

# MSM

MAASTRICHT  
SCHOOL OF  
MANAGEMENT

Annual Report

Working together for better global management

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## Message from the Dean



**Maastricht School of Management is an innovative, research-driven and development-focused business school that is located in Europe yet present in the world. In 2015 we continued in our 63-year old tradition of bringing to our current and prospective students and clients fresh, relevant and accessible programs to challenge their ideas about business, sustainability and leadership.**

2015 marked the promotion of quality and the introduction of new educational programs, and was crowned by the achievements of our students. In short, as this Annual Report describes in more detail:

- During 2015, **584** students graduated from our various education programs, both in Maastricht (**165** students) and in 12 partner locations around the world (**419** students).
- The first student from the MSM-RWTH Aachen program (*MSc in Management and Engineering in Production Systems Engineering*) graduated on 29 May 2015 in Aachen.
- The first students from the MSM-ADA Executive MBA program in Azerbaijan graduated on 3 September 2015 in Maastricht.
- Our portfolio of MBA, Master in Management and Doctor of Business Administration degrees were successfully re-accredited by the Association of MBAs (AMBA).
- We led the establishment of a new higher education accreditation body, the Association for Transnational Higher Education Accreditation (ATHEA).
- We started our *Master in Management* (MM) degree, our *Executive MBA in Healthcare Management* in China with Nanjing University Business School, and our *Master of Science in Management and Engineering in Electrical Power Systems* with RWTH Aachen University (MSc).
- A total of **16** research projects and **17** tailor-made international capacity building projects were implemented in 2015.
- MSM Faculty continued to publish in top journals and with top publishers, including *Economica*, *International Economic Review*, *Quarterly Review of Economics and Finance*, *The Accounting Review*, *Oxford University Press* and others.

For those who are new to MSM, please see this report as an invitation to become more closely acquainted with our unique institution. On behalf of the Board of Trustees I wish to thank all our faculty, staff, partners and sponsors for their dedication and commitment to MSM. To all the participants in our programs, who hail from all the corners of the globe: thank you for bringing the world to MSM.

A handwritten signature in black ink that reads "Wim Naudé". The signature is stylized, with a large, flowing 'W' and 'N'.

Prof. Dr. Wim A. Naudé  
Dean Director

## Governance

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Prof. dr. W.A. Naudé

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## Accreditations and recognitions

The Accreditation Council for Business Schools and Programs (ACBSP) has reviewed MSM's bi-annual Quality Assurance Report and praised the school for its continued investment in quality education.

The MSc in Management and Engineering in Production Systems, jointly offered with RWTH Aachen University, has been successfully re-accredited by ASIIN, the major German accreditation body.

The International Accreditation Advisory Board (IAAB) of the Association of MBAs (AMBA) has re-accredited MSM's MBA, MM, and DBA for the maximum of 5 years. This confirms that MSM's education is amongst the best in the world. Only 2% of the business schools worldwide enjoy this prestigious accreditation.



In 2015 MSM received the following additional recognitions:

- We retained our 1<sup>st</sup> place in the 4 Palms of Excellence category as a *Top Business School with Significant International Influence* according to the 2015 Eduniversal Ranking.
- We kept our #2 position in the ranking of best DBA programs in the world (dbastudies.com).
- MSM's full-time MBA program was ranked #2 in the Netherlands and #11 in Western Europe in the 2015-2016 Eduniversal Best Masters and MBAs ranking.
- Our Executive MBA in Energy Management in Azerbaijan is ranked within the top 50 of the 2015-2016 Eduniversal Best Masters and MBAs ranking in the category *Sustainable Development and Environmental Management, Worldwide*.

### MSM at the AMBA Global Conference for Deans 2015

From 13-15 May 2015 Prof. Wim Naudé, Dean of Maastricht School of Management, participated in the AMBA Global Conference for Deans and Directors held in Prague, Czech Republic. The conference attracted more than 190 delegates from 143 business schools in 40 countries.

Prof. Naudé gave a presentation titled: *"Making Global Partnerships Work: Recipes for Success in Global Alliances in the Business School World"*. During his presentation he critically discussed the aim of an increasing number of Business Schools to be 'global'. Drawing on MSM's experience as the most international business school in The Netherlands, he also addressed questions such as: How do you ensure strong global partnerships in the executive MBA? Are mergers and acquisitions a model for the future?





The International Assembly for Collegiate Business Education (IACBE) held its Annual Conference and Assembly Meeting (ACAM) in Baltimore early April. Ms. Katalin Kovacs, Associate Dean Global Education Programs represented MSM at the conference. During the meeting of the General Assembly, she was reelected to the Board of Commissioners for a second term.

On 22 and 23 October, MSM hosted the International Conference and European Regional Assembly meeting for IACBE in Maastricht. The overarching theme of the conference was *“Global Education and Academic Partnerships”*.



*Mr. Dennis N. Gash, President of IACBE, opening the conference at MSM*



In 2015, MSM played a leading role in the establishment of the Association for Transnational Higher Education Accreditation (ATHEA). This new association is dedicated to quality assurance and improvement through accreditation via peer evaluation. MSM's Associate Dean, Ms. Katalin Kovacs was elected President of the Board of Directors of ATHEA, during its first conference held in Brussels in October 2015. ATHEA's standards for accreditation are based on the European Standards and Guidelines for Quality Assurance (ESG) required for recognition by the European Quality Assurance Register in Higher Education (EQAR).



*Members of the Board of Directors, Board of Commissioners, Executive Director and Peregrine Academic Services at the ATHEA Conference*

## Educational activities in 2015

### Master of Business Administration (MBA): The MaastrichtMBA

Our flagship program is the Master of Business Administration (MBA). This program is offered full-time in Maastricht (70 ECTS, 12-month duration).

In September 2015, 23 students of the one-year full-time Maastricht-based MBA31 group, representing 16 different nationalities, and 10 students from the last intake of the part-time Executive MBA jointly offered with Cologne Business School, graduated. A new cohort of 33 students coming from 20 different countries and four employees from the Chinese Baosteel Corporation started in the one-year full-time MBA in September 2015.

MSM subscribes to high ethical standards in business and strongly promotes corporate social responsibility (CSR) and sustainable development. We subscribe to the Principles of Responsible Management Education (PRME). With CSR and business ethics constituting an integral part of the MBA curriculum, students are trained to become responsible and effective managers.

New Executive MBA programs with specializations in Sports Management, in Healthcare Management and in International Business & Sustainable Development will start in 2016.



#### Fast facts and figures about MSM

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

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

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

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

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

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

**23:** number of students who graduated in 2015 from the MBA program in Maastricht

**16:** number of nationalities of students who graduated in 2015 from the MBA program in Maastricht

**442:** number of students who graduated in 2015 from the MBA programs offered worldwide







## Master in Management (MM)

In 2015 we launched our Master in Management program.  
A total number of 18 participants started in the first intake.

The MM program is a one-year full-time master program (60 ECTS) for aspiring young professionals who want to fulfill their potential to contribute at the very top level to the management of their organizations, whether in the private or

public sector. No previous experience is required. Research-based knowledge is combined with a broad interdisciplinary view of management in courses that take an explicitly strategic and integrative view of the management function. Throughout the program, students develop their analytical, creative and social skills in assignments in which they connect academic knowledge to the real world of organizations.





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

On 29 May 2015 the first student in the joint RWTH Aachen University and MSM MSc in Management and Engineering in Production Systems (MME-PS) graduated. MSM Dean Prof. Wim Naudé handed the graduate, Mr. Mohit Bhavnagari, his degree certificate and congratulated him on successfully completing the challenging 120 ECTS degree program in a relatively short time (the rest of the first cohort of this program who started in 2013 will finish the course early 2016).

Currently, 58 students representing 13 different nationalities are enrolled in the MSc programs. The first year of the programs takes place in Aachen, where the students follow the engineering courses. In the second year the students travel to Maastricht and take their management courses at MSM.

During 2015 the collaboration between MSM and RWTH Aachen University kept expanding. Besides the third MSc cohort in Management and Engineering in Production Systems (MME-PS), MSM and RWTH in 2015 also welcomed the first students of the MSc program in Management and Engineering in Electrical Power Systems (MME-EPS).

In our partnership we will offer two new joint MSc programs: a Master of Science in Management and Engineering in Computer Aided Mechanical Engineering (MME-CAME) and a Master of Science in Management and Engineering in Water (MME-Water). Both programs will start in October 2016.





## Doctor of Business Administration

In 2015 we hosted a total number of 211 DBA candidates coming from 33 different countries in our program. The Maastricht DBA maintained its second position in DBAStudies.com's ranking of Doctorate of Business Administration (DBA) programs worldwide.

The following candidates successfully defended their DBA theses in 2015:

Name	Country	Title of thesis	Supervisor
Stefaan Schatteman	Belgium	<i>Differences in perception of drug price-awareness and consciousness between physicians, patients and pharmacists in Belgium. Does Color Coded Traffic Light price labeling reduce the gap?</i>	Prof. Dr. L. Annemans
Azhar Baisakalova	Kazakhstan	<i>Corporate Social Responsibility in Kazakhstan: An Analysis of the Perspectives of Key Actors</i>	Prof. Dr. J. Dixon
Khaled El Sayed Bekhet Mohamed	Egypt	<i>The Relationship between Adversity Quotient and Leadership Styles of Business Leaders in Egypt</i>	Prof. Dr. Lo Tigchelaar
Stan Josephi	The Netherlands	<i>The Phenomenology of Revenue Management: Explorations in the Hotel Industry</i>	Prof. Dr. Aad van Mourik
Mohamed Mostafa Saad Mostafa	Egypt	<i>Perceived leadership competencies in the changing cultural context of Egypt, post-revolution based on measuring leadership effectiveness matched against economic goals</i>	Dr. S. Jones
Asmaa Mohamed Salah Ibrahim	Egypt	<i>Leadership Approaches In Multinational Companies: An Egyptian Case Study</i>	Dr. M. Jones
Yousra Mohamed Abdelrazik Ramadan Bakr	Egypt	<i>Antecedents to SMS advertising Acceptance. The case of Egypt</i>	Prof. Dr. A. Tolba



To strengthen the first year of the DBA program, which consists of coursework on research methods and the preparation of a detailed research proposal, MSM introduced in 2011 a novel three-month Research Methods and Skills (RMS) program. This program is also available as a stand-alone executive program, and equips participants with a thorough introduction to cutting edge techniques in quantitative and qualitative research in the context of evidence-based decision-making.

In 2015, 22 students successfully completed the course. In 2015 MSM and **RWTH Aachen University** agreed to start a joint DBA in Technological Innovation Management in 2016.

*"I believe all RMS 2015 students would have enjoyed the program as much as I did. There was nothing RMS felt short of. Everything was so fine and superb. I enjoyed every session and life at MSM. RMS and MSM have indeed created a long lasting impression on us. We have a strong justification now that we will be well prepared for our further studies and other collaborations in the future. I am really looking forward to being part of MSM in the immediate future through my higher studies in research."*

*Mr. Kinley Wangchuck from Bhutan,  
participant in the RMS 2015 course*





## Global Education Programs

In 2015 we offered MBA, EMBA and Master programs in partnership for and across the emerging and developing world, in Azerbaijan, China, Egypt, Germany, Kazakhstan, Kuwait, Peru, Romania, Suriname, Vietnam and Yemen. A total of **419** students graduated from these programs in 2015, and **372** participants started new ones.

Maastricht School of Management and its long-term partner in China, the School of Business at the **Nanjing University** (NJU) launched an Executive MBA program specializing in Healthcare Management. The first cohort started in November 2015 in Nanjing, with no less than 31 students in the program. The teaching team for this program consists of MSM and NJU faculties as well as top experts in healthcare sectors in Europe and Asia. During the program, participants will conduct part of their studies in Singapore and in the Netherlands.

Our global partner educational institutions in 2015 were:

- ADA University, Azerbaijan
- Almaty Management University (ALMU), Kazakhstan
- CENTRUM Católica Graduate Business School, Peru
- Cologne Business School (CBS), Germany
- FHR Lim A. Po Institute for Social Studies, Suriname
- GISMA Business School (GISMA), Germany
- MSM Kuwait in Safat, Kuwait
- MSM Romania, Romania
- Nanjing University (NJU), China
- Regional Information Technology Institute (RITI), Egypt
- RWTH Aachen University, Germany
- Sana'a University - Center for Business Administration (SU-CBA), Yemen
- School of Industrial Management (SIM), Vietnam







MSM and **Nanjing University** (NJU), one of China's premier universities, have been partners since 1997, when the first joint MSM-NJU MBA program was launched. Hence, it was a reason for celebration when a total number of 63 students in the Executive MBA and International MBA programs jointly offered by MSM and Nanjing University Business School received their degrees during a festive ceremony on 7 November 2015 in Nanjing, China.



Graduation in China

In his opening speech, Professor Kunrong Shen, the Dean of Nanjing University Business School (NUBS), paid homage to the MSM-NUBS partnership that has already delivered over 700 graduates, many of whom today hold high positions in business and government.

The MSM-NJU partnership has also resulted in the creation of the Sino-Dutch International Business Center (SDIBC) of Nanjing University. On 8 November the Steering Committee of the SDIBC, consisting of representatives of MSM and NJU, met to discuss and co-ordinate their joint MBA programs in Nanjing. In particular, the SDIBC will accelerate efforts to promote three MSM-NJU MBA programs, namely the IMBA and MBAs with specializations in healthcare management and innovation respectively.



MSM and its partner in Azerbaijan, **ADA University**, renewed their cooperation in September 2015. During a visit to Maastricht, Rector Hafiz Pashayev and senior managers and academics from ADA University celebrated the success of the institutions' joint Executive MBA program in Baku. Twenty senior managers and entrepreneurs from the first cohort from this program, which started in September 2013, obtained their MBA degrees during MSM's graduation ceremony.





On 22 August 2015 **FHR Institute for Social Studies in Paramaribo**, Surinam, celebrated its 15<sup>th</sup> anniversary, and held its annual graduation ceremony. During this graduation 24 students following the MSM executive MBA program received their degrees. MSM has been a partner of FHR Institute for Social Studies since 2002 and almost 300 students have completed our internationally accredited and ranked Executive MBA degree program.

Students from our collaborative global programs regularly visit MSM in Maastricht for their European study attachment during which they follow courses, take exams and conduct work visits. In 2015 we welcomed students from the Executive MBA program jointly offered with **ADA University** in Azerbaijan, students from the International MBA program set up in collaboration with **CENTRUM Católica Business School** in Peru and participants from the Executive MBA in Kazakhstan, offered with **Almaty Management University**.



**Other partner institutions** with which we cooperate in research, consulting projects, DBA and/or non-degree education, or entered into cooperation agreements, are:

- Eastern and Southern African Management Institute, Tanzania
- FUMEC Fundação Mineira de Educação e Cultura, Brazil
- HEC-Ulg Liège, Management School- University of Liège, Belgium
- IISSAT Tiranë, Albania
- International Institute of Social Studies - Erasmus University, the Netherlands
- IPB Bogor Agricultural University, Indonesia
- ITM - Institute of Financial Markets (ITM-IFM), India
- LAWEH Open University College, Ghana
- Maastricht University, the Netherlands
- Namibia Business School (NBS) at University of Namibia, Namibia
- Nichols College, United States of America
- Regent University College of Science and Technology (RUCST), Ghana
- Rwandan Management Institute, Rwanda
- Trisakti International Business School, Indonesia
- University American College Skopje (UACS), Macedonia
- University of Economy (UoE), Poland
- University of Rwanda, Rwanda
- University of Swadaya Gunung Jati, Indonesia





Nichols College



### MSM and partners gather to promote Collaborative Business Education

On 26 and 27 February 2015 a **Partners' Conference** was held at MSM's Campus in Maastricht. Over 30 participants joined the event, including 10 MSM's Partner institutions from countries such as Azerbaijan, China, Egypt, Germany, Macedonia, Poland, Romania, Suriname and Yemen. These are amongst the institutions with which MSM offers its internationally accredited Collaborative Global Education Programs, including the flagship MBA-degree.

The Partners' Conference is an MSM initiative to integrate efforts and to strengthen the quality of the joint programs.

### MSM-ADA partnership showcased at European-Azerbaijan Business Forum

At the European-Azerbaijan Business Forum that was held in Brussels on 14 October 2015 the partnership between MSM and **ADA University** in Baku was showcased as an example of successful European-Azerbaijan cooperation as well as a resource that can provide support for current and future investors in Azerbaijan. Addressing the more than 100 delegates at the forum, MSM Dean Professor Wim Naudé described the establishment of the first internationally accredited Executive MBA program in Azerbaijan.

*"The first discussions started end of 2012; by September 2013 the collaboration with ADA started with the first intake, and in September 2015 the first cohort successfully graduated".*



Dean-Director Wim Naudé and representatives from MSM's Collaborative Global Education Programs at the Partners Conference in Maastricht

### MSM Romania recognized for its innovative approach to business education

MSM Romania, which was established in 2010, has in a short period of four years already made a valuable contribution towards higher education in Romania. It was featured in a flagship publication *"Proud to be Romanian"*, which contains a selection of notable individuals and organizations that are, in the words of the publication *"champions and trailblazers... deserving to be honorary citizens of an ideal Romania"*.

### New scholarly journal launched

MSM's partner institute in Kazakhstan, the Almaty Management University, has launched a new journal, the **EurAsian Journal of Leadership**. This new journal has a focus on leadership in Eurasia, especially in the context of the new Eurasian Economic Union. MSM Dean, Prof. Wim Naudé is a member of the founding Editorial Board.

### MSM in China

Maastricht School of Management has been active in China for almost 20 years and is formally recognized as a university by the Chinese government. Its first MBA programs, which include an Executive MBA and an International MBA, were started in 1997 in collaboration with Nanjing University, one of the oldest and most respected universities in the country.

Since then almost 800 students have successfully graduated from these programs. In 1999 a special initiative was undertaken in partnership with Nanjing University, namely the establishment of the Sino-Dutch International Business Center (SDIBC) at Nanjing University.



Maastricht School of Management has also over time built up a solid partnership with one of the largest companies in China, the Baosteel Group. This company, the largest steel producer in China and a Fortune 500 company, has for around 13 years been sending its managers to MSM for tailor-made executive education. In 2014 Mr. Zhu Junsheng, Secretary of CPC Committee and Member of the Board of the Baosteel Co., Ltd. opened MSM's academic year in Maastricht; in 2015 MSM's management visited the Baosteel plant in Shanghai and met alumni most of whom fill high-level management positions in the company.

On 3 and 4 November 2015, in events hosted by Mr. Zhu Junsheng in Shanghai, the two organizations celebrated the 13<sup>th</sup> anniversary of their unique partnership.



Mr. Zhu Junsheng, Secretary of CPC Committee and Member of the Board of the Baosteel Co., Ltd., and Professor Wim Naudé, Dean of MSM, during a recent meeting in Shanghai. Calligraphy: "Isn't it a delight to have friends come from afar" - Confucius



## New partnerships in 2015

MSM's partnership network keeps expanding. Highlights of 2015 include the following.

### University Campus Suffolk (UCS) in Ipswich, UK

University Campus Suffolk (UCS) is a new university in the East of England and will soon achieve its independence from the Universities of Essex and East Anglia. As a dynamic new university in the making it offers exciting programs emphasizing employability and entrepreneurship. MSM and UCS plan to introduce a new MBA degree, with a strong focus on creative leadership and creative industries, as well as work together on executive education.



*MSM Dean Professor Wim Naudé and Associate Dean Ms. Katalin Kovacs meeting with the leadership of University Campus Suffolk near their campus in Ipswich*

### MSM partners with Nichols College (US)

Mid October, Maastricht School of Management started discussions of collaboration with Nichols College, located in Massachusetts, just an hour outside of Boston. Nichols College is recognized for its distinctive career-focused and leadership-based approaches to learning, both in and out of the classroom. Nichols enjoys a high-ranking status: it is ranked 9<sup>th</sup> in U.S. News and World Report 2014 Best Colleges in the North.

### University of Tourism and Management (UTMS) in Skopje, Republic of Macedonia

MSM and the University of Tourism and Management in Skopje (UTMS), Republic of Macedonia, met to discuss various avenues of collaboration in teaching and research. UTMS is particularly interested in collaborating with MSM on activities that could boost tourism and entrepreneurship in tourism in Macedonia and the region. UTMS is a young, private university in Macedonia that focuses on tourism, international marketing, entrepreneurship and human resource management.





#### MSM and ADAPT (Italy)

ADAPT and MSM concluded a cooperation agreement to start joint research and doctoral work on furthering industrialization in Europe and link this with opportunities and threats linked to the rise of emerging markets. To start this collaboration, ADAPT is offering a PhD scholarship to an MSM student and the two institutions will organize a joint workshop in the near future to brainstorm and plan their research agenda and broaden the scope of the partnership.

#### Doctoral and research collaboration between MSM and UDD Chile

During a visit of UDD Professor José Ernesto Amorós to MSM discussions centered on starting a collaborative DBA program in Chile in the fall of 2016. The planned DBA program would have a strong emphasis on entrepreneurship and innovation, an area in which UDD has built up internationally recognized expertise in recent years.

*Colleague from Laweh visits MSM*

#### Laweh Open University College in Accra, Ghana

MSM signed a MoU with the Laweh Open University College, Accra, in terms of which the accredited and highly ranked MSM Collaborative Global MBA program will be offered in Ghana in the near future. Visiting MSM for this occasion, Professor Dr. Goski Alabi expressed her excitement at the prospect of offering the future students at IOUCA the opportunity of becoming part of the MSM Experience.





## Education innovations in 2015

MSM officially launched a new Executive MBA program in Sports Management on 29 June 2015. Pioneered by Maastricht School of Management and SportBizz this program is offered in partnership with *Topsport Limburg* and the *Orange Sports Forum* in The Netherlands and will start in January 2016. Key speakers at the launch event were among others Mr. Ger Koopmans, *Limburg Government*, Mr. Hans van Breukelen, *International Dutch soccer legend and ambassador for the program*, Prof. Wim Naudé, *MSM*, Mr. John van de Laar, *SportBizz* and Mr. Geert Ruigrok, *Topsport Limburg*.

The Executive MBA in Sports Management has been designed for top athletes and for all those seeking to fulfill management positions in sports. A growing number of business partners have confirmed their commitment to this new program, such as KPMG, Royal HaskoningDHV, AON, Impeco and the Amsterdam ArenA.

Besides the Executive MBA in Sports Management, MSM will also introduce a new Executive MBA in *Healthcare Management* and a new Executive MBA in *International Business and Sustainable Development* in 2016. In April MSM and RWTH Aachen University concluded an agreement to offer an MSc Program in *Management and Engineering in Electrical Power Systems* (MME-EPS).

The program was offered to the German accreditation organization ASIIN for accreditation, and started in September 2015. The program follows up on the hugely popular MSc in Management and Engineering in Production Systems (MME-PS).

In 2016, MSM and RWTH Aachen University will offer two additional joint MSc programs: a Master of Science in Management and Engineering in Computer Aided Mechanical Engineering (MME-CAME) and a Master of Science in Management and Engineering in Water (MME-Water). Both programs will start in October 2016.

### An innovative Business School: it is in our genes!

MSM's education innovations in 2015 continue to build on the School's signature strengths: flexibility, visionary leadership, a global network and engaged faculty and staff. In 2014, MSM's innovativeness was officially recognized by the Association of MBAs (AMBA) who selected MSM as a finalist for its prestigious AMBA Innovation Award of the Year.



provincie limburg



### Province of Limburg supports the MSM Executive MBA in Sports Management

MSM and the Province of Limburg joined forces in 2015 to internationally promote the innovations, knowledge and products of the Limburg sports industry. With its international network and the Executive MBA in Sports Management, MSM aims to contribute to the economic development of the province generated by the sports industry.

The Province of Limburg supports this initiative by granting four scholarships to talented students for participating in the Executive MBA in Sports Management. After graduating, these students are expected to fulfill leadership roles in the international sports industry with a focus on the promotion of the high-tech sports facilities and innovative sports equipment and materials of the province.

### Best Student Awards 2015

The Prof. Ben Veltman Award for the best MBA thesis was awarded to **Yosief Iyassu** who received the certificate and the 1000 euro cheque from Prof. Veltman himself and Prof. Naudé. Professor Ben Veltman is a former Dean of MSM.

**Dr. Stefaan Schatteman**, the winner of this year's Elizabeth Strouven Prize awarded by the Elizabeth Strouven Foundation in Maastricht, shared his recipe for success: "Good luck happens when preparation meets opportunity. An investment in knowledge always pays the best interest." Established in 2012 on the occasion of MSM's 60<sup>th</sup> anniversary, the award is named after the Elisabeth Strouven Foundation that works towards the welfare and development of local citizens and associations and funds small-scale projects in developing countries operating from Maastricht.

### Maastricht Graduation 2015

The annual Graduation Ceremony was one of the highlights of the year at MSM. On 3 September, 144 students - representing over 30 nationalities - from the residential and executive MBA programs, our MBA programs abroad and the MPhil and DBA programs, gathered in Maastricht, many of them accompanied by their families and friends. A large number of external guests who take an interest in MSM and its students, embassy officials, academic relations, business partners and student mentors attended the ceremony.

One of the keynote speakers at the ceremony was the renowned former Dutch football player **Mr. Hans van Breukelen**, who now serves as the ambassador of MSM's new Executive MBA program in sports management. Mr. Van Breukelen shared his personal story to demonstrate how it is possible to completely reverse a seemingly hopeless situation by changing one's mindset. The second keynote speaker at the ceremony was MSM MBA alumnus **Dr. Sandor Erdei**, who inspired the fresh graduates with his personal story and career path since his graduation in 1993. After obtaining his MBA degree, he left his modest civil servant position in Hungary and started his own company in Maastricht, thanks to local funding.

*Football legend Mr. Hans van Breukelen at MSM's Graduation 2015*





## 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.

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

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

- Applied Research and Policy Advocacy
- Capacity Development and Consulting Services
- Executive Education programs



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



## Applied Research and Policy Advocacy

### Research Methods and Skills

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

In December 2015, a group of 22 students graduated from the RMS program. They started the course in September by presenting a proposal based on a preliminary research idea. In the following weeks, they received training on how to write a solid and relevant literature review and on developing their research design, survey techniques and more. At the end of the course, the participants submitted and presented their research proposals before an academic committee.

Research focuses on the following three areas:

### The Innovating Organization

This focus area is concerned with entrepreneurship, in particular entrepreneurial innovation, in emerging, developing and fragile economies and how this affects development, social inclusiveness and structural change, as well as their relationship with the European Union. More specifically, it examines the relationship between entrepreneurship and economic development and how public policy, including social security, social entrepreneurship and regulatory capacity can improve the environment for innovative and productive entrepreneurship.

### The Trading Organization

This focus area is concerned with trade and investment and the businesses - most often small and medium enterprises in developing countries, that are involved in global value chains. Its particular interest lies in looking at how businesses and entrepreneurs in developing and emerging markets can increase their participation in international trade, how management knowledge of international business and exports can contribute to international success, and how the business relationship between Europe and emerging and developing countries is evolving.

### The Performing Organization

This focus area is concerned with High Performance Organizations (HPOs). These are organizations that achieve financial and non-financial results that are exceedingly better than those of their peer group over a time period of five years or more, by focusing in a disciplined way on that what really matters to the organization. A unique feature is on comparative research focusing on both EU-based companies and companies in emerging and developing countries. Candidates were published in international journals.

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

Doctoral students are strongly encouraged to align their own research 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 being done in these clusters are listed at the back of this report.





#### New Endowed Chair in Innovation Procurement at MSM

MSM and Corvers Commercial and Legal Affairs have concluded an agreement to establish, from 1 January 2016, the Corvers Chair in **Innovation Procurement** at Maastricht School of Management. The Corvers-MSM Chair will build upon the strong attention received in recent years by both Public Procurement and Innovation, as two fundamental drivers for growth and development, a point particularly stressed by the recent 2014 EU Public Procurement Directives.

The Chair will conduct research, lecture, and generally build capacity in procurement innovation, aiming also to link Europe and emerging economies through the networks and programs of Maastricht School of Management. Professor Nicola Dimitri will occupy the Chair.

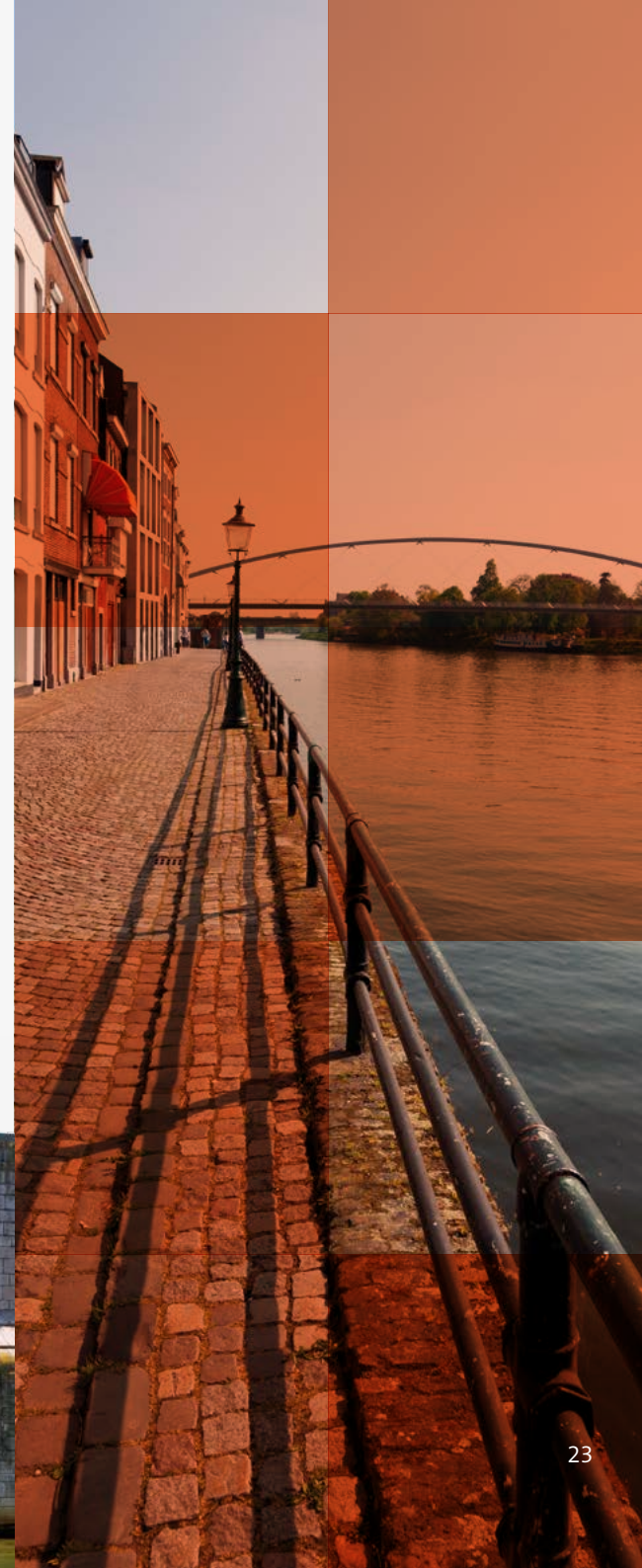


#### Jean Monnet Chair for MSM Professor Harald Sander

Professor Harald Sander, professor of economics at MSM, is since 2014 the holder of a three-year Jean Monnet Chair on “Europe and the Global Economy”. The Chair focuses on education and research on Europe’s economy and aims to promote and disseminate in-depth knowledge on its economic affairs.

Professor Sander writes a regular blog on The Conversation on European economic matters, see:

<https://theconversation.com/profiles/harald-sander-1680/articles>







## Research projects and events in 2015 - Highlights

### **Fifth annual research conference - Managing African Agriculture: Markets, Linkages and Rural Economic Development**

Now seen as an established series of international research conferences, MSM's 5<sup>th</sup> annual Maastricht-based research conference continues to attract leading scholars and to offer a platform for provocative discussions.

Co-organized by the Austrian Foundation for Development Research and the German Development Institute, participants at this year's conference on 4 September 2015 heard and presented a total of 15 papers on one day - some as plenary sessions and some in parallel sessions.

d.i.e

Deutsches Institut für  
Entwicklungspolitik



German Development  
Institute

OFSE

Austrian Foundation for Development Research

Of great interest at the kick-off was a presentation by Dr. Luc Christiaensen, a Lead Economist at the World Bank, who started off by separating the myths and realities prevalent about agriculture in Africa. The second keynote speaker, Dr. Christopher Gilbert of the SAIS Bologna Center of Johns Hopkins University, added further controversy by introducing the debate about seasonality in African agriculture - is there or isn't there?

Other speakers looked again in more detail at issues already flagged in the keynote addresses, such as rural self-employment; the use of irrigation and fertilizers; spatial proximity to markets and borders; and financial issues such as forms of finance in rural development. In further sessions, speakers considered the role of value chains, and looked at commodity exchanges, trade, and exports. Speakers came from the sponsoring institutions, and many others were from nearby seats of learning, such as Rotterdam School of Management, the Free University in Amsterdam, Szent Istvan University in Hungary, and from Tilburg, Wageningen and UNU-MERIT in Maastricht.



*Dr. Luc Christiaensen from the World Bank delivers a keynote speech at MSM's 5<sup>th</sup> Annual Research Conference*



Others were based in Africa itself, from North-West University in South Africa, from the University of Abomey Calavi in Benin, and from the International Food Policy Research Institute in Addis Ababa.

### MSM contributes to UNIDO's Industrial Development Report

The United Nations Industrial Development Organization's (UNIDO) 2016 Industrial Development Report was launched in Vienna on 2 December 2015. This report 'addresses the challenging question of what conditions are required for structural transformation, driven by technological change, in order to drive sustained growth and inclusiveness, while avoiding environmental degradation' (UNIDO).



MSM's Dean Professor Wim Naudé and assistant professor Paula Nagler contributed to this report as members of the core team in collaboration with UNIDO and UNU-MERIT. Their focus was on Chapter 4 of the report, which deals with technological innovation and socially inclusive development. The entire report can be read online.





### Erasmus+ Research Project on Professional Doctorates launched

MSM was awarded an Erasmus+ grant, in partnership with a consortium of European Universities, under the scheme KA2-Cooperation and Innovation for Good Practices. The project identifies best practices in the field of supervisory practice for practice-based, industrial and professional doctorates. The outcome of the project will consist out of appropriate resources (workshops, examiners list, a handbook and social media activities) for European universities and companies to leverage the innovation and new knowledge these degrees can produce.

The project formally kicked off in the course of 2015 with a launch conference at Middlesex University in the UK, and various smaller meetings, workshops and research actions. MSM has taken a leading role in the consortium in the web management of the project and in providing access to Webex for all meetings of the consortium.

In the context of the Erasmus+ project, MSM Dean Professor Wim Naudé visited project partner ADAPT and the University of Bergamo in Italy where he presented a lecture on his recent research on technological innovation, employment and inequality, and discussed further developments on the website of the Erasmus+ project.



*Professor Wim Naudé lecturing on entrepreneurship in emerging markets during the Global Entrepreneurship Week in Maastricht*

### MSM Dean delivers Simon Brand Memorial Lecture: How (women) entrepreneurship is changing emerging and developing countries and global business

Global Entrepreneurship Week is the world's largest celebration of innovators and job creators, who launch startups that bring ideas to life, drive economic growth and expand human welfare. On 19 November 2015, during the Global Entrepreneurship Week in Maastricht, MSM professors Wim Naudé and Josette Dijkhuizen discussed women entrepreneurship in emerging economies and how entrepreneurship in general affects economic development. Their joint lecture was based on their own research in entrepreneurship, and MSM's rich tradition of research and practical experience on women entrepreneurship in emerging economies.





### Yale University supports research on Refugees in Lebanon

MSM's Assistant Professor Nora Stel's ongoing research on refugees in Lebanon explores on the ground governance arrangements between Lebanese and Palestinian authorities. During 2015 fieldwork for the study was supported by a grant from Yale University's Council on Middle Eastern Studies.

In a paper prepared for Yale University's and Gothenburg University's joint Governance and Local Development Program and presented at Yale University, Ms. Stel explores the political economy of housing and tenure dynamics in an informal Palestinian settlement, a so-called "gathering" in South Lebanon. Palestinians living in the gatherings fall outside the protection regime of the Lebanese state because they lack citizenship. They are also partly excluded from the UN's service mandate because they do not reside in official camps. The consequences of this institutional ambiguity are especially pertinent to be examined in the study of governance of housing, land, and tenure. Institutional ambiguity complicates construction projects and exposes residents of the gatherings to eviction. A case study of the governance of property in the Qasmiye gathering documents how the state of exception in Lebanon's Palestinian gatherings is upheld by what can be called a "politics of uncertainty" in which both Lebanese and Palestinian authorities deliberately maintain institutional ambiguity.

### MSM at the Smart City Expo World Congress

MSM in collaboration with EADA Business School Barcelona and Fira Barcelona organized a side-event at the Smart City Expo World Congress that was held in November 2015 in Barcelona, Spain. The event was called SMART UP! and focused on how to foster smart business and investment projects between smart cities from Asia and Latin America.







## Publications in 2015

A selection of key journal articles by MSM faculty in 2015

**The Assignment of Workers to Tasks with Endogenous Supply of Skills**, by Arnaud Dupuy, published in *Economica*, Volume 82, Issue 325, pp 24-45

**Success Factors for Community Business Wildlife Tourism Partnerships in Tanzania**, by Diederik de Boer and Meine Pieter van Dijk, published in the *European Journal of Development Research*

**Environmental vulnerability as a legacy of violent conflict: a case study of the 2012 waste crisis in the Palestinian gathering of Shabriha, South Lebanon**, by Nora Stel and Irna van der Molen, published in *Conflict, Security & Development*, Volume 15, Issue 4, 2015, pp 387- 414

**Two profiles of the Dutch high performing employee**, by André de Waal and Michella Oudshoorn, published in *European Journal of Training and Development*, Vol. 39 Iss 7 pp. 570-585

**Playing the Lottery or Dressing Up? A Model of Firm-Level Heterogeneity and the Decision to Export**, by Wim Naudé, published in *Quarterly Review of Economics and Finance*, pp. 1-17

For a full list of publications see page 41.

### **The mediated state: MSM research on Lebanese-Palestinian governance interaction**

MSM Assistant Professor Nora Stel published a case study on Lebanese-Palestinian governance interaction in the unofficial Palestinian camp of Shabriha, located in Southern Lebanon in the journal *Mediterranean Politics*. The study takes a novel approach in this context by analyzing the nature the governance in the camp along the lines of a “mediated state”. This is a hybrid form of governance that has been a feature in many countries and regions sub-Saharan Africa but has not yet been used to understand governance in the Middle East.

### **Waste management and governance in Beirut**

Writing in the **Washington Post**, MSM’s Assistant Professor Nora Stel and Rola El-Husseini from the City University of New York provide an analysis of the current garbage crisis faced by the citizens of Beirut.

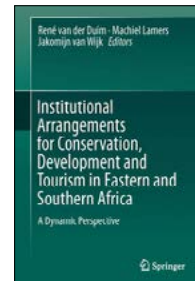
They write that “both the ongoing waste crisis in Beirut and the 2012 crisis in south Lebanon lie in a governmental impasse caused by political infighting over lucrative deals”, and call for improved governance that will recognize that public services are rights, not privileges and that people are citizens, not clients.



## New Books

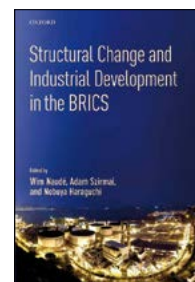
### Institutional Arrangements for Conservation, Development and Tourism

A new Springer publication co-edited by MSM's Assistant Professor of Sustainable Business Jakomijn van Wijk, describes and analyzes six novel conservation arrangements in Eastern and Southern Africa, illustrating how tourism is increasingly used and promoted as a key mechanism for achieving conservation and development objectives outside state-protected areas.



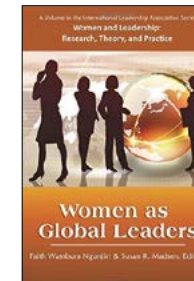
### Structural Change and Industrial Development in the BRICS

*Structural Change and Industrial Development in the BRICS* is a new book co-edited by MSM Dean Prof. Wim Naudé, which was published in June 2015 by Oxford University Press. This book provides a unique and timely analysis of the role of structural change in the economic development of Brazil, Russia, India, China, and South Africa (BRICS) with a consideration for the role of industry, and in particular manufacturing.



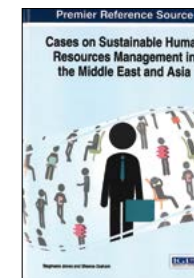
### Women as Global Leaders

*Women as Global Leaders* is a new book published by the US-based International Leadership Association in which Dr. Stephanie Jones, Associate Professor at MSM, wrote a chapter focusing on the contribution of former British Prime Minister Mrs. Margaret Thatcher to the progress of women in leadership roles worldwide.



### Sustainable Human Resources Management

This book by Dr. Stephanie Jones and co-author Ms. Sheena Graham - *Cases on Sustainable Human Resources Management in the Middle East and Asia* - includes extracts provided by many MSM graduates. Several of MSM's former and current students, from Vietnam, Bhutan, Afghanistan, Egypt and Iran, contributed chapters to the book, based on both MBA and DBA theses. The book contains 12 case studies.





### MSM partner for Palestinian agri-business development

A delegation of more than 200 Palestinian representatives of businesses, knowledge institutions and government bodies, led by President Mahmoud Abbas, gathered in The Hague on 29 October for the second edition of the Dutch-Palestinian Bilateral Cooperation Forum. On this occasion, they met with partners and potential relations, including Maastricht School of Management, and explored possibilities to deepen and broaden the relations between the Netherlands and the Palestinian Territories. The event was hosted by Dutch Prime Minister Mark Rutte and Palestinian Prime Minister Rami Hamdallah. MSM Dean Director Prof. Wim Naudé and the President of Al-Quds University (Prof. Dr. Imad Abukishek) signed a cooperation agreement in the framework of a four-year capacity development program entitled *“Palestinian Academic and Agribusiness Cooperation”*. The project focuses on curriculum development, applied research, and on strengthening the interaction within the agricultural sector in Palestine.

## Capacity Development and Consulting Services in 2015

The MEUSE-Institute acts as MSM’s School of Governance by promoting the development of local capacity in management and development of organizations, in particularly education institutions, government ministries responsible for education, and private companies and public utilities in key sectors, particularly in water management, agricultural value chains, education and energy management.

### Higher and vocational education sector projects that started in 2015 include the following:

- **Egypt:** The project aims to increase the capacity of TSWRI to provide high quality training for the human resources in the water sector for the Ministry of Water Resources and Irrigation in Egypt. The overall scope of the project is to support the Training Center for Water Resources and Irrigation (TSWRI), as a training center within the Ministry of Water Resources and irrigation (MWRI) by developing their competences in management and engineering, in order to meet institutional demands for training.
- **Ethiopia:** University Leadership & Management. The Project Outline (PO) comprehensively identifies the broader policy context of the Higher Education reform, framed in the Ethiopian socio-economic development context. Rationale for the establishment of the 13 NPU is derived from the challenges faced by the Higher education system, both in terms of quality and quantity, in meeting the growing demands for a well-educated labor force in the country.
- **Ethiopia:** Toolbox Female Talent Program in Higher Education Institutes. The NICHE-ETH-015 project resulted among others in a proposal in which a female faculty capacity development program

was defined, building on findings and recommendations of a gender assessment on the position of female faculty members. This assessment was also part of the NICHE project. This proposed training program was designed by capitalizing on the review of a large number of women leadership programs, mostly in universities and private sector settings, in different parts of the world. This ‘Learning Initiative’ will bring this project one big step further, by piloting the program and subsequently developing an implementable toolbox, online, accessible in Ethiopia and beyond.

- **Indonesia:** Building Capacities in Agribusiness at Bogor Agricultural University (IPB) & collaborating partners. The overall scope of the capacity building project is the support of the Indonesian Agribusiness sector at large in its development, in particular in promoting its competitive strength, as one of the prime drivers of sustainable economic development.
- **Indonesia:** Capacity Building in Animal Logistics of Poultry and Livestock The project is framed within the overall policy to increase food safety and security in Indonesia, through innovative production and processing methods and research in animal logistics from farm to consumers. It targets the enhancement of expertise on animal logistics and the development of subsequent institutional capabilities of the Faculty of Animal Science of IPB and its alignment with the animal logistics sector of Indonesia.
- **Kenya:** Agricultural Entrepreneurship Incubator. The general objective of this project is to improve the agri-business climate in Kenya by fostering profitable agribusiness models.
- **Kenya:** Building capacity to deliver competent graduates for enhanced competitiveness in the dairy value chain in Kenya.



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

- **Kenya:** MSM in collaboration with Q-point and the East Africa Business Council (EABC) started a four-year Nuffic-funded project on “Strengthening linkages between post-secondary education and the private sector for more effective food security and water management” in Kenya. The project focuses on the capacity building of LIWA, an institution that is focused on the linkage of industry with academia. The overall objective of the project centers on the development of the linkages between higher educational institutions and the private sector focusing on quality, relevance and gender sensitiveness in order to contribute to private sector development.
- **Kenya:** Development of Latia Resource Centre and its Agricultural Training Program. A strategy and the capacity to implement (supported through action research) engagement and networking with stakeholders to deliver and innovate LRC’s training programs and consultancy services, business planning, including an income-generation strategy, HR Policy. This will include an updated, integral four-year realistic and sustainable strategic business plan for LRC.
- **Mozambique:** Strengthening ISPT’s capacity for the provision of competent professionals for the mining sector for Institute for Sustainable Process Technology (ISPT) in Mozambique. The overall objective of this project is “to promote sustainable

economic and social development by supplying well-trained competent and qualified professionals for the mining industry, taking the environment into account and with gender equality”.

- **Palestinian Territories:** MSM has been awarded a multi-year capacity building project in the area of Food and Agribusiness and Rural Development in the Palestinian Territories. Our Palestinian partners are Al-Quds University, An-Najah National University, Palestine Technical University/Khadoorie, and Hebron University. Over a period of four years, MSM together with the Aeres Group of agricultural education institutes in the Netherlands, and the Federation of Palestinian Chambers of Commerce, Industry and Agriculture will focus on curriculum development and training of faculty, on research, and on strengthening the interaction within the sector. The project is funded by the Netherlands government through Nuffic.
- **Palestinian Territories:** This project contributes, on the mid- and the longer term, to the effectiveness of the Palestinian water sector regarding the development, provision and management of water resources and services. It will reduce dependencies on donors and external funding, and thereby contribute to an independent Palestinian state. Additionally, applied short-term research contributes directly to knowledge gaps in the water sector, and projects are specifically designed to address the real needs of the agricultural and water sector.
- **Rwanda:** Strengthening educational institutes in providing capacity building services for sustainable agricultural development in Rwanda.



*Dr Aklilu Hailemichael with MSM Dean Professor Wim Naudé and MSM lecturer Mr. Huub Mudde*

### University Leadership and Management in Ethiopia

On 16 April, Dr. Aklilu Hailemichael, Director General of the Ethiopia Education Strategy Center (ESC) visited MSM to discuss continuation of the cooperation between the two institutes. Since 2010, MSM and ESC are jointly implementing the University Leadership and Management Capacity Development Project, which has trained more than 600 university top and middle managers. On national level, project experiences have been fed directly into the Higher Education Development Plan, the policy framework for the higher education sector over the next five years.

The project also generated the first sound overview of challenges faced by female faculty in Ethiopia, resulting in developing a Female Faculty Talent Program. The special entrepreneurship awareness-training program has already been rolled out all over the country reaching several thousands of graduates.



**Private sector capacity development projects that were started or continued in 2015 include the following:**

- **Tanzania:** Improving the Labor Market Responsiveness of Technical Education for the National Council for Technical Education, the College of Business Education in Dar es Salaam, and the Zanzibar Institute for Tourism Development. The project is embedded in the wider setting of education sector reforms focusing on competence-based learning, as taking place in Tanzania. The overall objective is to improve the supply and quality of education and training in Tanzania in support of private sector development. Project partner is Witwatersrand University (Wits), South Africa. The project is sponsored by the Netherlands government through Nuffic.
- **Liberia:** The program of the “United Entrepreneurship Coalition” aims at pro-poor sustainable economic growth, particularly through (1) strengthening the position of relevant local partners, (2) facilitating entrepreneurship; and (3) creating an enabling environment for private sector development in Burundi, Kosovo, Liberia, Rwanda, and the Palestinian Territories. Within this coalition, MSM provides support through training and curriculum development. In Liberia, MSM will work with the Rwanda Tourism University College (RTUC) in developing an entrepreneurship curriculum.

**Public sector capacity development projects that started in 2015 include the following:**

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

**A dynamic perspective on conservation tourism**

MSM has a much valued experience in sustainable tourism development in emerging and developing economies, focusing on research, training and capacity building. Currently MSM is engaged in a collaborative project with the Institute of Finance and Economics in Mongolia aimed at strengthening the institute’s knowledge base in ecotourism. The Netherlands Fellowship Program sponsors this project.

Furthermore, MSM annually organizes the executive training on Sustainable Tourism Management for tourism professionals such as tour operators, hoteliers, governmental bodies, higher education institutes and environmental NGOs.

MSM’s tourism research aims to identify viable strategies in using tourism as a means for achieving sustainable development in emerging economies. For instance, DBA candidate Adu-Ampomah Yaw Junior examines the motivational factors and perceptions behind local procurement decisions in the hotel industry in Ghana in order to develop recommendations on how tourism can positively contribute to local economic development.



## Executive education

### Open Enrollment

In 2015 MSM offered nine open enrollment Executive Programs (EPs) starting throughout the year with a duration of 3 to 12 weeks. In 2015 a total of 116 students participated in these programs. Through the MEUSE-Institute, we also delivered a number of custom executive education programs, tailored to the specific needs of corporate and government clients.

### Tailor-made training programs in 2015 included the following:

- **Bhutan:** Individual and Organizational Research Capacity Development for the Royal Institute of Management (RIM) in Bhutan. The long term objective of this training is to build organizational and individual capacity at RIM in research for corporate and public sector governance and policy analysis, for entrepreneurship and innovation, and for culture, tradition and law.
- **Burundi:** Institutionalizing Research for Public Administration Innovation for the Ecole Nationale d'Administration (ENA) in Burundi. The long term objective of this training is to build organizational and individual capacity in research aimed at innovation for improved performance in Burundi public administration.
- **Congo:** Promotion of Youth Entrepreneurship. The critical challenge that this proposal will address is the dire unemployment plight of young people in the DRC. It is widely recognized that entrepreneurship (even at the income generating level) can contribute to job and/or wealth creation. Unfortunately the staff

of the beneficiary institution, UNILU, does not have the necessary knowledge, competences and experience to offer entrepreneurship training to young persons.

- **Egypt:** Research methods and skills in the field of water research for the National Water Research Center (NWRC), Ministry of Water Resources and Irrigation (MWRI) in Egypt. The long term objective of this training is the development of organizational and individual research competency in the field of water research.
- **Georgia:** Building a Sustainable Agri-business Base at the Caucasus School of Business at the Caucasus University.
- **Indonesia:** Training "Business coaching for sustainable and responsible SME business development in Indonesia". The training aimed at enhancing the business coaching skills of academic staff from UNPAR's Centre of Excellence for SME Development thereby enhancing local SME growth and development.
- **Indonesia:** Risk Management System for Anti-Money laundering for the Indonesian Financial Transaction reports and Analysis Centre (PPATK).
- **Kenya:** Impact Investment. In order to build up the knowledge in the field of impact investment, it is proposed that the project will first work with SBS staff on awareness and further curriculum development. The focus is on the development of three executive training courses on impact investment.
- **Mongolia:** Use of Assessment Tools for the Analysis of Development Projects at IFE.
- **Mongolia:** Establishing a knowledge base in the field of eco-tourism for the Institute of Finance and Economics (IFE) in Mongolia.

### The open enrollment Executive Programs in 2015 covered the following courses:

- Monitoring and Evaluation for Development Programs (M&E4DEV)
- Managing Sustainable Development (MSD)
- Management of Change (CM)
- Project Management (PM)
- Project Identification, Development and Management (PDM)
- Research Methods and Skills (RMS)
- E-Government (EG)
- Women Entrepreneurship Promotion (WEP)
- Leadership and Management of Higher Education Institutions (LMHE)



- **Palestinian Territories:** Enhancing Entrepreneurial Ecosystem for Palestine Polytechnic University (PPU) in the Palestinian Territories. The training covered topics on technology transfer, innovation management and acceleration processes.
- **Rwanda:** Policy Analysis and Result Based Management for the Ministry of Justice in Rwanda. The training aims for organizational and individual capacity building in policy analysis, formulation, implementation and evaluation.
- **Rwanda:** Strategic Leadership and Management for the National Rwanda Police.
- **Somalia Land:** Agribusiness development in Somaliland: Strengthening UoH capacity for facilitating business start-ups.
- **Uganda:** Pro-poor value chain development to strengthen Gulu University and stakeholder platforms in Northern Uganda for the Faculty of Agriculture and Environment, Gulu University, Uganda.
- **Uganda:** Pro-poor value chain development to strengthen Gulu University and stakeholder platforms in Northern Uganda.
- Fit for partnership with **Germany** for several beneficiary organizations. The German Economics Ministry's Manager Training Program is an element of Germany's policies to promote foreign trade and investment. Entitled "Fit for Partnership with Germany", it prepares managers from foreign companies to do business and co-operate with German firms - bringing success for both sides. This two- year program includes three lectures per year for a group of 20-25 senior SME managers from Eastern Europe, North Africa and Asia. Topics to be covered are Leadership, Recruitment Process, Performance Management and Job Evaluation.

### Tailor-made training results in master plan for anti-money laundering

Following the two-week visit to MSM of 20 high civil servants from the Indonesian Financial Transaction Reports and Analysis Centre (PPATK-INTRAC) in November 2014 for the tailor-made program on a Risk Management System for Anti-Money Laundering, the 3<sup>rd</sup> week of this training was successfully completed in May 2015 at the offices of PPATK in Jakarta, Indonesia. During this week the participants received MSM coaching to finalize their master plan. The master plan focused on eradicating corruption, financing of terrorism and drug money laundering.

The Board of PPATK approved the plan for implementation and complimented the team for their strong commitment and excellent work.



### Peruvian international MBAs immersed in European business

In April 2015, 31 Peruvian participants in our joint inter-national MBA program with Centrum Católica Graduate School of Business in Lima completed a four-week attachment at MSM. MBA student Mr. Carlos Luna said: *"Studying at MSM was an amazing experience. I enjoyed learning from professors from other cultures in a different continent. The quality of the lectures was beyond my expectations; ...the work visits were related to the courses. The city of Maastricht is a great place to visit, study and even live. I hope to come back soon and visit such a wonderful place again".*

In addition to the formal academic curriculum, students visited companies and organizations such as Q-Park NV, Greenport Venlo, IKEA, and the European Commission in Brussels.



### The Maastricht Summer School

The Maastricht Summer School is a joint collaboration between Maastricht University, Zuyd University of Applied Sciences and Maastricht School of Management. In 2015, the Maastricht Summer School again offered a wide range of short courses in different fields. It attracted more 317 participants representing over 50 nationalities.

### Kazakh Executive MBA group gets a taste of business in the Netherlands

The 15 participants from the Executive MBA program jointly offered with Almaty Management University (ALMU) visited MSM for their European Attachment from 13 July - 25 July 2015. Apart from following two courses, they visited the Philips Customer Visitor Center and the Gulpener Brewery. At Philips the participants enjoyed a presentation of Philips HealthTech demonstrating the developments in innovative solutions across the continuum of health - from healthy living, prevention, to diagnosis, treatment, recovery and home care.

The Gulpener Brewery in the province of Limburg is famous for its socially responsible initiatives and is a recipient of the CSR encouragement award from the Ministry of Agricultural, Nature and Food quality. During the visit the participants learned about the ecologically and environmentally friendly production process of the brewery.

## PHILIPS GULPENER



### Prize-winning alumnus

MBA30 alumnus **Abdul-Nasiru Iddrisu**

**Alhassan** won the 2015 University Meets Microfinance Master Award for his MSM master thesis:

*“The value of skills training in the improvement of the socio-economic status of Microfinance beneficiaries: A case study at Grameen Ghana”.* The award is granted to a student who conducted outstanding research in the field of financial inclusion and was handed out at the European Finance Week in Luxembourg on 18 November 2015. The selection committee was impressed by his excellent research and chose Mr. Abdul-Nasiru Iddrisu Alhassan’s master thesis as the winner.

As the winner of the award Mr. Iddrisu Alhassan received a prize of €500,- and the opportunity to publish a summary of his thesis in an academic journal. An article of his thesis was also included in a special edition of *Savings & Development*, an online journal published by the Research Center on International Cooperation of the University of Bergamo in Italy.

## Alumni: a vibrant MSM community

In 2015 MSM organized several events to maintain and strengthen the bonds with our alumni around the world. We organized network events, engaged our alumni in MSM programs and improved and increased our services to alumni.

### Worldwide alumni events

MSM boasts about 20,000 alumni in 120 countries on six continents. Regardless of which program they completed, our former students are all part of one of the most international alumni networks in the world. Together with our alumni chapters around the globe, we regularly organize alumni events. In 2015, alumni gatherings took place in Peru, Indonesia and Vietnam. MSM alumni were informed on current MSM activities, projects and future prospects, as exciting future plans reflect positively on alumni.

### MSMNetworker.com

The alumni platform MSM Networker is a tool that allows MSM alumni to both re-connect with their former classmates as well as to benefit from the trusted Maastricht School of Management environment to expand their professional networks. MSM Networker is an interactive platform. Alumni can easily connect through LinkedIn or Facebook and share news, job offers, pictures and events on the platform themselves. More than 1,500 alumni have already joined the MSM Networker alumni platform.



### MSM alumnus challenges MBA students with real-life case

MSM alumnus, Amit Biswas, challenged students to solve a real life business case during a guest lecture on Innovation and New Business Ventures in the MBA class. Amit chose a real case from the company Koninklijke Nedschroef Holding B.V., headquartered in Helmond, where he works as Specialist New Media. He challenged the MBA31 students to solve and present a real life business case about Innovation, Marketing & Communication and Customer Relations in the B2B market. Amit started working at Nedschroef after graduating from MSM in 2012. He actively contributes to the MSM alumni community as an ambassador and writes a blog hosted on the MSM website.



### **Emerald Publishing Group gives Award of Excellence to MSM alumnus**

MSM MBA alumnus Dr. Suhail Sami Sultan received an award for excellence 2015 from Emerald Publishing Group for his outstanding paper entitled: *“Enhancing the competitiveness of Palestinian SMEs through clustering”*, published in the EuroMed Journal of Business, Volume 9, Issue 2.

In his paper, Dr. Sultan discussed the importance of unifying the efforts of the public, private and academic sectors for the benefit of the SMEs working in the agri-business sector in Palestine. The award was handed to Dr. Sultan in a big ceremony during the 8<sup>th</sup> Euromed Conference that took place in Verona, Italy on 16-18 September 2015.

In 1997, Dr. Suhail Sami Sultan received his MBA degree from MSM. He is currently working as Director MBA at Birzeit University, Ramallah, Palestine.

### **Vietnam alumni group visits factory started by classmate**

On Friday 21 August, alumni of the MSM MBA in Ho Chi Minh City visited Vinh Tuong Industrial Corporation, whose CEO, Robin Tran Duc Huy, is one of our graduates.

Registered with MSM in Intake 4 (intake 18 started in 2015), Robin founded the business in 1991 and recently opened a new factory in the suburbs of Saigon. The company has grown 1000%

over the last 10 years, gaining a series of national and international quality awards.

One of the top 250 largest private companies in Vietnam, its Hiep Phu factory is the first of its type in the country.

### **MSM alumni attend NFP conference in Jakarta**

MSM alumni attended the Netherlands Fellowship Program (NFP) Alumni Conference hosted by EP-Nuffic that took place at the Erasmus Huis, Kingdom of the Netherlands Embassy in Jakarta, Indonesia on 26-28 October 2015. In total 110 NFP alumni from six member countries of the ASEAN region: Vietnam, Myanmar, Thailand, the Philippines, Cambodia and Indonesia, were selected by EP-Nuffic to participate in the event.

**Ms. Cecilia Riva Zaferson** has been appointed as the new Marketing Manager of General Motors in Peru, as part of the firm's strategic plans for 2015. Prior to joining GM, Cecilia accumulated 14 years of experience in the field of marketing and sales, working for major companies in consumer products and electronics as well as in the pharmaceutical and automotive industries. Cecilia graduated in 2007 from the joint MBA program offered by MSM and CENTRUM Católica in Peru.

### **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.



## Other events and initiatives in 2015

### Delegation from EP-NUFFIC brings working visit to MSM

A high-level delegation from EP-Nuffic, consisting of its Director, Mr. Theo Hooghiemstra and Mr. Chris Bergholtz (Scholarships) visited MSM in January 2015. The purpose of their visit was to meet with MSM's international body of students, many of whom benefit from EP-Nuffic scholarships, and to discuss further co-ordination and cooperation between the institutions in furthering the internationalization of Dutch education.

### Cuban Ambassador to the Netherlands visits MSM

The Cuban Ambassador to the Netherlands, H.E. Mr. Fermin G. Quiñones visited MSM in January 2015 to explore avenues for collaboration with Cuban higher education institutions and to strengthen business-to-business relations.

### Turkish Ambassador visits MSM

H.E. Mr. Sadik Arslan, Ambassador of the Republic of Turkey to the Netherlands, visited MSM on Monday 2 March to explore the promotion of business and management education cooperation between MSM, the Netherlands and the Republic of Turkey.

### Netherlands-Azerbaijan business forum

On 23 and 24 April 2015 the Netherlands-Azerbaijan Business Forum, held at Maastricht School of Management (MSM) and co-organized by MSM, the Azerbaijan ADA University, Azpromo, the Province of Limburg, Flanders Investment and Trade, The Dutch Embassy in Baku, the NCH, and the European Azerbaijan

Society, saw a historical gathering of leaders from government, business and the education sectors from the two countries. The more than 200 participants included the Minister of Economic Affairs of the Netherlands Mr. Henk Kamp, the Minister of Economy and Industry of the Republic of Azerbaijan Mr. Shahin Mustafayev, the Dutch Ambassador to the Republic of Azerbaijan Mr. Robbert Gabriëlse, the Executive Director of the State Oil Fund of Azerbaijan Mr. Shahmar Movsumov and Vice Governor of Province of Limburg Mr. Twan Beurskens.

### Global Entrepreneurship Network

On 28 May MSM welcomed a delegation from the Global Entrepreneurship Network at its campus in Maastricht. The delegation, consisting of a dozen representatives across Europe, took part in the 2015 meeting of the European Global Entrepreneurship Network. Welcoming the delegation, MSM Dean Professor Wim Naudé recalled the history of MSM and provided the group with a lecture on the current state of thinking and practice on entrepreneurship in emerging markets.

### MSM partners with Connect Limburg

Maastricht School of Management became a partner of Connect Limburg. Connect Limburg's mission is to put Limburg on the international map as a unique cross-border region. Connect Limburg has 75 partners in Limburg who actively make use of the unique border location.

More information: [www.limburgcrossborders.com](http://www.limburgcrossborders.com)





In October, the MBA and Master in Management students participated in the Cross Border Dinner event, organized by Connect Limburg. During the day the students visited successful international companies in Limburg such as Smurfit Kappa, Arion Group and Medtronic, and participated in a lively and interactive panel discussion at the Brightlands Chemelot Campus with representatives from science, education, government and the business community in Limburg. To highlight the cross-border character of the event the dinner was held at the Avantis business park right on the border between the Netherlands and Germany.

#### **MSM partner of the Maastricht Awards**

In 2015, MSM was a partner of the Maastricht Awards; an initiative for entrepreneurs operating in Maastricht, the Maastricht municipality, Centre Management Maastricht, Tourist office / Maastricht Marketing and Gastvrij Maastricht. The Maastricht Awards are the annual prize for entrepreneurs in Maastricht.

#### **MSM discusses collaboration with universities in Iraqi Kurdistan**

MSM received a delegation from Iraqi Kurdistan interested in exploring possible educational cooperation. Dr. Jamal Kakbra from Sulaimani Polytechnic University and Dr. Nooruldeen Nasih Qader from the University of Human Development met with MSM Dean Professor Wim Naudé on 21 and 22 October in Maastricht. Various possibilities for cooperation, including the offering of joint programs in Kurdistan, an autonomous region of Iraq, were discussed.

#### **Management education for Uzbekistan**

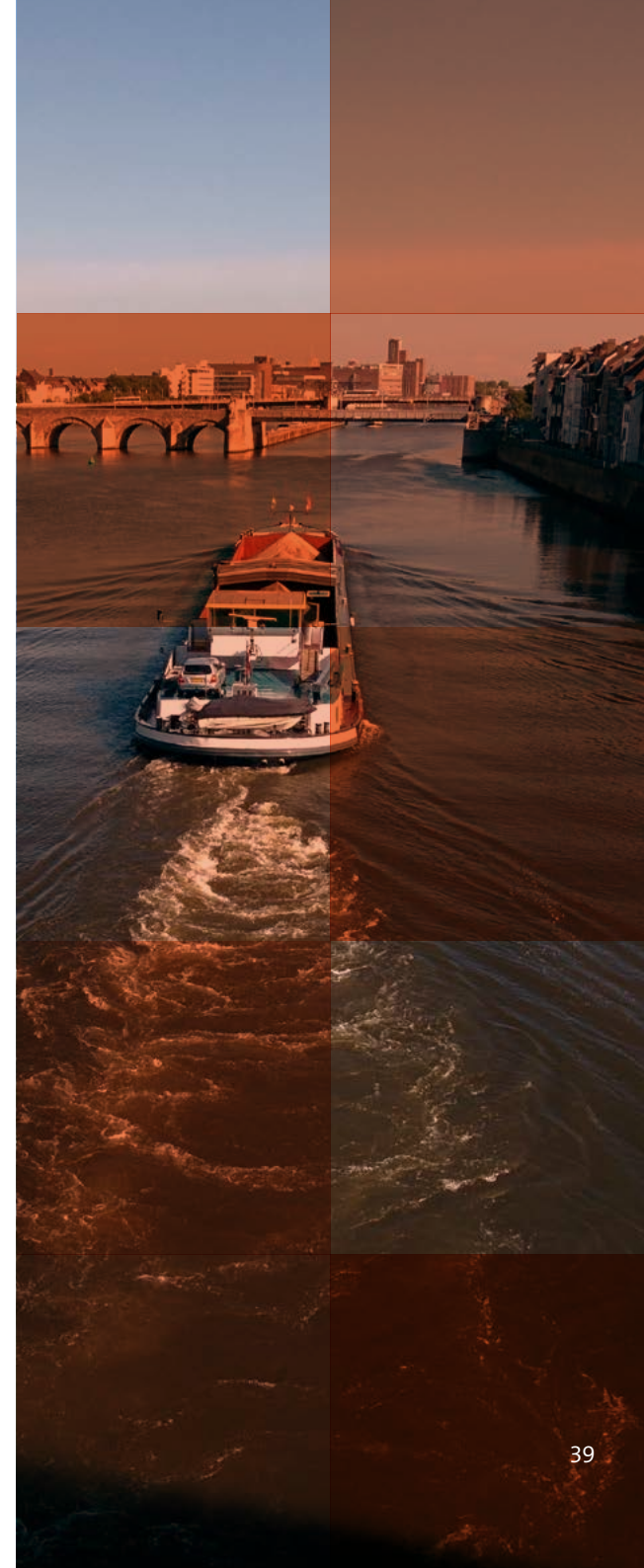
MSM discussed various options and possible modalities for partnerships in the area of management education and business development with the Uzbekistan Ambassador in Brussels, H.E. Mr. Vladimir Norov and the Counselor for Trade and Economy, Mr. Oybek Khamraev. This meeting took place during a special visit of H.E. Mr. Norov to MSM on 25 November.

#### **Dutch Ambassador-Designate to China visits MSM**

The designated Dutch Ambassador to China, H.E. Mr. Ron Keller visited MSM on 4 December. During his meeting with MSM Dean Professor Wim Naudé, Chairman of the MSM Board Mr. René van der Linden, MSM Board Member Mr. Léon Frissen and MSM Associate Dean Ms. Amy Wang, Mr. Keller received an update on MSM's activities in China. Maastricht School of Management has been active in China for almost 30 years and is formally recognized as an international education institution by the Chinese government.

#### **Executive MBA in Sports Management information session**

As a special event organized in December 2015 to provide first-hand information on all ins and outs of the new Executive MBA in Sports Management to (prospective) students, Mr. Frans Cornelis, Founder and Lead Consultant of CoMarCo, gave an interactive master class on *"How to prevent the next disaster in sports management"* to the attendees. The event attracted many (former) top sports players with a serious interest in following the program.





## Forward to 2016

### **PechaKucha New Year event with MBA32 students**

**28 January 2016**

A unique PechaKucha session will be organized to give mentors and representatives from the local business community the opportunity to meet the MBA32 class and to celebrate the new year with the MBA32 students during an informal drink.

### **CALL FOR PAPERS: International conference on Strengthening Indonesian Agribusiness: Rural Development and Global Market Linkages**

**Deadline for paper submission: 12 February 2016**

The conference will take place on 25 and 26 April 2016 at the IPB International Convention Center, Bogor, Indonesia. Organizing parties are: Maastricht School of Management, the Department of Agribusiness, Faculty of Economics and Management, Bogor Agricultural University Indonesia, Indonesian Agribusiness Association, Indonesian Society of Agricultural Economists.

### **Partners' conference**

**25 and 26 February 2016**

MSM's Partners' Conference is a practical conference aimed to improve the quality and relevance of MSM's education programs throughout the world through leveraging a joint global effort and coordinating new innovations in education content and delivery technologies. Participating partners will also receive hands-on workshops

on Moodle, business consultancy projects (BCP) and thesis supervisor training, among others.

### **Graduation Ceremony**

**8 September 2016**

The Graduation Ceremony 2016 will take place on Thursday 8 September. On this occasion, the degrees of Master of Science, Master of Business Administration, Executive Master of Business Administration, Master of Philosophy and Doctor of Business Administration will be awarded.

### **CALL FOR PAPERS: 6<sup>th</sup> MSM Annual Research Conference**

**9 September 2016**

The 6<sup>th</sup> Annual Research Conference will take place in Maastricht on 9 September 2016 on the topic of '**The Rise of Eurasia: New Perspectives on East-West Business and Economic Relations**'. The conference will be co-organized with MSM's partners in China, Kazakhstan, Azerbaijan, Russia, and Turkey.

### **In the spirit of Navruz: Exploring Business Opportunities in Uzbekistan**

**18 March 2016**

In the spirit of Navruz, Maastricht School of Management and the Embassy of the Republic of Uzbekistan in Brussels is hosting an Uzbekistan Day in Maastricht to celebrate Navruz and also to explore business opportunities in Uzbekistan.



## List of publication in 2016

### Journal papers

Article	Journal	Author(s)
The Assignment of Workers to Tasks with Endogenous Supply of Skills	Economica, Volume 82, Issue 325, pp 24-45	Arnaud Dupuy
Developing a scale for measuring high performance partnerships	Journal of Strategy and Management, © Emerald Group Publishing Limited, DOI 10.1108/JSMA-07-2014-0065, Vol. 8 Issue 1 pp. 87 – 108	André de Waal, Robert Goedegebuure, Eveline Hinfelaar
Influence of culture on priority-setting of high performance activities	Journal of Strategy and Management, ©Emerald Group Publishing Limited, DOI 10.1108/JSMA-05-2014-0034, Vol. 8 No. 1, 2015 pp. 64–86	André de Waal, Kettie Chipeta
Two profiles of the Dutch high performing employee	European Journal of Training and Development, Vol. 39 Iss 7 pp. 570 - 585	André de Waal, Michella Oudshoorn
Comparing Dutch and British high performing managers	Journal of Management & Organization / FirstView Article / October 2015, pp 1 – 18, DOI: 10.1017/jmo.2015.39	André De Waal, Beatrice van der Heijden
The use of currency derivatives in multilateral banks	Emerald Insight, Management Research Review, Vol. 38, Issue 5 pp 482-504, <a href="http://dx.doi.org/10.1108/MRR-10-2013-0248">http://dx.doi.org/10.1108/MRR-10-2013-0248</a>	Philip Kamau, Eno L. Inanga, Kami Rwegasira
Slow money in an age of fiduciary capitalism, Ecological Economics	Volume 116, pp. 322-329, doi:10.1016/j.ecolecon.2015.05.007	Priyanka Jayashankar, Arvind Ashtab, Mark Rasmussenc
Cost Estimates, Cost Overruns, and Project Continuation Decisions	The Accounting Review, June	Alexander Brügggen, Joan Luft
Success Factors for Community Business Wildlife Tourism Partnerships in Tanzania	European Journal of Development Research	Diederik de Boer, Meine Pieter van Dijk
Water pollution and environmental governance systems of the Tai and Chao Lake Basins in China in an international perspective	International Journal of Water Resource and Protection, Vol. 7, pp. 830-842, DOI 10.4236/jwarp.2015.710067, open access	Qiu Lei, Meine Pieter van Dijk
Foreign direct investment in China, the factors determining a preference for investing in Eastern or Western provinces, the importance of location	Modern Economy, Vol. 6, pp. 924–936, DOI 10.4236/me.2015.68087, open access	A. Granneman, Meine Pieter van Dijk
Climate change policies and adaptive behaviour of farmers in Southern China	Review of economic anthropology, Vol. 35, pp. 155–175. , DOI 10.1108/S0190-128120150000035007	Meine Pieter van Dijk, Hao Li
Sharing gains of the potato in Kenya: a case of thin governance	International Journal of Agricultural Marketing, Vol. 2 (2), pp. 34-45. February, <a href="http://www.premierpublishers.org">www.premierpublishers.org</a> . ISSN: 2167–0470	Joseph Gichuru Wang'ombe, Meine Pieter van Dijk
The Factors in the Decision to Continue Rainwater Harvesting Systems in Beijing to achieve Sustainable Water Management	Water, an open access journal, DOI, pp	Xiao Liang, Meine Pieter van Dijk
Environmental vulnerability as a legacy of violent conflict: a case study of the 2012 waste crisis in the Palestinian gathering of Shabriha, South Lebanon	Conflict, Security & Development, Volume 15, Issue 4, 2015, pp 387–414	Yona Lucky, Eno L. Inanga
doi: 10.1080/14678802.2015.1070486	Nora Stel, Irna van der Molen	Yona Lucky, Eno Inanga
Playing the Lottery or Dressing Up? A Model of Firm-Level Heterogeneity and the Decision to Export	Quarterly Review of Economics and Finance, pp. 1–17, DOI 10.1016/j.qref.2015.02.010	Wim Naudé, Thomas Gries, Natasa Bilkic
Reforms in Public Sector Management: A Relevant Issue for the Citizens of Zambia?	African Journal of Management Research, Vol 23, No. 1	Tobias Mulimbika, André de Waal, Robert Goedegebuure

## Books and chapters in books

Title	Publication/Publisher	Author(s)
Inclusive financial sector development, the contribution of new forms of finance to rural development (2015), Key note at international conference on Agricultural finance for rural development & sustainability at IPB, Bogor, 20&21-11-2014	In D. Rachmina et al. (eds., 2015): Proceedings International workshop. Bogor IPB Press, pp. 1–14.	Meine-Pieter van Dijk
The sustainability of cooperative urban microfinance institutions, The case of ACEP in Senegal and PADME in Benin, Contribution to the international seminar on Agricultural finance for rural development & sustainability in Bogor, 21–11–2014	In D. Rachmina et al. (eds., 2015): Proceedings International workshop. Bogor IPB Press, pp. 83–100	Meine-Pieter van Dijk, Fodé Ndiaye
Chinese eco-cities, creative technologies & infrastructure for sustainable city development?	In: UNESCO International conference Creative design for sustainable development. Paris: UNESCO, pp. 131–138	Meine-Pieter van Dijk
The Ups-and-downs of the real estate market and its relations with the rest of the economy in China	R. T. Abdulai, F. Obeng-Odo, E. Ochieng and V. Maliene (2015) Real estate, construction and economic development in emerging market economies. London: Routledge, 88–105	Meine-Pieter van Dijk
Analyzing eco-cities by comparing European and Chinese experiences	In: Tai-Chee Wong, Sun Sheng Han and Hongmei Zhang (eds., 2015): Population mobility, urban planning and management in China. Berlin: Springer, pp. 189–206. DOI 10.1007/978-3-319-15257-8_11	Meine-Pieter van Dijk
A dynamic perspective on institutional arrangements for tourism, conservation and development in Eastern and Southern Africa	In: R. van der Duim, M. Lamers & J. van Wijk (Eds.), Institutional arrangements for conservation, development and tourism in Eastern and Southern Africa: A dynamic perspective (pp. 239–259). Dordrecht, the Netherlands: Springer.	Jakomijn van Wijk, Machiel Lamers, René Van der Duim
Implementing tourism-conservation enterprises: A comparison of three lodges in Kenya	In: R. van der Duim, M. Lamers & J. van Wijk (Eds.), Institutional arrangements for conservation, development and tourism in Eastern and Southern Africa: A dynamic perspective (pp. 219–238). Dordrecht, the Netherlands: Springer.	Jakomijn van Wijk, Machiel Lamers, René Van der Duim, Rita Nthiga, Swen Waterreus
	In: Optimization of Pharmaceutical R&D Programs and Portfolios, Zoran Antonijevic (Ed.), Springer, chapter 11	Nitin R. Patel, Suresh Ankolekar
Promoting conservation tourism: The case of the African Wildlife Foundation's tourism conservation enterprises in Kenya	In: R. van der Duim, M. Lamers & J. van Wijk (Eds.), Institutional arrangements for conservation, development and tourism in Eastern and Southern Africa: A dynamic perspective (pp. 203–218). Dordrecht, the Netherlands: Springer. <a href="http://link.springer.com/chapter/10.1007%2F978-94-017-9529-6_11">http://link.springer.com/chapter/10.1007%2F978-94-017-9529-6_11</a>	Jakomijn van Wijk, Machiel Lamers, René Van der Duim
Novel institutional arrangements for tourism, conservation and development in Eastern and Southern Africa	In: R. van der Duim, M. Lamers & J. van Wijk (Eds.), Institutional arrangements for conservation, development and tourism in Eastern and Southern Africa: A dynamic perspective (pp. 1–16). Dordrecht, the Netherlands: Springer. <a href="http://link.springer.com/chapter/10.1007%2F978-94-017-9529-6_1">http://link.springer.com/chapter/10.1007%2F978-94-017-9529-6_1</a>	Jakomijn van Wijk, Machiel Lamers, René Van der Duim
Institutional arrangements for conservation, development and tourism in Eastern and Southern Africa: A dynamic perspective	Dordrecht, the Netherlands: Springer. <a href="http://www.springer.com/environment/book/978-94-017-9528-9">http://www.springer.com/environment/book/978-94-017-9528-9</a>	Jakomijn van Wijk, Machiel Lamers, René Van der Duim
What kind of Leader was Mrs. Thatcher?	In: In Faith Wambura Ngunjiri and Susan R. Madsen, (Eds.) Women as Global Leaders (pp. 289–303.). Charlotte, NC: Information Age Publishing, Inc.	Stephanie Jones
Structural Change and Industrial Development in the BRICS	In: Oxford University Press, <a href="http://ukcatalogue.oup.com/product/9780198725077.do#">http://ukcatalogue.oup.com/product/9780198725077.do#</a>	Wim Naudé, Adam Szirmai, Nobuya Haraguchi
Cases on Sustainable Human Resources Management in the Middle East and Asia	IGI Global, DOI: 10.4018/978-1-4666-8167-5	Stephanie Jones, Sheena Graham
Reconsidering rebel governance	In: J. Idriss Lahai and T. Lyons, (Eds.) African Frontiers. Insurgency, Governance and Peacebuilding in Postcolonial States (pp. 31–41). London: Ashgate.	Duyvesteyn, I., G. Frerks, B. Kistemaker, N. Stel and N. Terpstra



## MSM Working Papers

Title	Number	Author(s)
Entrepreneurship Education in Ethiopian universities: Institutional assessment	2015/1	Huub Mudde, Dugassa Tessema Gerba, Alemfrie Derese Chekol
On-Farm and Off-Farm Works: Complement or Substitute? Evidence from Nigeria	2015/2	Raphael Babatunde
Spillovers from Off-farm Self-Employment Opportunities in Rural NIGER	2015/3	Sènakpon Dedehouanou, Aichatou Ousseini, Abdoulaziz Laouali Harouna, Jabir Maimounata
Financialisation, price risks, and global commodity chains: Distributional implications on Cotton Sectors in Sub-Saharan Africa	2015/4	Cornelia Staritz, Susan Newman, Bernhard Tröster, Leonhard Plank
Trains, Trade and Transaction Costs: How does Domestic Trade by Rail affect Market Prices of Malawi Agricultural Commodities?	2015/5	Wouter Zant
Agricultural Technology Adoption and Market Participation under Learning Externality: Impact Evaluation on Small-scale Agriculture from Rural Ethiopia	2015/6	Tigist Mekonnen Melesse
Impact of Agricultural innovation on improved livelihood and productivity outcomes among smallholder farmers in Rural Nigeria	2015/7	Ogunniyi Adebayo, Kehinde Olagunju
Private sector investments to create market-supporting institutions: The case of Malawian Agricultural Commodity Exchange	2015/8	Liesbeth Dries, Domenico Dentoni
Why Subsidize Fertilizer if Subsidizing Water is More Effective?	2015/9	Wouter Zant
Ethiopian University Capacity: Findings of Piloting the Organizational Capacity Assessment Tool	2015/10	Rita van Deuren, Tsegazeab Kashu Abay, Seid Mohammed
Design of an organizational capacity assessment tool for enhanced leadership and management in Ethiopian new public universities	2015/11	Rita van Deuren, Tsegazeab Kashu Abay, Seid Mohammed
The network-based economy in Vietnam	2015/12	Quang Truong





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