



**Graduate
School of Management**
St. Petersburg State University



Innovating Management Education in Russia: An International Perspective

Prof. Yury V.Fedotov
Managing Director

The 5th International Business School
Shanghai Conference – 2014
October 9-10, 2014



Innovating Management Education in Russia: reasons to look at GSOM

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



Principal facts and figures

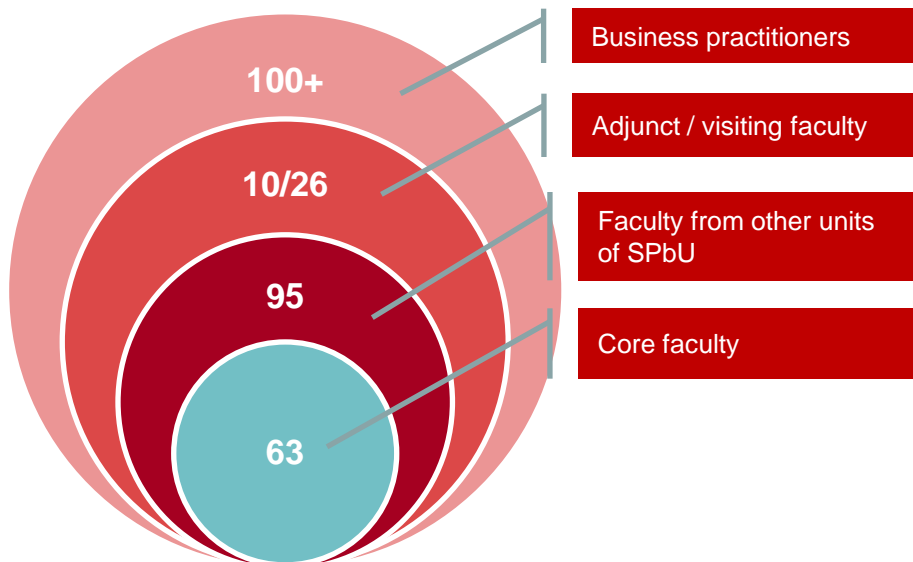
- A unit (Institute) of St. Petersburg University, the oldest (est.1724) Russian University
 - ✓ Special status granted by a Federal Law (along with Moscow State University)
- The school was established in 1993 in alliance with Haas School of Business, UC Berkeley;

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

- In 2006 selected by the Russian government as a platform for a world-class business school and granted land for its own campus
- Programs of Bachelor, Master, Doctoral levels, MBA, and Executive Education;
- Strong network of 55 world class business schools;
- Network of over 200 multinational and Russian companies; Advisory Board has among its members the leaders of 16 top Russian and international companies
- 1200 students across all degree programs; 63 full-time faculty members in 7 academic departments; 5 research centers
- №1 Russian Business School according to Izvestia MBA programs ranking (since 2011), № 1 Business School in Eastern Europe according to Eduniversal ranking (since 2012), № 5 and №56 Master in Management programmes in the world according to the Financial Times ranking (2014, CEMS MIM and GSOM MIM respectively), the only Russian EQUIS accredited Business School



Faculty: structure, qualifications and unique research environment



Qualitative improvement of faculty qualification

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

Creation of unique research environment

Organization of research activities in dedicated research centers

- PwC Center for Corporate Social Responsibility; Deutsche Bahn & Russian Railways Center for International Logistics and Supply Chain Management; Center for Entrepreneurship; Center for Strategic Marketing & Innovations; Case Resource Centre; Centre for Public-Private Partnerships.

Incentive mechanisms for research activities:

- Basic research grants (3 800\$ per annum)
- Supplemental agreements to faculty employment contracts

Increase in research efficiency (2007-2013):

- Number of articles in academic journals: 49 to 65-80 /year
- More than **90** textbooks and monographs published over 5 years
- Number of cases (incl. registered in ECCH): 235/48 to **391/208**
- Number of conference/seminar papers: 84 to **160** /year



Impact on Russian education and society

- The School is both an institutional innovation for Russia and the leader in modernization of the Russian management education:
 - First ECTS-based, English-language Master in Management (1999),
 - Joint and double degree Master and MBA programs with top international schools
 - First full-time Doctoral program mostly delivered in English, with a compulsory year abroad
 - Vibrant research environment and world-class research output by core (Russian) faculty
 - The only representative of Russia in global associations of leading business schools: CEMS, PIM, GBSN, EABiS, GRLI
- Appointed to design the new Federal State Educational Standards in Management Area (Bachelor and Master levels), since 2011 introduced by the Ministry of Education & Science nationwide
- Role model for development of university business schools at leading national universities (projects and programs for Ural and Siberian Federal Universities, Plekhanov RUE etc)
- Publication of two refereed journals, leaders in the Russian Science Citation Index ("Russian Management Journal" and "Vestnik /Herald/ of St. Petersburg University. Management Series")



Internationalisation of Russian Higher Education Institutions

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



**Высшая
школа менеджмента**

Санкт-Петербургского
государственного университета

Bologna Process Timeline in Russian Higher Education

**1992 -
Russian
Law
introduces
multi-level
HE in
Russia**

**1997 -
GSOM
SPbU
launches 2
years
master
program**

**2003 Russia
joins
Bologna
process**

**2013 -
Russian Law
on Education
shapes
doctoral
studies as
Ph.D.
programmes**

**1993 - GSOM
SPbU
launches its 4
year bachelor
programme**

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

**2010 -
switch to the
Russian
Bologna
model**



Portfolio of educational programs and educational environment

Strategic transformation of the program portfolio

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

Innovative environment for learning & development

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

Program	Duration	ECTS	2013/14 number of		Language	Accreditations / joint programs
			Students	Programs		
Bachelor	4 years	240	732	2	Russian/English	EPAS
Master	2 years	120	239	3	English	CEMS; DD/ HEC, LUT, WU
Doctoral	3 years	180	19	1	Russian/English	HEC, ESADE, Aalto, etc.
MBA (EMBA)	2 years	120	152	2	Russian/ English	AMBA
Total:			1142	8		
Executive Education	72 - 500 hours	n/a	n/a	n/a	Russian/English	Russian Railways; VTB; Fuqua/Duke; BI; WU



Internationalization of programmes and the business school

Internationalization of all educational programs

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



Joint educational projects with leading European and US business schools

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



CEMS

a global bridge between the academic and corporate world

27 member schools worldwide



Systemic relationships with leading companies and graduates

Contribution to design and implementation of educational and research programs

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



- Fast growth of Executive Education



- Development of research centers supported by top Russian and international companies



- Active recruitment of GSOM graduates



Alumni Association:

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



Current Innovative Challenges

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