-Institute

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

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

**The MEUSE-Institute's portfolio consists of:**

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



*'Connecting Europe and Emerging Economies through Sustainable Business Development'*



## Applied Research and Policy Advocacy

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

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

These focus areas are supported by the Research Methods, Skills and Supervisory Support Cluster and guide the topics studied by doctoral students in MSM's DBA program.

### Entrepreneurship, Society and Innovation

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

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

### Globalization, Finance and Trade

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

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







*Professor Nicola Dimitri and Dr. Anne Rainville from MSM discuss the opportunities and mechanisms of public procurement of innovation in the EU*

### **Public lecture and webinar Corvers-MSM Chair on the law and economics of Innovation Procurement**

In a public lecture and webinar on 20 March 2017 at MSM, the Corvers-MSM Chair in Innovation Procurement, Professor Nicola Dimitri, and Dr. Anne Rainville, from Corvers and VTREK, and also research fellow at MSM, discussed the law economics of public procurement solutions for innovation to meet a wide range of public sector needs. These included pre-commercial procurement (PCP), an approach to procurement of R&D services introduced by a 2007 EC communication. PCP was designed with the aim to encourage public procurers to purchase R&D services that would speed up or prompt the emergence of innovative solutions to public sector needs.

### **Risk, Business and Sustainable Development**

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

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

The scientific rationale for these focus areas is that, for an international business school with a vast majority of partners and students coming from emerging and developing countries, an emphasis on the core challenges facing managers in these societies is relevant. However, this is not to say that MSM neglects the European and Dutch contexts: it is precisely the School's location in Maastricht, in the heart of Europe, which enables it to bridge and connect business and management education across the continents.

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





## Research Highlights 2017



### **Bill and Melinda Gates Foundation funds open access for MSM research**

The Bill and Melinda Gates Foundation is funding the open access for the MSM research publication “Non-farm entrepreneurship in rural sub-Saharan Africa: New empirical evidence’. The publication in the highly ranked journal Food Policy, is authored by Professor Wim Naudé of MSM and co-authored by Dr. Paula Nagler of Erasmus University Rotterdam. The publication uses the Living Standards Measurement Study - Integrated Surveys on Agriculture (LSMS-ISA) to measure the patterns and determinants of entrepreneurship in Africa.

### **Niels Stensen Postdoctoral Fellowship**

On 18 February Nora Stel, Assistant Professor of Governance and Human Rights at MSM successfully defended her doctoral thesis “Governing the Gatherings, The Interaction of Lebanese State Institutions and Palestinian Authorities in the Hybrid Political Order of South Lebanon’s Informal Palestinian Settlements”. Nora conducted her doctoral research at Utrecht University’s Centre for Conflict Studies and was supervised by Prof. Dr. Georg Freks and Prof. Wim Naudé, and co-supervised by Dr. Irna van der Molen.



In March 2017, Nora was awarded a Niels Stensen Postdoctoral Fellowship. The aim of the award is to encourage talented young academics by supporting “outstanding researchers who recently received their PhD to enable them to gain research experience at a top university or institute abroad”.





### The making of genius leadership

Dr. Stephanie Jones, MSM Associate Professor of Organizational Behavior delivered the keynote speech at a prestigious conference on Strategic Leadership, held at Château de Klingenthal in France in December 2017. The subject of the conference was *The evolution of European Strategy and its Leaders in a long-term, multi-disciplinary and international perspective*, and was organized in the light of the leadership challenges that Europe is facing in the current complex, uncertain and interconnected world.



### Pathways to Industrialization in the Twenty-First Century

*Pathways to Industrialization in the Twenty-First Century*, edited by Adam Szirmai, Wim Naudé, and Ludovico Alcorta appeared in paperback in 2017.

The book describes how industrialization will continue to be one of the major engines of growth, transformation, and socioeconomic development. Industrial development enables a more rapid advancement toward developed country living standards. But many challenges remain, and new challenges have arisen. These include: integration into global value chains; the shrinking of policy space in the present international order; the rise of the Asian driver economies; new opportunities provided by resource-based industrialization; the accelerating pace of technological change in manufacturing; how to deal with jobless growth in manufacturing; creating adequate systems of financial intermediation; and how to respond to the threats of global warming and climate change.



### Friday seminar at SPRU, University of Sussex

On 15 December 2017, Prof. Wim Naudé gave a lecture on technological innovation and entrepreneurship at the Friday Seminar Series of the Science Policy Research Unit (SPRU) at the University of Sussex. In his lecture Prof. Wim Naudé outlined a number of reasons for the steady decline over the past three decades of the innovativeness and entrepreneurial vibrancy of Germany, and concluded that this decline helps to explain why German labor productivity growth has slowed down and German income inequality is at record heights.



*Professor Wim Naudé and the chairman and discussants at the Friday Seminar*



### Workshop Erasmus+ SuperProfDoc: framework of practice for professional and practice based doctorates

On 29 August 2017 MSM and the Erasmus+ SuperProfDoc organized a workshop to discuss the results of the project SuperProfDoc - Doctoral supervision of multi-disciplinary practice based doctorates. It is an appreciative inquiry, co-financed by the European Commission, with the aim to identify best practice in the supervision of modern doctorates and codify it within a framework supported by appropriate resources for European universities and companies to leverage the innovation and new knowledge these degrees can produce.

### International Workshop on Pre-commercial Procurement of Innovation at MSM

On 7 and 8 December, **the Corvers-MSM Chair in Innovation Procurement** at Maastricht School of Management hosted a challenging workshop in Maastricht to reflect on Europe's experience in the deployment of Pre-Commercial Procurement (PCP) in order to contribute from a professional and academic perspective to the improvement of the PCP practice.

The workshop was organized by the Corvers-MSM Chair in co-operation with the Forschungszentrum Jülich (Jülich Research Centre). The Forschungszentrum Jülich is a member of the **Helmholtz Association of German Research Centres** and is one of the most substantial interdisciplinary research centers in Europe. In 2007 one of its scientists, Professor Grünberg, was awarded the Nobel Prize in Physics.



## Publications in 2017

A selection of key journal articles by MSM faculty in 2017

### **Well-Being, Personal Success and Business Performance Among Entrepreneurs: A Two-Wave Study**

by Josette Dijkhuizen, Marjan Gorgievski, Marc van Veldhoven and  
Rene Schalk, published in Journal of Happiness Studies, pages 1-18

### **Mediated Stateness as a Continuum: Exploring the Changing Governance Relations between the PLO and the Lebanese State**

by Nora Stel, published in Journal Civil Wars, Volume 19, Issue 3,  
Pages 348-376

### **Migration, entrepreneurship and development: critical questions**

by Wim Naudé, Melissa Siegel and Katrin Marchand, published in  
IZA Journal of Migration, doi.org/10.1186/s40176-016-0077-8

### **Inclusive Industrialization and Entrepreneurship**

by Wim Naudé and Paula Nagler, published in Development,  
Volume 58, Issue 4, Pages 500-510

### **Can sustainable-tourism achieve conservations and local economic development? The experience with nine business - community wildlife-tourism agreements in Northern Tanzania**

by Diederik de Boer and Meine Pieter van Dijk, published in  
African Journal of Hospitality, Tourism and Leisure, Volume 5



For a full list of all publications, including books, chapters  
in books and working papers, see page 37.



## Capacity Development and Consulting in 2017

The MEUSE-Institute promotes the development of local capacity in management and development of organizations, in particularly education institutions, government ministries responsible for education, and private companies and public utilities in key sectors, particularly in water management, agricultural value chains, education and energy management. Projects that were started or continued in 2017:

Project name	Country	Donor	Partner Institutes	Project Period
Strengthening Teaching and Research Capacity at ADA University	Azerbaijan	EuropeAid	- GOPA - Germany (lead) - DAAD - Germany - University of Bologna (Italy)	2017 Apr - 2019 Sep
Development of an executive MBA strengthening Agribusiness in Ethiopia	Ethiopia	NUFFIC/NICHE	- Wageningen University - The Netherlands - CDI/WUR - The Netherlands - Q-Point BV - The Netherlands - Stellenbosch University - South Africa	2016 Sep 01 - 2020 Aug 31
Institutional Strengthening of RTF to deliver training programs in the prevention and mitigation of SGBV	Great Lakes Region	NUFFIC/NICHE	- Rutgers - The Netherlands - Living Planet - D.R. Congo	2016 Nov 01 - 2020 Oct 31
Areas of Competition, Procurement and Customs and Trade Facilitation for the Implementation of the EPA	Guyana	EuropeAid	- Equinoccio - Madrid - Spain (lead)	2015 Apr - 2017 Mar
Capacity Building in Animal Logistics of Poultry and Livestock	Indonesia	NUFFIC/NICHE	- WUR - Wageningen - Aeres Group/PTC - The Netherlands	2014 Nov 15 - 2018 Nov 15
Setting up a blended learning program for sustainable incl. agricultural value chain development in Indonesia	Indonesia	NUFFIC/INNOCAP	- AgroFair Benelux BV	2017 Jul 01 - 2020 Jun 30
Development of Latia Resource Centre and its Agricultural Training program	Kenya	NUFFIC/NICHE	- Wageningen University/Stichting DCO - The Netherlands - Dairy Training Institute - Kenya - DTI - Kenya	2014 Oct 15 - 2018 Oct 14
Integrated capacity development to strengthening linkages between post-secondary education and the private sector	Kenya	NUFFIC/NICHE	- Q-Point B.V.- The Netherlands - East African Business School - Kenya - EABC, Kenya	2015 Feb 01 - 2019 Jan 31
Agricultural entrepreneurship incubator - Telephone farmers	Kenya	MinBuZa	- Aeres Group - The Netherlands - African Business Council - Kenya - Strathmore University - Kenya - Faraja Latia Resource Center - Kenya - Netherlands African Business Council (NABC) - The Netherlands	May 2015 - May 2017





Project name	Country	Donor	Partner Institutes	Project Period
Capacity Building for Strengthening the Livestock Value Chain	Kenya	NUFFIC/NICHE	- Q-Point BV - The Netherlands (lead) - HAS, University of Applied Science - The Netherlands - Rabo International Advisory Services (RIAS) - The Netherlands - DLV Consultancy B.V. - The Netherlands - Growth Africa Ltd - Kenya	2016 Oct 01 - 2020 Sep 30
Introducing Triple Helix approach as a catalyst for Skills Development for mega projects to support Economic growth in Eastern Africa	Kenya	NUFFIC/INNOCAP	- LIWA – Kenya - Regional Mega Projects Coordination Council - Kenya - Addis Ababa TVET Agency - Ethiopia	2016 Oct 14 - 2018 Oct 13
Youth Entrepreneurship & Employment Project	Liberia	AfDB	- SPARK - The Netherlands	2017 Oct 09 - 2020 May 10
Modernisation et Professionalisation en huit Etablissements du Supérieur (MPES)	Mali	NUFFIC/NICHE	- CINOP - The Netherlands (lead)	2014 Oct - 2018 Sep
Strengthening ISPT's capacity for the provision of competent professionals for the mining sector	Mozambique	NUFFIC/NICHE	- CINOP - The Netherlands (lead)	2013 Jan - 2017 Jul
Strengthening capacity for suitable innovation processes, incl. market responsiveness of HE & training to the needs of Food & Agribusiness and Rural Dev. Sectors in Palestinian Territories	Palestinian Territories	NUFFIC/NICHE	- Aeres Group - The Netherlands - Palestinian Chambers of Commerce, Industry and Agricultural - Federation of Palestinian Chamber of Commerce, Industry and Commerce - Palestinian Territories	2015 Mar - 2019 Mar
Strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda	Rwanda	NUFFIC/NICHE	- Mott MacDonald B.V. (lead partner) - DLV Plant B.V.; Q-Point B.V. - SNV World - The Netherlands - Stellenbosch University - South Africa - Technical University Delft - The Netherlands - Van Hall Larenstein University of Applied Sciences - The Netherlands	2015 Aug - 2021 Jul
Improving the labor market responsiveness of technical education in Tanzania	Tanzania	NUFFIC/NICHE	- Wits Enterprise - Witwatersrand University - South Africa	2011 Sep 01 - 2018 April 30



### **MSM, London School of Economics and partners conclude Caribbean trade facilitation project with conference**

On 5 and 6 June 2017, the final event of the CARIFORUM-EU 10<sup>th</sup> EDF Caribbean Regional Indicative Program (CRIP) project “Capacity Building on Competition, Public Procurement and Customs and Trade Facilitation Project” took place at the Hyatt Regency, Port of Spain, Trinidad and Tobago. MSM was a partner in the consortium which implemented the project and responsible for coordinating the Competition component. This EU-funded project, which started in January 2015 and ran until mid-2017, supported the beneficial integration of the Caribbean Forum for ACP States (CARIFORUM) into the world economy.

### **MSM and university of Bogor, Indonesia renew cooperation**

On 6 December 2017, Prof. Wim Naudé and Prof. Dr. Ir. Herry Suhardiyanto, Rector of the Agricultural University Bogor, IPB, in Indonesia, signed an agreement on continuing cooperation in the area of management education and research in agricultural technology, entrepreneurship, and sustainability. The visit of the IPB rector to MSM marked 10 years of inspirational cooperation between the two institutes. MSM has supported IPB in strengthening expertise in education and research in areas such as sustainable business, marketing, business dynamics, entrepreneurship, gender, partnerships, and animal logistics.

### **MSM initiates Ethiopian Agribusiness Advisory Committee**

On 13 December at the Netherlands Embassy in Addis Ababa (Ethiopia), the Advisory Committee for the Executive MBA in Agribusiness of Jimma University was formally installed. Initiated by MSM, this committee was established to advise, assist, support and advocate Jimma University on agribusiness sectoral relevance and cooperation in education, research and outreach, in which the Executive MBA program is a key program. Jimma University, supported by MSM and Wageningen University, plans to launch the program in March 2018. This program will be the first of its kind in Ethiopia.

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



**Tailor-made training programs in 2017 included the following:**

Project name	Country	Donor	Partner Institutes	Project Period
Policies and Practices of Local Government of Bangladesh (4 groups)	Bangladesh	private	- TTT - New Zealand	2017 Feb. - 2017 May
Project Management and Implementation of Water Infrastructure Works in The Netherlands	Bangladesh	private	- TTT - New Zealand	2017 Nov 27
Professionalizing the Garment SMEs: Improving quality standards and marketing to enter the export market	Ethiopia	NUFFIC/TMT	- AIM-DG Management Consultants - Ethiopia - EiTEX Ethiopian Institute of Textile and Fashion Technology - Ethiopia	2016 Jun 01 - 2017 May 31
Gender Mainstreaming and Women Empowerment in Eastern Ethiopia	Ethiopia	NUFFIC/NICHE	- Education Strategy Center (ESC), Ethiopia	2017 Sep 15 - 2018 Sep 14
Strengthening capacity for agro value chain development in Gambella University	Ethiopia	NUFFIC/NICHE	- Jimma University - Ethiopia	2017 Sep 15 - 2018 Sep 14
Developing the Georgian Institute of Public Affairs (GIPA) as an entrepreneurial university	Georgia	NUFFIC/NICHE		2016 Jul 01 - 2017 Jun 30
Active Teaching and Learning	Ghana	private		2017 Mar 27 - 31
Strategic Thinking 2017	Indonesia	private		2017 Oct 16 - 27
Risk Management	Indonesia	NUFFIC		2018 Jan 01 - Sep 01
Training of Trainers in Sexual and Reproductive Health Care for Syrian Refugees	Lebanon	NUFFIC		2018 Jan 01 - Sep 01
Strengthening the Capacity of the National Agricultural Research Centre	Palestinian Territories	NUFFIC/TMT		2016 Sep 15 - 2017 Sep 14
Promoting Palestinian Women's Entrepreneurship Development and Gender Equality (PPWED&GE)	Palestinian Territories	NUFFIC/NFP		2017 Sep 01 - 2018 Aug 31
	Palestinian Territories	NUFFIC/NFP		2017 Aug 01 - 2018 May 31



### **MSM trains Bank Rakyat Indonesia on risk management**

On 28 March 2017, a group of 14 Heads of Divisions and Heads of the Regional Office of the Bank Rakyat Indonesia (BRI) attended an in-class training on the theme “Integrated Risk Management”. The training was organized in close collaboration with PT Primakelola IPB, a subsidiary of the BLST group which is a holding and income generating company of Bogor Agricultural University.

### **Entrepreneurship and Education in Georgia**

On 30 June 2017, the Georgian Institute of Public Affairs (GIPA) and MSM held a one-day conference on the theme of entrepreneurship and the entrepreneurial university. Professor Meine Pieter Van Dijk, Patrick Martens and Huub Mudde represented MSM with presentations on what a graduate needs to know to start-up a business, on the importance of the new competition law in Georgia as a driver of entrepreneurship, and on entrepreneurial universities.

### **MSM designs custom-made program for Ministry of Water Resources in Bangladesh**

On 27 November 2017 MSM Professor Meine Pieter van Dijk gave a lecture in Amsterdam on “Project Management and Implementation of Water Infrastructure Works in the Netherlands” to 11 high level civil servants of the Ministry of Water Resources of Bangladesh. As a follow-up, the group from Bangladesh visited MSM on 6 December to explore future cooperation and opportunities in the field of custom-made programs for further development of the Bangladesh Water Development Board (BWDB).



### **Forum for an innovative and sustainable agricultural sector in Palestine**

A group of stakeholders of the agricultural sector in Palestine agreed on creating an open forum with the purpose to foster innovation and sustainability in the agricultural sector of Palestine through linking and learning. MSM facilitates this initiative from all key stakeholders of the sector, such as universities, private sector, government, NGOs, and donors as part of the Netherlands-funded PAAC project.

The forum was established from the belief that addressing the opportunities and challenges of the sector is best done through joint efforts, rather than segregated or single-stakeholder initiatives.



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

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

## Alumni: a vibrant MSM community

In 2017 MSM organized several events to maintain and strengthen the bonds with its alumni around the world. The School ran network events, engaged alumni in MSM programs and improved and increased its services to alumni.

### Worldwide alumni events

MSM boasts around 20,500 alumni in 120 countries on six continents. Regardless of which program they completed, MSM's former students are all part of one of the most international alumni networks in the world. Together with its alumni chapters around the globe, the School regularly organizes alumni events. In 2017, alumni gatherings took place in the Philippines, Nigeria, South Africa and the Netherlands. MSM alumni were informed on current and future MSM projects and activities, as exciting future plans reflect positively on alumni.

### MSMNetworker.com

The alumni platform MSM Networker is a tool that allows MSM alumni to both re-connect with their former classmates and to benefit from the trusted MSM environment to expand their professional networks. MSM Networker is an interactive platform that allows alumni to easily connect through LinkedIn or Facebook and to share news, job offers, pictures and events on the platform. More than 1,950 alumni have joined the MSM Networker alumni platform.

### Appointments MSM alumnus

You can find an MSM alumnus almost everywhere. Below you can find a selection of MSM Alumni appointments in 2017.

**Mr. Raymond Agbanu** graduated in 2016 and is now sales manager in hospital and healthcare products in Ghana for Arion-Group International B.V. Mr. Raymond Agbanu explains how his experience at MSM has contributed to his career. *"I chose MSM because the Netherlands is known for its entrepreneurial activities. I was looking for a career change, and there is no more suitable place than MSM. I realized that with the new dimension of entrepreneurship in Sub-Saharan Africa, it would be good to develop these skills. I can now put my previous experiences together with the MBA knowledge and introduce innovation to the Ghanaian Health Sector."*

**Mr. Normand Barahona** graduated from the MSM MBA program and is now Managing Director of Atento in Peru.

**Mr. Dragos Diaconu** graduated from the MSM Executive MBA, was appointed as the new CEO of WatchShop.ro in Romania.

**Mr. Jaime Oswaldo Salomón** graduated from MSM Master in Philosophy and is now working as deputy Minister of Development and Agrarian Infrastructure and Irrigation in Peru.





**Ms. Bolormaa Amgaabazar** graduated from the MSM MBA program and was appointed as the new WorldBank's Country manager for the Kyrgyz Republic.

**Ms. Catherine Olaka** graduated from the MSM MBA program, is currently working as Chief Human Resources Officer at Telkom Kenya.

**Mr. George Shumbusho** graduated from the MSM MBA program, was appointed Managing Director of the Mkombozi Commerical Bank in Tanzania.

### **MSM MBA alumnus wins ECOLAB 2016 Global Supply Chain Excellence Award**

In May 2017, MSM MBA alumnus Mr. Sumiran Singh was awarded with the ECOLAB 2016 Global Supply Chain Excellence Award in the category: Safety, Service and Savings. The Global Supply Chain Excellence Award is presented annually and only 1% of the 48,000 ECOLAB employees win this prestigious award. Ecolab is the global leader in water, hygiene and energy services and headquartered in Saint Paul, Minnesota (VS).





## Other events and initiatives in 2017

### Model European Parliament at MSM

On 10 February 2017, MSM welcomed over 230 participants to the Model European Parliament. The Model European Parliament was organized in the light of the Maastricht Treaty, which was signed exactly 25 years ago on 7 February 1992 in Maastricht. The Guest of Honor, the Mayor of the City of Maastricht Ms. Annemarie Penn-te Strake, was welcomed by MSM's Associate Dean International Projects & Consultancies, Mr. Meinhard Gans.



### Successful edition of MSM's yearly PechaKucha event

"PechaKucha teaches us four important skills in management: following rules, being concise, the art of public speaking, and the art of improvisation", said Oliver Olson, director of Global Education, as he opened the fourth annual edition of MSM's PechaKucha event on 17 March. Over 10 students took the stage to share stories from Kenya, Peru, Greece, Vietnam, India, Chile and more, by using the unique PechaKucha presentation format of 20 slides and 20 seconds per slide.

### Art and entrepreneurship: MSM hosts MKB-Limburg I Business Club Limburg @Tefaf

MSM teamed up with MKB Limburg to host the MKB-Limburg I Business Club Limburg @TEFAF 2017 for over a hundred regional business people. Ger Koopmans, Provincial Minister for Finance, Sport and Culture in Limburg explained in his opening speech the importance of arts in attracting and retaining students in the Netherlands and in the province of Limburg.





### Photo exposition “Selling Strength” at MSM

From 6 April until 4 May MSM organized the photo exposition “Selling Strength” in collaboration with Professor Josette Dijkhuizen, honorary Professor in Entrepreneurship Development at MSM. The exposition consisted of around 30 photos made by Prof. Dijkhuizen and Jeroen Berkhout, communications consultant and photographer, during their travels at refugee settlements in Lebanon and Jordan.



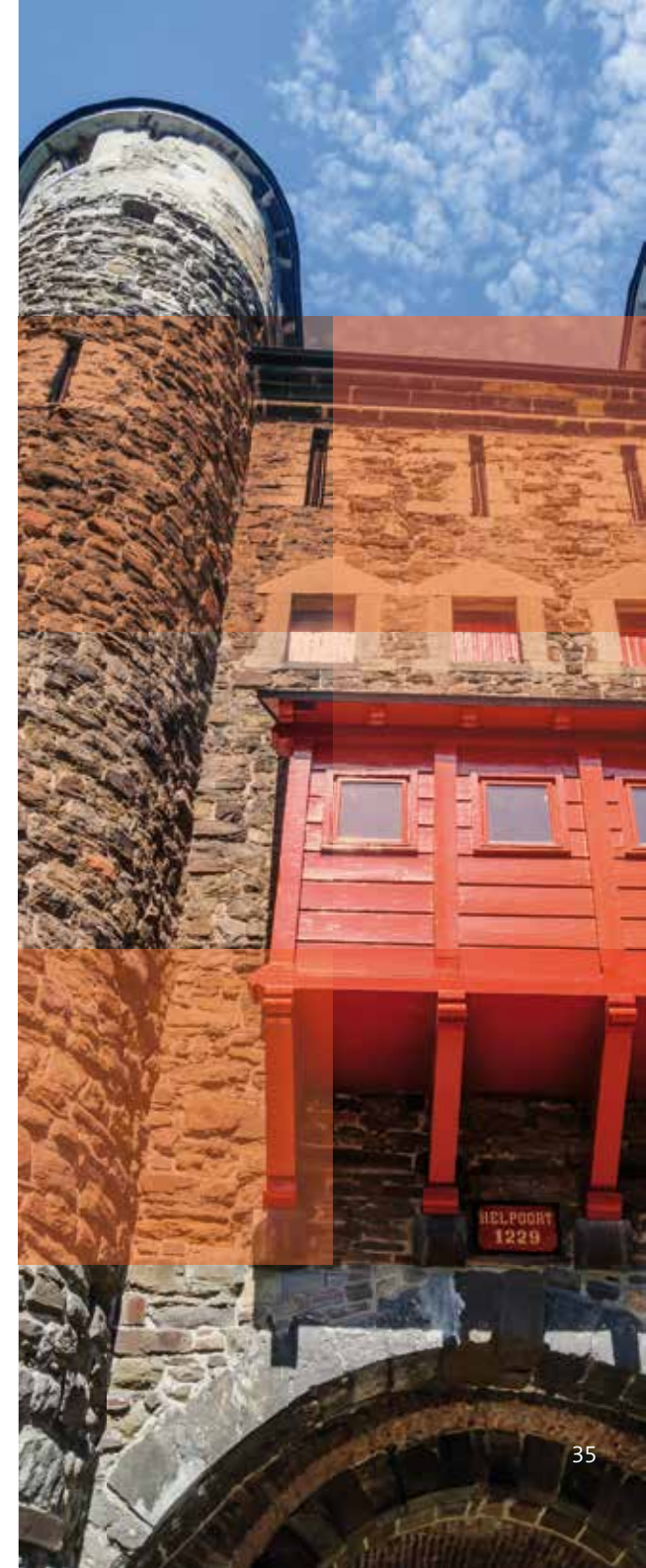
*Nora Stell holding the book “Orientalism” of Edward W. Said*

### MSM holds mini-exhibition at Centre Céramique Maastricht

On 18 April 2017, MSM opened its mini-exhibition “MSM, Maastricht and Metamorphic books” at Centre Céramique in Maastricht. For this photo exhibition, 20 Faculty, staff, students and alumni selected a special place in Maastricht to reveal the metamorphic book that made them better appreciate the contribution of science and/or democracy to their lives. The exhibition was displayed until 13 August 2017.

### MSM Corporate Days

In June 2017 MSM organized three Corporate Days with the aim to provide its Master in Management and MBA students with information related to career development, working in the Netherlands and strengthening career management skills. During this event students had meet-and-greet sessions with corporate partners and attended company presentations and workshops.





## Forward to 2018

### **Lecture MSM - Corvers: New developments in Pre-commercial Procurement for Innovation in Europe**

On **19 March 2018**, the Corvers-MSM Chair in Innovation Procurement at Maastricht School of Management will be giving a short series of public lectures to highlight new developments with respect to Pre-Commercial Procurement for Innovation in the European context.

### **Limburg Unlimited fair In Maastricht** **28 - 29 March 2018**

On 28 and 29 March, MSM will be exhibiting at the Limburg Unlimited Fair and presenting an exciting program on the theme “MSM as Innovation and Inspiration Broker”. Limburg Unlimited is the ultimate fair for people to connect with the local business community, entrepreneurs, researchers, talent, educational institutions, producers, governments and international guests, all with a common interest in sustainable solutions.

### **MSM Partner Conference** **30 May - 1 June 2018**

The Partners’ Conference is an MSM initiative to integrate efforts, reinforce relationships and to strengthen the quality of its joint programs. In 2018 the Partner conference will take place from 30 May - 1 June at MSM in Maastricht.

### **MSM Corporate Days**

**11 - 15 June 2018**

From 11 - 15 June 2018, MSM will organize its Corporate Days. During this event MSM’s students will meet and greet with corporate partners, attend company presentations and workshops and be invited to participate in career- and personal development training sessions.

### **MSM Graduation ceremony** **20 September 2018**

The Graduation Ceremony 2018 will take place on 20 September. On this occasion, the degrees of Master in Management, Doctor of Business Administration and the diploma of Master of Business Administration will be awarded.

### **Opening new academic year at MSM** **1 October 2018**

MSM will mark the official opening of the new academic year on 1 October 2018. The students from several programs will be welcomed by the Dean and MSM Faculty and staff.



## List of publication in 2017

### Journal articles

Article	Journal	Author(s)
Well-Being, Personal Success and Business Performance Among Entrepreneurs: A Two-Wave Study	Journal of Happiness Studies, pages 1–18	Josette Dijkhuizen, Marjan Gorgievski, Marc van Veldhoven and Rene Schalk
Mediated Stateness as a Continuum: Exploring the Changing Governance Relations between the PLO and the Lebanese State	Journal Civil Wars, Volume 19, Issue 3, Pages 348–376	Nora Stel
Political Parties and Minority Governance in Hybrid Political Orders: Reflections from Lebanon's Palestinian Settlements and Kosovo's Serbian Enclaves	Journal of Intervention and Statebuilding, Volume 11, Issue 4, Pages 490 –510	Nora Stel and Chris van der Borgh
Migration, entrepreneurship and development: critical questions	IZA Journal of Migration, doi.org/10.1186/s40176-016-0077-8	Wim Naudé, Melissa Siegel and Katrin Marchand
Entrepreneurial transformation and university leadership in Indonesia: Proceedings of the 6 <sup>th</sup> Annual International Conference on Innovation and Entrepreneurship	GSTF, DOI: 10.5176/2251-2039_IE16.33. Pp. 112–123	Huub Mudde, Anita Widhiani Prof. Dr. Fauzi and Anas Miftah
From whence the knowledge came: the heterogeneity of innovation procurement across Europe	Journal of Public Procurement, 16(4):463–504	Anne Rainville
Inclusive Industrialization and Entrepreneurship	Development, Volume 58, Issue 4, Pages 500–510	Wim Naudé and Paula Nagler
Special issue Benchmarking for the delivery of water and sanitation services to the urban poor	International Journal of Water, Volume 10, pages 109–301	Meine Pieter van Dijk and Maarten Blokland
Financing the National capital integrated coastal development (NCICD) project in Jakarta (Indonesia) with the private sector	Journal of Coastal Zone Management, DOI 10.4172/2473-3350.1000435	Meine Pieter van Dijk
Evaluating the interests of different stakeholders in Beijing wastewater reuse systems for sustainable urban water management	African Journal of Hospitality, Tourism and Leisure, Volume 5	Xiao Liang and Meine Pieter van Dijk
Can sustainable-tourism achieve conservations and local economic development? The experience with nine business – community wildlife-tourism agreements in Northern Tanzania	African Journal of Hospitality, Tourism and Leisure, Volume 5	Diederik de Boer and Meine Pieter van Dijk

## Books and chapters in books

Title	Publication/Publisher	Author(s)
Pathways to Industrialization in the Twenty-first Century	Oxford	Wim Naudé, Adam Szirmai and Ludovico Alcorta
Joint procurement and the EU perspective	Law and Economics of Public Procurement Reforms, Chapter 2 Joint public procurement	Nicola Dimitri, Francesco Saverio Mennini, Lara Gitto, Francois Lichere, Gustavo Piga
Colloquium	Law and Economics of Public Procurement Reforms, Chapter 2 Joint public procurement	Nicola Dimitri and Tünde Tátrai
Urban Governance in the Realm of Complexity	Practical Action Publishing	Meine Pieter Van Dijk, Jurian Edelenbos, Kees van Rooijen
The ups and downs of the real estate market and its relations with the rest of the economy in China	Real estate, construction and economic development in emerging market economies. London: Routledge, pp. 88-104.	Meine Pieter van Dijk
Foreign Capital Flows and Economic Development in Africa	Palgrave, pages 51 – 67, DOI 10.1057/978-1-137-53496-5	Meine Pieter van Dijk

## MSM Working Papers

Title	Working Paper No.	Author(s)
The blockchain technology: some theory and applications	2017/03	Nicola Dimitri
Capturing value in innovation procurement: a business case methodology	2017/02	Anne Rainville and Ramona Aspostel
The economics of the EU innovation procurement	2017/01	Nicola Dimitri



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