

**HSE Graduate School of Business**  
**PRME Sharing Information on Progress**  
**Inaugural Report**

**2021-2022**



**Moscow**  
**June 2023**

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## Executive Summary

This inaugural Sharing Information on Progress (SIP) report provides an overview of the progress of the HSE Graduate School of Business (GSB) in terms of implementation of the Principles for Responsible Management Education (PRME) and contribution to the UN Sustainable Development Goals (SDGs). It is structured in accordance with six PRME principles: Purpose, Values, Method, Research, Partnership and Dialogue. Every part describes the GSB's approach in terms of the specific principle, as well as our progress, achievements and future goals on the matter.

During the 2021-2022 reporting period, we reviewed our alignment with the six PRME principles. Our goal was to further incorporate ethics, responsibility and sustainability (ERS) and SDGs into our mission and values, research and education, as well as partnerships and outreach activities. We aimed to provide an overview of GSB's key events and actions during this time period. The report ends with a reflection on our progress, an outline of our future commitments and data-gathering strategies, as well as a summary of our plans moving forward towards creating a better, more fair and resilient world through the power and spirit of responsible management education.

### Report prepared by

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## Letter from the GSB Director

I am grateful to introduce the progress we made toward responsible management education. The HSE Graduate School of Business embraces the values and purpose of the UN PRME. I am pleased to endorse this report and affirm the continuing provision of the GSB's association with PRME through supporting its principles reflected in purpose, values, method, research, partnership, and dialogue we create through our engaged work every day. The HSE Graduate School of Business takes responsibility to develop management thinking and lifelong learning methods to prepare innovative and responsible business leaders capable of changing organizations and the world for the better. This report is dedicated to the approaches HSE Graduate School of Business applies to fulfill our purpose as a responsible business school.



The period covered by this report is 2021-2022. It was a challenging time for all of us. We managed to reinvent our business model as a university-based business school with an ambition to provide an integrated portfolio of educational programs for lifelong learning. The reporting period was particularly rich on events with extreme turbulence. We managed to successfully redesign our portfolio of multi-level programs by adapting to the COVID-19 pandemic, and address the geopolitical instability and change in the business environment with a major turn the Russian economy has made towards the East.

Nonetheless, these challenges proved the growing importance of ethics, responsibility, and sustainability, especially for the business serving society as its major purpose. The ability to lead consciously, to embrace uncertainty with empathy and care, and strongly connect to the stakeholder's needs and expectations is what we believe in educating a new generation of responsible entrepreneurs and managers. The evidence of our commitment to the PRME principles is reflected in the way the GSB faculty, students and alumni managed to lay the foundations for our common sustainable and resilient future.

Despite all the obstacles, GSB managed to make serious progress toward the integration of SGSs and ERS in all our activities. In 2021-2022 we held a number of high profile events at the annual international HSE University Yasin (April) Conference discussing the ESG agenda with the leading national and international experts. In 2022, the GSB launched a master program in Sustainable Business Management. It educates a new generation of professionals with a sustainability mindset and transdisciplinary competencies in managing grand societal challenges through finding innovative solutions on corporate sustainability, environmental, social, and

governance (ESG) strategies in a circular economy. In 2022 we launched the ESG Center with an ambition to become a leading national center of expertise in the field of sustainable development and ESG transition for business, government and civil society. We were proud to host a first autumn school on ESG in September 2022 in partnership with the Central Bank of Russia to provide a unique learning environment for the students. In cooperation with our partners within HSE, the ESG Center is able to contribute with the applied research on the education for sustainable development, develop cutting edge case-studies on the ESG-transformation of the Russian business and prepare analytical reports on the strategies and operations that Russian business undertakes towards contributing to the SDGs and the national priorities of sustainable development.

In 2021 and 2022 GSB was recognized for our social impact and sustainability in a Level 3 “Progressive” performance in the Positive Impact Rating for business schools presented annually at the UN PRME Global Forum. In 2021 two stories of business as a force for good developed by the GSB master’s students as part of their experiential learning for the course on “Responsible Business and Sustainable Development” were recognized with a prestigious Flourish Prize for SDG 4 (Kaspersky) and SDG 17 (Vympelcom). We are proud that our students and faculty members were able to participate in the international week on sustainable development (IWEEK) at the University of Antwerp in 2021 and 2022, contributing to cross-cultural understanding and culture of inclusion. Finally, the Russian launch of the book “Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation” co-edited by Dr. Ekaterina Ivanova and Dr. Isabel Rimanoczy and published in the PRME Series by Routledge took place in 2022 at the track on Business and Society of the international conference on emerging markets hosted annually by the Graduate School of Management of St. Petersburg State University.

We pledge to work for a resilient future where business schools around the world acknowledge their role in a changing responsible management education in which inclusive prosperity in a world of thriving ecosystems take a center stage.

**Prof. Dr. Valery Katkalo**

**Director**

**HSE Graduate School of Business**

## Message from the GSB PRME Leaders



We are delighted to present the first inaugural UN PRME SIP report for the Graduate School of Business at the HSE University. In June 2021 our business school was honored to join the PRME community and reaffirm our commitment to responsible business education. We gratefully began to take an active part in the PRME



life, by learning from the PRME Champions and our peers around the world, contributing ourselves and applying the knowledge shared in this global community in order to strengthen our commitment to PRME principles.

Our business school has a long tradition of incorporating ethics, responsibility and sustainability into education, research, operational processes, life on campus, and partnership activities. We are working hard on making our transition towards becoming a truly green and regenerative business school that is conscious and inclusive to the needs of all our internal and external stakeholders. On a step by step basis, gradually from more problem-based, experiential and service learning projects addressing the global challenges that are at the core of our learning philosophy, we are introducing new tools and ways to evaluate the ripple effects and impact that joint research, education and partnership activities by our students, alumni and faculty are contributing to the thriving professional business communities, civil society and, ultimately, the planet.

Last year, one of the key milestones for the business school was the launch of a master program in Sustainable Business Management and opening of the ESG Center. These events set a stage for facilitating ERS and ESG agenda both on campus in the minds and hearts of our students and faculty members, but also in a greater community through increased media coverage and outreach activities we are contributing to by enhancing awareness on responsible and sustainable business practices in Russia. No less important for advancing the sustainability agenda is all the work that our colleagues at GSB are carrying out every day. Their efforts to create cutting edge education, research and partnership activities addressing 17 UN SDGs paves the way not only for our students to become engaged leaders of ESG-transformation, but also for the development of responsible business at the national level.

We would like to thank all our esteemed colleagues who took an active part in the creation of this report. Our special gratitude goes to Dr. Ivan Prostakov, Dr. Anna Veselova, Dr. Veronika Kabalina and Dr. Andrei Sharomov who verified the data in this report. As we were collecting and systematizing data for this inaugural SIP report we were truly fascinated by how much our

colleagues are doing on contributing to embedding ERS in our mindsets and achieving SDGs through engagement in teaching, research, partnerships and outreach activities. Without this joint effort we would have not been able to see and appreciate our collective effort in making our business school a true agent of change in embracing ERS and SDGs in all we do.

Our ambitions do not fade away, and even in times of grand challenges we all face as a humanity, we set aspiring goals for the next 2 years of our PRME membership and confident that we can achieve them. We believe that business schools should serve as an example of accountability, service to society and do our part in nurturing a new generation of conscious leaders. We reaffirm our commitment to the PRME values and look to the future with awe and confidence.

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**Office**



## **Introduction**

### **About HSE University**

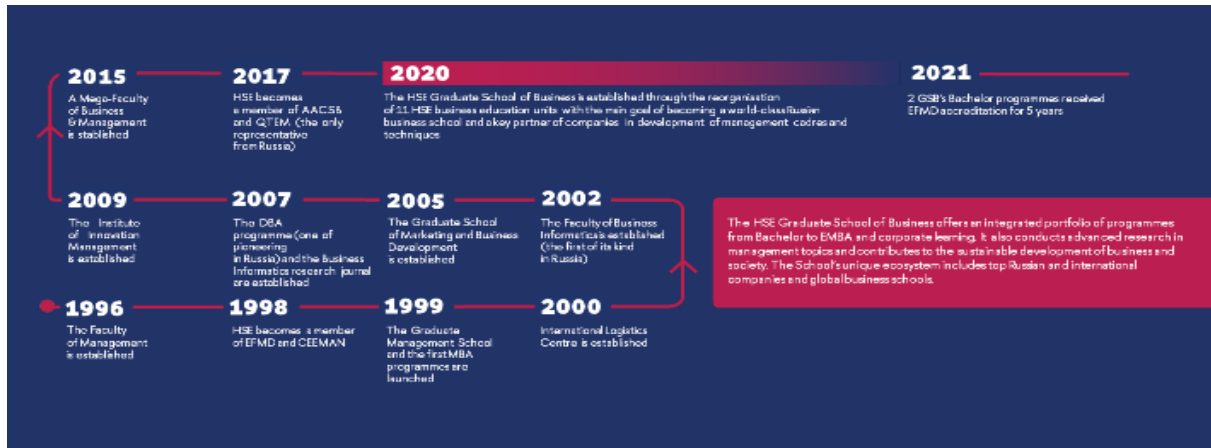
Since its founding in 1992, the National Research University “Higher School of Economics” (HSE University) has developed from an economics institute into a comprehensive university. Based in Moscow, with campuses in St. Petersburg, Nizhny Novgorod, and Perm, HSE University continues to grow. Among Russian universities, HSE University is a leader in economics, management, sociology, computer science, public policy, and political science. Consistently ranked as one of Russia’s top universities, HSE University is a leader in Russian education and one of the preeminent economics and social sciences universities in Eastern Europe and Eurasia. Having rapidly grown into a well-renowned research university over two decades, HSE University sets itself apart with its international presence and cooperation. Our faculty, researchers, and students represent over 100 countries, and are dedicated to maintaining the highest academic standards. Our newly-adopted structural reforms support HSE University’s drive to internationalize and conduct groundbreaking research with a clear focus on addressing national and international agenda on sustainable development.

### **About HSE Graduate School of Business**

The HSE Graduate School of Business is a unit of the HSE University. It was created on 1 September 2020. However, the history of the GSB goes back to 1996 when the faculty of management was established. Over the period of 14 years, the faculty grew and transitioned into the business school, which is currently located across 3 campuses of the HSE University in Moscow. Currently, the HSE Graduate School of Business has over 10,000 students and participants, including 600 international students, 140 full time faculty members and more than 350 guest professors and business practitioners. GSB comprises 6 academic departments covering key areas in management, including strategic and international management, organizational behavior and human resource management, financial management, business informatics, marketing, operational management, and logistics. Only in 2022, faculty members published over 60 publications in Q1/Q2 journals and Harvard Business Review Russia.



**Figure 1. Traditions of HSE Leadership in Business Education**



Source: GSB, 2022

The academic approach employed by the GSB is based on a leading global model of a university business school. Essentially, it is a school within a university that combines all levels of business programs and courses, from bachelor and master to EMBA programs. The GSB students can choose from 20 bachelor and master programs in Management and Business Informatics, and a PhD-based doctoral program in Management with four different specialization areas. All bachelor and master programs have the necessary state accreditation and meet all requirements for university-level business education. Over two decades the alumni network of GSB become a dedicated global management community that consists of over 25000 graduates of our degree programs. What distinguishes the Graduate School of Business is our focus on educating and developing globally competitive and socially responsible business leaders for the digital economy. The key elements of the GSB's educational model include a project-based approach and dynamic techniques for skills training, integration of online and other digital education techniques, and systemic internationalization of the educational process.

**Figure 2. Key facts about the HSE Graduate School of Business**



*Source: GSB, 2022*

The curricula of the GSB programs utilize a combination of professional, digital, and soft skills abilities and for the modern business leaders. A range of courses is taught in English, while Management and Digital Innovations (bachelor program), International Business (bachelor program), Business Analytics and Big Data Systems (master program), and International Management (master program) are taught entirely in English. In 2022, the GSB expanded its program portfolio with one new bachelor program (International Business) and two new master programs (Sustainable Business Management and People Management: Digital Technologies and Organizational Development). Over 130 open programs in post graduate professional education and corporate learning programs are offered annually by the GSB.

### **Mission and values of GSB**

The mission of HSE Graduate School of Business is to develop management thinking and lifelong learning methods to prepare innovative and responsible leaders capable of changing organizations and the world for the better.

The values the GSB embraces include: creative thinking, leadership for results and success through collaboration. These are the meta-competencies which are crucial for responsible leadership.

**Figure 3. Values of HSE Graduate School of Business**



**Think creatively**



**Lead for results**



**Succeed through  
collaboration**

*Source: GSB, 2021*

### **Historical heritage of the GSB campus**

The HSE Graduate School of Business is located across 3 campuses in Moscow. Each of them has a unique historical and cultural heritage. The main Shabolovka campus is located at Shabolovka Street with an official address corresponding to buildings number 26 to 28. It is one of the oldest buildings belonging to the HSE University which shows the continuity of traditions of manufacturing and entrepreneurship throughout the Russian modern history. It was built at the beginning of the 19th century to be a location for a silk manufacturing factory. Its first owner was the Frenchman Peter Goujon. The employees of the silk factory at that time were predominantly women. At the premises of the factory there was a well, a high brick chimney of the boiler room and a wooden chicken coop that served as a commitment to biodiversity in the city already two centuries ago. The pipe construction still draws the attention of the students, staff, and guests of the Shabolovka campus. In 1937, at the location of the GSB campus the Bobbin and Reel Factory was created. It was named after a revolutionary Felix Dzerzhinsky and belonged to the main department of the People's Commissariat of Light Industry. Since then, the factory was called by the locals simply as "Bobbin" and the monument to Dzerzhinsky is still preserved on the campus.

By the 1990s, bobbin and reel products were no longer in high demand. The factory transitioned into a smaller production. One of the buildings was transferred to the Textile Institute. In 1995, a major fire broke out. Almost all factory buildings were heavily damaged. In 2005, there were attempts to restore the buildings, but the restoration was not completely finished. The buildings on Shabolovka were handed over to the HSE University in a state of heavy damage by fire. The HSE University decided not to demolish the buildings, but to focus on preserving the maximum number of historical buildings. Thus, a long journey of gradual restoration of each of the buildings began, which continues to this day.

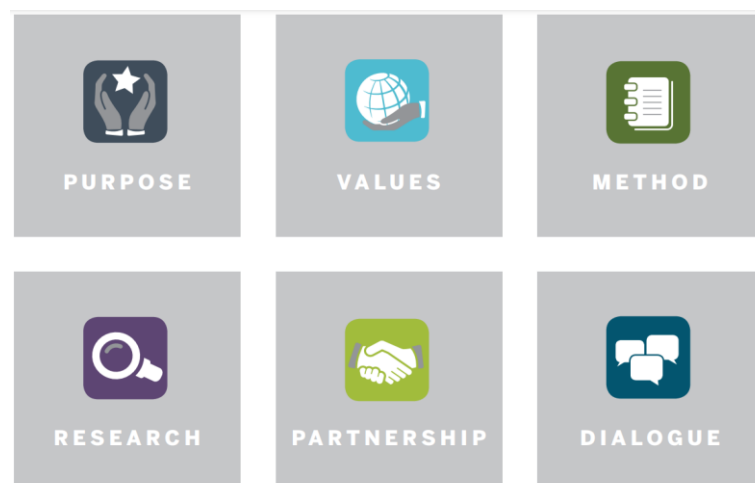
One of the important values of the GSB is appreciation of historical and cultural heritage. The GSB's approach to circular economy is manifested not only in using eco-efficient building

materials, but also reusing and repairing old materials instead of buying new ones. During the reconstruction of Shabolovka campus priority was given to the use of primarily local materials such as cement, concrete, brick, stone, wood, lime, sand and glass. By embracing a circular economy approach to preserving the Shabolovka campus, the GSB not only reduces its environmental impact, but creates a positive social impact for the students, faculty members, alumni and local communities. When designing the new buildings the original layout was preserved, into which new coworking spaces for students and guests of campus were created. The GSB management puts a lot of effort into closing all the needs of students on campus, from the level and quality of fresh, locally sourced and seasonal food provided by 3 cafeterias, to public spaces with the chess, pin-pong and basketball facilities and bicycle parking. The authentic face of our business school is kept by preserving its historical heritage, ensuring that the campus maintains its unique character and charm.

### **PRME Approach at GSB**

The Principles for Responsible Management Education (PRME) is a United Nations backed initiative founded in 2007. PRME leads the business schools on the path of sustainability and responsible leadership. Working through six main principles, PRME engages business schools to ensure they provide students with the knowledge and skills needed to balance economic and sustainability goals and deliver positive societal impact. At GSB we believe that business schools have enough tools to be a force for good in the community. The HSE University, on behalf of the GSB, became a signatory to Principles for Responsible Management Education (PRME) in 2021.

**Figure 4. UN Principle of Responsible Management Education**



*Source:* UN PRME, 2007

Research undertaken to collect data for this report includes the following methods and activities.

#### *Qualitative research methods:*

- in-depth interviews with faculty members and GSB management team to audit how PRME Principles are applied and evidenced through their activities.
- capacity building and upskilling of GSB management team, as well as a project team on the PRME principles.

#### *Quantitative research methods:*

- mapping of undergraduate, graduate and postgraduate courses offered by GSB to SDGs;
- mapping of research outputs and intellectual contributions of GSB faculty to SDG;
- identification and clustering of all GSB partnerships contributions aligned to SDGs.
- identification of all GSB media coverage on ERS.

This report follows the structure of the 6 PRME Principles. The report provides an overview of GSB's approach to ERS through the lens of the PRME Principles and SDGs, and an overview of practical actions of the work undertaken to move us towards increasing our contribution to sustainable value for business and society at large.

### **GSB engagement with the national agenda on sustainable development**

In 2020, the President of the Russian Federation signed the Decree 473 “On the National Development Goals of the Russian Federation for the period up to 2030”<sup>1</sup>. Thus, Russia sets itself five ambitious goals for the breakthrough development of the country, through (a) maintaining the country's population, health and prosperity of people, (b) opportunities for self-actualization and development of talents, (c) comfortable and safe conditions for life, (d) dignified, efficient work and successful entrepreneurship, as well as (e) digital transformation. These goals are in line with the principles, goals and objectives of the UN Global 2030 Agenda for Sustainable Development. The activities of the GSB contribute to all of the national development goals of the Russian Federation. The direct contribution is achieved for the following national development goals.

- **Opportunities for self-realization and development of talents** are created through fulfilment of the GSB core values and activities as a responsible business school.
- **Dignified, efficient work and successful entrepreneurship** are encouraged through our purpose as a business school educating talented students to become responsible business leaders serving society with respect to natural ecosystems.

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<sup>1</sup> On the National Development Goals of the Russian Federation for the period up to 2030 (2020). Retrieved from <http://publication.pravo.gov.ru/Document/View/0001202007210012>.

- **Digital transformation** is realized through the integration of the latest digital technologies in our integrated portfolio of educational programs, research and outreach activities.

### GSB activities directly contributing to SDGs

UN Sustainable Development Goals (SDGs) is used as a major framework for the GSB agenda on ERS, and **9 primary goals – SDG 3, SDG 4, SDG 5, SDG 8, SDG 9, SDG 10, SDG 11, SDG 12, SDG 17** – that best align with our values, mission and purpose were chosen to pursue (Figure 5). These 9 primary goals are where we as a business school have the greatest impact and consider them as our immediate priorities.

**Figure 5. The 9 primary SDGs in the GSB agenda on ERS**



Source: GSB, 2021-2022

The Table 1 provides an overview of the GSB activities contributing to the chosen 9 primary UN SDGs.

**Table 1. GSB activities contributing to the 9 primary UN SDGs**

The UN SDG	GSB activities
SDG 3 “Good health and well-being“	<ul style="list-style-type: none"> <li>● All GSB fulltime faculty members go through a mandatory annual health check to prevent possible health problems at an early stage.</li> <li>● Psychological support service is available to all faculty members and students on demand to ensure mental health and well-being.</li> </ul>

	<ul style="list-style-type: none"> <li>● Students with disabilities are studying in the same classrooms with the rest of students, so that it positively contributes to the culture of equity, diversity and inclusion at the GSB.</li> <li>● Check-in activities, meditations and breaks for the physical exercises are introduced in the classrooms to enable a safe and brave learning environment.</li> <li>● Multiple sports facilities (e.g. basketball, table tennis, etc.) are available to campus.</li> <li>● Healthy locally sourced, seasonal and freshly cooked food is served at the cafeteria on campus.</li> <li>● Shabolovka campus is located within 3 minutes walking distance from the metro station “Shabolovskaya”, thus a great majority of students and faculty prefer to commute via public transport.</li> <li>● Parking slots for bicycles are provided on campus.</li> </ul>
<p>SDG 4 “Quality education”</p>	<ul style="list-style-type: none"> <li>● Integrated portfolio of 20 educational programs offered by GSB provides students with a leading edge business education for leaders changing organizations and the world for the better.</li> <li>● All students of bachelor programs in the first year of studies are introduced to the conceptual foundations of ethics, responsibility and sustainability as part of the mandatory career guidance course.</li> <li>● Compulsory courses on ethics, responsible business and sustainable development are offered to students of all bachelor and master programs.</li> <li>● Specialized master program in Sustainable business management launched at the GSB in 2022.</li> <li>● Faculty members and students are integrating ERS agenda and ESG-factors in their research priorities.</li> <li>● Interdisciplinary applied research projects on sustainability education and ESG practices, as well as ESG cases and experiential learning materials contextualized for Russia are developed by the experts of the ESG center.</li> </ul>
<p>SDG 5 “Gender equality”</p>	<ul style="list-style-type: none"> <li>● 50% female share in the management team of the GSB serves as a strong commitment to gender equality in the business school.</li> </ul>



	<ul style="list-style-type: none"> <li>● The course “Diversity, Equity and Inclusion Management” offered as a core course at the master program in Sustainable business management.</li> </ul>
SDG 8 “Decent work and economic growth”	<ul style="list-style-type: none"> <li>● Most of the GSB students at all levels of educational programs are actively combining studies with work either part time or full time, as they pursue their degrees.</li> <li>● Being the most demanded graduates on the Russian job market GSB students are making a strong contribution to the national economy through their leadership positions as responsible business executives and entrepreneurs.</li> </ul>
SDG 9 “Industry, innovation and infrastructure”	<ul style="list-style-type: none"> <li>● The portfolio of GSB programs includes specialized bachelor programs: “Management and Digital Innovation”, “International business”, “Business informatics” and master programs: “People Management: Digital Technologies and Organizational Development”, “Business Informatics: Digital Enterprise and Information Systems Management”, “Electronic Business and Digital Innovations” that contribute to development of industry, innovations and infrastructure.</li> </ul>
SDG 10 “Reduced inequalities”	<ul style="list-style-type: none"> <li>● GSB serves as a social lift for talented students from all over Russia and abroad who study for free, thus enabling inclusivity and contributing to reduction of inequalities with access to education.</li> <li>● GSB provides equal opportunities to receive higher education to all students, including students with disabilities.</li> <li>● GSB campus is equipped with barrier-free infrastructure to help physically and mentally impaired students to navigate easily.</li> <li>● The GSB Career center makes special effort to share job opportunities and offer career consultations for disabled students.</li> </ul>
SDG 11 “Sustainable cities and communities”	<ul style="list-style-type: none"> <li>● GSB is taking care of entrepreneurship traditions of our historical site at Shabolovka campus.</li> <li>● GSB infrastructure serves as an open space for innovations and social impact that students, faculty and partners to co-create through constant activities contributing to smart and sustainable community.</li> </ul>

	<ul style="list-style-type: none"> <li>● Elective course “Art and city” that GSB offered in partnership with the Foundation for the Development of Small Historical Towns which are developing a new tourist route "Linen Road".</li> </ul>
<p>SDG 12 “Responsible consumption and production”</p>	<ul style="list-style-type: none"> <li>● The GSB is promoting responsible consumption and the sustainable habits through such events, as “Green Week Festival”. Students and faculty members sort waste using different waste bins offered on campus. Also, the campus has organized infrastructure for the delivery of recyclable materials and the recycling of complex items, such as batteries.</li> <li>● GSB Department of Strategic and International Management incorporates the concepts of circular economy and sustainable business models into such courses as: “Responsible Business and Sustainable Development“, “Sustainable Entrepreneurship and Business Models“.</li> <li>● GSB Department of Operational Management and Logistics incorporates conceptual frameworks on sustainable supply chain into such courses as: “Optimization Models and Instruments for Supply Chain Planning” and “Scientific Workshop: Innovation Technologies in Digital Logistics and Supply Chain Management”.</li> </ul>
<p>SDG 17 “Partnership for the Goals”</p>	<ul style="list-style-type: none"> <li>● GSB strengthens the means of implementation and revitalizes the global partnership for sustainable development through engaging in the UN PRME, international learning, research, outreach and partnership activities focusing on the global challenges.</li> <li>● GSB International Office builds collaborations with the leading universities worldwide to promote responsible business education and provide GSB students with opportunities for international mobility, as well as welcoming incoming exchange students at GSB.</li> <li>● GSB partners with the leading Russian corporations, government authorities, NGOs, and experts, who give regular public talks, guest speeches and offer site visits to GSB students enabling a direct connection to the world of practice.</li> </ul>

Source: GSB, 2021-2022

## The key sustainability activities for the reporting period 2021–2022

- January 2021 – *Green Business School 1.0* student driven research project findings on school’s transition to sustainability disseminated to the key internal and external stakeholders
- February 2021 – launch of the *Sustainability Navigator* telegram channel by a team of GSB faculty, students and alumni to promote SDGs and ERS agenda in the Russian language
- February 2021 – Dr. Ekaterina Ivanova and Dr. Isabel Rimanoczy featured GSB and the PRME Working Group on the Sustainability Mindset at the *Stakeholder Podcast* hosted by the legendary Prof. Ed Freeman
- March 2021 – HSE University took 1st place in Management category in the *Third Mission*<sup>2</sup> of the University ranking
- April 2021 – Specialized **sessions on ESG and CSR** held at the annual HSE University International Yasin (April) conference on social and economic development in the Management Track
- June 2021 – HSE Graduate School of Business joined the *UN PRME*
- June 2021 - GSB achieves Level 3 *“Progressive” in the Positive Impact Rating* Edition 2021
- June 2021 – Dr. Ekaterina Ivanova and Dr. Isabel Rimanoczy hosted two sessions at the *UN PRME Global Forum* as co-chairs of the PRME Working Group on the Sustainability Mindset
- July, 2021 – An *international case championship* was held at the GSB premises in collaboration with IKEA focusing on sustainable development challenges
- August 2021 – *Global Flourish Prizes* for SDG 4 (Kasperskiy) and SDG 17 (Vypelcom) were awarded to stories of sustainable business innovations created by the GSB students
- August 2021 – A paper on the Role of Heterogeneous Contexts Shaping Organizational CSR Practices in Russia was presented by Dr. Ekaterina Ivanova, Liudmila Cheglakova, PhD and Prof. Veronika Kabalina at the *81 Virtual Academy of Management* Meeting
- September 2021 - *QS Rankings*: HSE University alumni are recognized in high demand worldwide
- October 2021 – High-Level Business Dialogue: Experts discussed changes in *CSR strategies during the COVID-19 pandemic* at the event organised by GSB and UNFPA

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<sup>2</sup> The Three University Missions ranking was founded by the Russian Union of Rectors in 2016. It assesses higher education institutions according to the three traditional missions of universities. The first one is education. The second is scientific research. Finally, the relation between the university and the local community, which is now getting increasingly important as a condition of sustained development of regions, but still not considered by the compliers of the existing rankings. The initiative of creating the ranking has already been discussed and supported by the leading universities in Russia, China, India, Iran, Turkey, and Japan.

- December 2021 – GSB flagship bachelor programs "Business Management" and "Marketing and Market Analytics" received *international accreditation according to EFMD* quality standards
- April 2021 – Specialized *sessions on ESG and CSR* held at the annual HSE University International Yasin (April) conference on social and economic development in the Management Track
- May 2022 - GSB held an award ceremony with faculty members and 10 students successfully completed an international week on sustainability *IWEEK* at the University of Antwerp
- June 2022 - June 2021 - GSB achieves **Level 3 “Progressive” in the Positive Impact Rating Edition 2022**
- August 2022 – GSB faculty member Dr. Ekaterina Ivanova was recognized for her contribution to the ESG development in Russia in the SDG 16 nomination of the *National Award “Challenges 2030”* by the Russian Managers Association
- September 2022 - launch of the GSB master program in *Sustainable Business Management*
- September 2022 - launch of the GSB *ESG Center*
- September 2022- Bank of Russia in partnership with GSB hosts the *ESG Autumn School*, Russia’s first intensive sustainability program for 70 students
- October 2022 – Russian launch of the book *“Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation”*<sup>3</sup> at the session on the business and society track during the Emerging markets annual conference at the Graduate School of Management of the Saint Petersburg State University.

### **GSB in international ratings and rankings**




The GSB actively participates in international ratings and rankings and sets high ambitions for the institutional accreditations and certification of its flagship programs. Ranking methodologies form the basis for a business school development strategy. Rankings help to show the intentions of a business school and reflect all the efforts that have been made by the administration to achieve a high level of quality in business education. Our applicants and students are guided by international rankings in academic mobility, so it is important for us to reflect the level of GSB among the universities of the country and the world. By participating in these rankings, the school showcases achievements and contributions in this area, as well as identifies areas for improvement. This also helps us to attract top students and faculty who are interested in studying and working at a university that prioritizes responsible management education. In 2022,

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<sup>3</sup> Ivanova, E., & Rimanoczy, I. (Eds.). (2022). *Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation*. New York, NY: Routledge.

HSE University was ranked by 5 international bodies, including such prestigious ones as QS World University Rankings and the Three University Missions (Figure 6).

**Figure 6. The HSE University in the institutional rankings**

Logo	Agency	Ranking	Year	Global	Russia	Methodology
	MosIUR	The Three University Missions	2022	142	4	<a href="#">Methodology</a>
	QS	World University Rankings	2022	308	8	<a href="#">Methodology</a>
	THE	World University Rankings	2022	401-500	4-5	<a href="#">Methodology</a>
	USNews	Best Global Universities	2022	561	4	<a href="#">Methodology</a>
	ARWU	Academic Ranking of World Universities	2022	601-700	4-5	<a href="#">Methodology</a>

Source: HSE University, 2022

In 2017, the HSE University achieved a significant milestone by becoming a member of two prestigious global organizations, AACSB and QTEM. The HSE University was the only representative from the Russian Federation to be accepted into these networks. Since 2018 the University has been included in Shanghai Global Ranking of Academic Subjects and is the leader among Russian universities in the subject field of Management. These achievements served as an excellent basis for founding in 2020 the Graduate School of Business as a new division within the HSE University for the advancement of business education in Russia.

In 2021, the GSB became a member of the key international associations of leading business schools: EFMD, AACSB, Association of MBAs, QTEM and joined PRME, the leading international community of responsible business schools. Also in 2021, in the "Three University Missions" rating, the HSE University was ranked first in Russia in the Management subject field. The GSB's master program in Supply Chain Management was ranked 34th in QS World University Rankings and master programs in Business Analytics and Marketing were ranked 51st. In 2022, the HSE University was ranked number one in Forbes' "100 Best Universities" of Russia.

These rankings demonstrate the Graduate School of Business's commitment to academic excellence and innovation, which is in line with its purpose and values. The school strives to provide its students with a world-class education and prepare them to become successful leaders in the global business community.

## Activities and outcomes 2021-2022

### Principle 1: Purpose

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*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

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At the HSE Graduate School of Business we recognize that our responsibility as a leading national business school goes beyond equipping our students with the knowledge, skills and competencies necessary for successful careers in business. We are committed to cultivating responsible leaders who are capable of creating positive social and environmental impact while also driving economic development and contributing to the prosperity and well-being of people in Russia. In this part of the report we highlight our activities as a responsible business school committed to our mission and values.

#### **GSB as university business school**

The GSB is one of the flagship business schools in Russia established as a structural unit of the HSE University in 2020. The GSB is based on the world's leading university business school model - a school within a university that offers an integrated portfolio of programs at different levels of learning: from undergraduate to Executive MBA.

The key value that GSB programs provide is education of globally competitive and socially responsible business leaders for the digital economy. The GSB educational model emphasizes the project-based approach and active problem-based methods of competency-based learning; balanced mix of in person classroom experience with the online and digital educational formats; and systematic internationalization of the educational process.

The faculty, staff members and students of GSB are guided by three core values in carrying out the school's mission and strategic goals: creative thinking, leadership for result and success through cooperation. These values are the basis of the unique corporate culture of high standards of quality, excellence in performance and constant innovation that GSB faculty, members of staff and students strive for in their daily activities.

#### **Excellence in research and teaching**

The HSE University is among the first group of universities in Russia to receive a public research grant as part of the [Federal Academic Leadership Program “Priority 2030”](#). This research

grant aims to support a range of initiatives and activities, including the development of new degree programs, the establishment of research centers and institutes, the creation of new partnerships with the partners from business, government, civil society and other academic institutions, and the provision of resources and support for student and faculty innovation and entrepreneurship. In strategic projects the HSE University focuses its efforts on the development of those existing points of growth where it has the largest scientific potential. Apart from forecasting itself, these are the following areas:

- Modeling sustainable growth and inclusive development and social policy based on the inclusion of the majority of citizens;
- Evidence-based urbanism, settlement development that combines transport, environmental, economic, and social modeling;
- Strengthening the human being potential, the development of personal capabilities and talents on the basis of digital, cognitive, biological, medical, engineering, cultural and educational technologies;
- Key digital technologies (AI, IoT, CPS, CV), their technological, social, economic and environmental effects.



*Picture 1. GSB Director Valery Katkalo welcomes the High-Level Business Dialogue on CSR strategies during the COVID-19 pandemic, hosted by GSB in partnership with UNFPA, 2021*



One of the key areas of the “Priority 2030” program is social policy for sustainable development and inclusive economic growth. The HSE University is a recognized national leader in social policy development (Institute for Social Policy), labor market, health and education research. Research and applied analytical projects of the HSE University are used in the development and implementation of almost the entire range of social policy in Russia. GSB as a part of the HSE University takes an active part in the implementation of the “Priority 2030” program. The newly established ESG center at the GSB conducts and supports cutting edge applied research in management with focus on ESG-transformation of business for serving society and works to create a sustainable scientific foundation for the development of Russia's economy and contributes to the third mission of the university.



*“The university always had a third mission. And to a large extent, I think now it's the emergence of the SDGs and the ESG concept that we should see not just as something new, but as something that we just have to look at in a new way. We have done this before and will continue developing capabilities of our students as future generators of sustainable value for business and society in a circular economy”.*

Ivan Prostakov, First Deputy Director for International cooperation, HSE GSB

GSB is delivering world-class teaching and pioneering research that creates social, cultural, and economic impact. As researchers, we undertake research that addresses problems important to business, society and nature. We move science forward with a wide range of research on current management issues in the context of global challenges and actively contributes to the sustainable development at the national and international level. As educators, we implement an integrated portfolio of educational programs, ranging from undergraduate to MBA and corporate trainings. We are especially proud of the prestigious international recognition of our programs, e.g. in December 2021 the bachelor programs “Business Management” and “Marketing and Market Analytics” received international accreditation according to EFMD quality standards.

### **PRME GSB taskforce on ERS**

In June 2021, the HSE Graduate School of Business joined the PRME movement. For the business school joining PRME is an important milestone in learning and applying the best world practices experience in the field of responsible management education to train future leaders of

resilient businesses. By participating in the PRME initiative, the GSB joins forces with leading business schools in the world that strive to embed ERS principles in teaching, research and thought leadership, working towards achieving the SDGs.

To ensure the unwavering dedication to PRME, the GSB has designated an Academic and International Leads for PRME and formed a PRME Committee that comprises members from all 6 departments of our business school. This significant step exemplifies GSB's strategic emphasis on endeavors that generate positive outcomes within our community and contribute to the overall improvement of society.

**Academic Lead for PRME.** Dr. Ekaterina Ivanova, Associate Professor of Strategic and International Management, Scientific Director of master program in Sustainable Business Management has assumed the role of Academic Lead within the PRME GSB Taskforce on ERS, bringing a wealth of knowledge and expertise in sustainable development and responsible management education. As a recognized international expert, she has demonstrated a profound commitment to integrating ERS into teaching, research and outreach activities.

- **Teaching:** Ekaterina has led the development of ERS-focused curricula in the GSB, ensuring that future business leaders are equipped with the necessary knowledge, competencies and skills to address the global challenges. She has been actively involved in designing specialized ERS bachelor and master courses, culminating in launch of the master program in Sustainable Business Management in 2022, as well as in facilitating integration of ERS principles into existing programs, and promoting interdisciplinary collaboration within the HSE University.
- **Research:** Under Ekaterina's supervision, the GSB students complete their [bachelor and master's theses](#) on ERS driven topics at the intersections of sustainable development and management education. Her research contributions on CSR, sustainability mindset and responsible management education have led to publications in the leading national and international [academic journals](#), fostering knowledge dissemination and raising awareness on ERS agenda. Ekaterina as an ambassador of the PRME Working Group on the Sustainability Mindset in cooperation with Dr. Isabel Rimanoczy co-edited the book [“Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation”](#) and contributed to the book [“Responsible Management Education. PRME Global Movement”](#). These collaborative effort showcases Ekaterina’s commitment to advancing the principles of responsible management within the international academic community.

- **Outreach:** As a co-founder of the Telegram channel “[Sustainability Navigator](#)”, expert of the national awards on CSR and Sustainability, active contributor to national and international conferences, podcasts and public events Ekaterina is actively contributing to raising awareness on sustainability as a lifestyle.

**International Lead for PRME.** Gabriel Moshlyak, Director of International Office at the HSE University Graduate School of Business has assumed the role of International Lead for PRME. As a PRME community coordinator at the GSB she is playing an important role in integrating GSB students and faculty members in the global PRME network. Her contributions include:

- **Global collaboration:** Gabriel actively fosters partnerships with international universities, creating opportunities for cross-cultural learning and exchange. By forging connections with diverse stakeholders, she facilitates the sharing of best practices, resources, and innovative approaches to responsible management education.
- **Networking opportunities :** Gabriel actively participates and creates international events in order to share experiences and expand the network of international exchanges for the sustainable development of the business school. These meetings foster meaningful discussions, inspiring action, and collaboration on a global scale.
- **Community engagement:** Gabriel plays a vibrant role in cultivating a vibrant PRME community, fostering engagement and participation within the GSB and among the partner communities. In 2021-2022 GSB students and faculty members participated and actively contributed to the PRME Global Forum, which was held in an online format.

### **Immediate digital response to COVID-19**

In 2021, GSB welcomed 14 new digital guest professors from the universities around the world who delivered their courses remotely. The online format of international education allowed the school to expand its pool of guest professors and to offer students a diverse range of perspectives and expertise from around the globe.

Ivan Prostavkov, First Deputy Director for international cooperation, GSB points out: “*The GSB is one of the leading universities in Russia that actively supports continuous development and applies new technologies to ensure a continuous process of student exchanges. After the COVID-19 pandemic, the GSB was one of the first business schools to offer an online format for international exchanges. This allowed students to access courses and exchange programs without having to leave their home countries, providing a continuous transfer of knowledge and experience.*”



*Picture 2. Professor Oliver Laasch, founder of the Center for Responsible Management Education delivers a guest lecture on communicating responsible business for the GSB master students at the “Responsible Business and Sustainable Development” course, 2021*

The school also organized project work with students from its partner universities, which enabled cross-cultural collaboration and exchange of knowledge and ideas. These projects provided students with opportunities to apply their theoretical knowledge to real-world business problems, to work in teams with peers from different cultural backgrounds, and to develop their intercultural competencies. GSB continues actively to analyze its practices and activities to improve its performance in the pursuit of continuous improvement and development to become the leading business school in Russia and beyond for sustainable development and responsible management education.

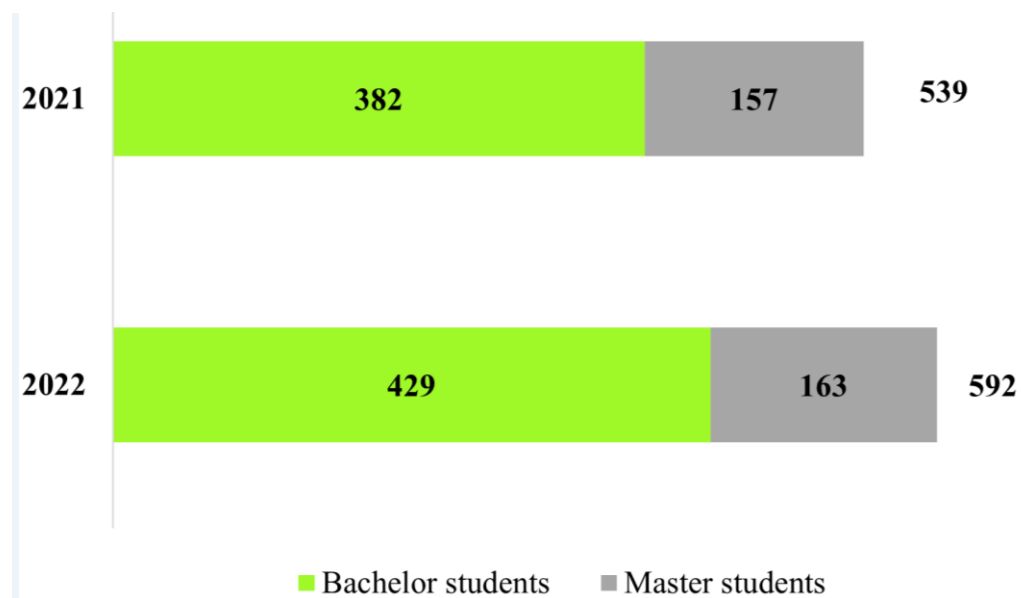
### **GSB in the international arena**

Ivan Prostavkov, First Deputy Director for international cooperation at GSB points out: *“We recently had an event in Kyrgyzstan, where parents came up to us and told us that they were very grateful that we were giving their children the opportunity to study at such a university as the Higher School of Economics. Because, you know, in many post-Soviet Central Asian countries, free university education is practically unavailable. I must say that in these countries, too, very good universities emerged, of very high quality. There may not be that many of them, but apart from that it is really an opportunity for people who do not have enough money in the family household to get higher education. It's a free education that people get in Russia, which includes*

*the Higher School of Economics. When I heard that, I thought it was a really important mission. And it clearly fits into one or two goals of sustainable development. We're helping people who don't have money to go in higher education.”*

The GSB welcomes the students from the different countries and also provides a wide access to the best international exchange programs and partnerships at international partner universities, which allows them to gain international experience and broaden their horizons in the global business environment. The number of international students at the GSB in 2021 and 2022 was 539 and 592, respectively. The majority were bachelor educational programs and totaled 382 in the academic year 2021 and 429 foreign students in the academic year 2022. Currently, the majority of international students studying at GSB are originally from Kazakhstan and Uzbekistan.

**Figure 6. International students at GSB**



*Source: GSB, 2021-2022*

The GSB encourages students to participate in various projects and competitions that help them develop their professional skills and strengthen their ties with the business community. In 2021 and 2022 the students from different educational tracks took part in the University of Antwerp international week on sustainable development named IWEEK, where GSB students along with over 250 students from 5 continents learned sustainability frameworks, circular economy practices and ethical leadership from the team of over 30 top management professors and leading practitioners in the business sector and nonprofit organizations.





*Picture 3. An award ceremony with the GSB faculty members and students successfully completed an international week on sustainability IWEEK at the University of Antwerp, 2022*

The GSB places a strong emphasis on international cooperation and exposure to diverse perspectives. As part of this approach, the school actively engages with leading professors and practitioners from around the world, providing students with access to a wealth of knowledge and experience. In 2021, the number of exchange agreements reached 42. The GSB has established partnerships with some of the most prestigious universities and business schools across the globe in such countries as: Austria, Germany, Canada, France, Singapore, China, Turkey. These partnerships facilitate faculty and student exchange programs, joint research projects, and other collaborations that enable students to broaden their understanding of different cultures and business practices. These international experiences not only contribute to students' professional development but also enrich their personal lives. Exposure to different cultures and perspectives fosters open-mindedness and empathy, enabling students to become more effective leaders and truly global citizens.

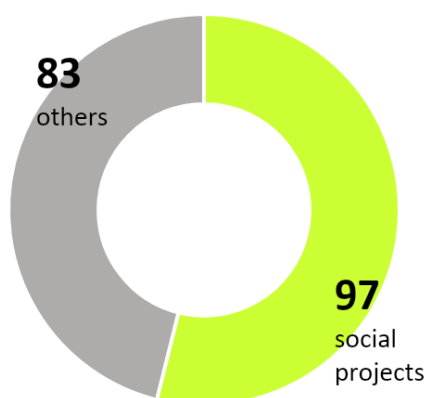
### **Students as partners**

The educational process provides many opportunities for students to develop the competencies and capabilities of the modern managers and entrepreneurs, combining professional, digital, and social skills.

At the HSE University the Center for Social Entrepreneurship is established, which aims to promote social innovation and entrepreneurship in Russia and beyond. The center offers various programs and initiatives to support social entrepreneurs, including workshops, mentorship, and networking opportunities. The project “University third mission” is implemented by the Institute of Socio-Economic Design of the HSE University. The aim of the project is the formation, testing and replication in Russian universities the "third mission" mechanisms in the following areas: social innovation, volunteerism, participation in the development of programs for socio-economic development of local communities, the development of mechanisms of applied project learning.

The GSB provides its students with various opportunities to apply their knowledge, skills and competencies to real-world business problems. One such way is through active participation in projects aimed at developing start-ups and taking them to the next level by creating impact. These projects are designed to provide hands-on experience to students and help them gain valuable insights into the challenges of starting and growing a successful business. In 2022 there were 180 projects implemented in the framework of the third mission of the university, with 97 of them focused on creating a positive social impact. The projects involved a wide range of participants, and approximately 6 million people took part in them. The students of the GSB take an active part in start-up incubators, which work in several areas: educational, volunteer, environmental, social, and research.

**Figure 7. HSE University social impact projects supporting its third mission**



*Source: HSE University, 2022*

These projects show that the GSB continues to improve the quality of its educational programs, attract talented students and researchers, develop research and innovation activities, and strengthen its position in the business environment, which reflects its position in international rankings.



GSB goals and KPIs in relation to Principle # 1:

- Engage interdisciplinary GSB PRME Taskforce to meet at least 4 times a year to plan, monitor and track progress with regular reports presented to GSB Director.
- Develop biannual data collection system, with processes and measures across teaching, research, partnerships, engagement and operations to monitor GSB's engagement with ERS and SDGs.
- Continue faculty and students ERS capacity development programs through active engagement with the PRME Working Groups, student-focused initiatives and local PRME events, as well as contribute to HSE University in house educational, research and networking opportunities.

## Principle 2: Values

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*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

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At GSB we believe that businesses have a responsibility towards society and the ecosystems we live in. Our purpose is to educate future business leaders who understand the importance of ethics, responsibility and sustainability and act as transformational leaders with a sustainability mindset. We believe that businesses can only succeed in the long term if they are responsible and accountable to society and respect the nature. The GSB is committed to promoting global social responsibility, as reflected in our mission and values. This part of the report describes how GSB incorporates the values of global social responsibility in its academic activities, curricula, and organizational practices.

### Academic activities and curricula

GSB incorporates the values of global social responsibility into its curricula by infusing ERS topics into relevant courses. The school's curriculum is designed to provide students with the



*Picture 4. The HSE Rector Nikita Anisimov welcomes participants of the ESG Autumn School hosted by the GSB in partnership with the Bank of Russia, 2022*

knowledge, skills and competencies, as well as attitudes and values to become responsible business leaders who are capable of addressing the complex challenges facing society today. Since 2021 we have introduced a module on ethics, responsibility, and sustainability as a compulsory element in the career guidance course that all our bachelor students take during the first semester of their studies at the GSB. In 2022 GSB launched a specialized master program in Sustainable Business Management that focuses on developing transformational change agents with a sustainability mindset capable of creating and leading strategies for purpose-driven organizations.

All bachelor and master programs at the GSB offer compulsory courses on ERS designed to develop systems thinking skills, encourage empathy, ethical decision-making, and sustainable lifestyles among students. At the undergraduate level the “Business management” bachelor program offers a compulsory course “Business Ethics, CSR and ESG Strategies” by a number of GSB faculty members. At the graduate level, a compulsory course “Ethics, Responsibility and Sustainability” is delivered at the master program in Strategic Management and Consulting. Additionally, the school has integrated ERS topics into its core business courses such as strategy and project management, ensuring that all students are exposed to these important issues as an integral part of their learning experience at the GSB.

The business school regularly hosts guest-lectures by the leading international and local experts in the field of CSR, sustainability and ESG, from such companies as Unilever, L’Oreal, UPM, Leroy Merlin, Norilsk Nickel, Sberbank, Rosatom, AFK Sistema, VK, etc. GSB students always appreciate these opportunities in engagement, knowledge exchange and innovation for societal good that comes from interaction with the practitioners.



*“The purpose of business school today is to educate people capable of understanding the problems that exist in the world and to find out of the box solutions to the challenges that we face today. It starts with an understanding of oneself, with a connection to the spiritual core, to a broader personal mission and the meaning of one’s existence. We help our students to learn modern management tools, expand their knowledge on scientific approaches to sustainability, and provide them with the experiential learning opportunities through interaction with the leading ESG experts. Such a transformative learning journey helps students to grow both personally and professionally, because business education contributes not only to expanding the knowledge horizons but also fosters understanding of what it means to be a responsible professional with a sustainability mindset.”*

Dr. Ekaterina Ivanova, Scientific Director of Master Program in Sustainable Business Management, GSB

### Organizational practices

The GSB is committed to incorporating the values of global social responsibility in its organizational practices that promote academic excellence, social justice, and cultural awareness, as well as are aligned with the principles of PRME.

There are currently a significant number of women on the school's management team. Ivan Prostakov, First Deputy Director for International Cooperation of GSB points out proudly: *“At the moment the Graduate School of Business has eight Deputy directors for various areas, four of whom are women”*. The GSB provides women with equal opportunities for career and professional development, supports them in research and teaching, and provides access for professional development programs that supports the principles of diversity, equity and inclusion in the academic community.

**Figure 8. Gender equality in GSB executive team**



Vera Rebyazina  
GSB  
Deputy Director



Ksenia Morozova  
GSB  
Deputy Director



Margarita Gladkova  
GSB  
Deputy Director



Natalia Shumkova  
GSB  
Deputy Director

*Source:* GSB, 2021-2022

In addition to this practice, the GSB is also committed to creating a sustainable campus that aligns with its values and principles. To promote a green agenda on campus, in 2020 a Green Business School project was launched to promote best sustainability practices among students, faculty and staff. The goal of that research project was to raise awareness and engage employees and students in the Global Agenda of 2030. Incremental changes are constantly introduced on campus to facilitate a sustainability transition. For instance, the containers for separate waste collection were located on all floors of the business school, as well as a water machine to use with own refillable bottles and plastic cups were eliminated. Among other appliances, there is a plastic bottle baling machine on the campus, making it easier to collect and transport plastic waste.



*Picture 5. First Deputy Executive of the Russian Managers Association Vadim Kovalev welcomes a joint meeting of the Committee on CSR and Sustainable Development and Commission on Business Education hosted at the GSB, 2021*



*“We believe that a comfortable atmosphere is crucial for fostering a positive learning and working environment. Our campus features modern and comfortable furnishings throughout our classrooms, lecture halls, and study areas. Our faculty and staff take great care to ensure that the spaces are kept clean, organized, and conducive to productive work and study”.* Ivan Kurdyenko, Deputy Director for Sustainable

Infrastructure, GSB





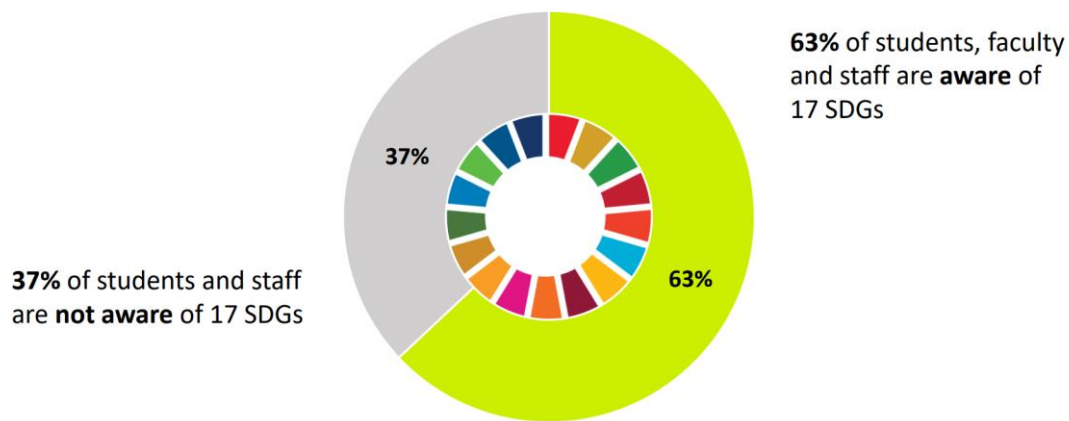
Picture 6. GSB campus promotes ERS values in a fun and engaging way, 2021

In addition to providing a comfortable environment, we believe that thanks to the design of our campus we have achieved a balance between keeping historic traditions in architecture and combining them with modern inspiring including elements of contemporary art. This creates a unique and visually appealing environment that encourages creativity, inclusivity and drive for innovation by students and faculty members.

At the GSB, we are committed to providing the best possible experience for our students, and we understand that regular feedback is key to achieving this goal. To this end, we conduct ongoing surveys to measure student satisfaction with various aspects of campus life and to assess perceptions of campus sustainability. We are pleased to share the findings of the 2020 survey on Green Business School project. We were pleased to find out high awareness about the SDGs in the GSB, both among faculty, staff and students<sup>4</sup>.

### Figure 9. High awareness about SDGs in GSB

<sup>4</sup> More details on this research project are available in this publication: Martins, F. P., Larina, V., Ivanova, E., Dynin, A., Chernysheva, A., & Volkova, A. (2022). Factors driving sustainability in a transitioning economy business school. *Latin American Journal of Management for Sustainable Development*, 5(4), 299 - 320.

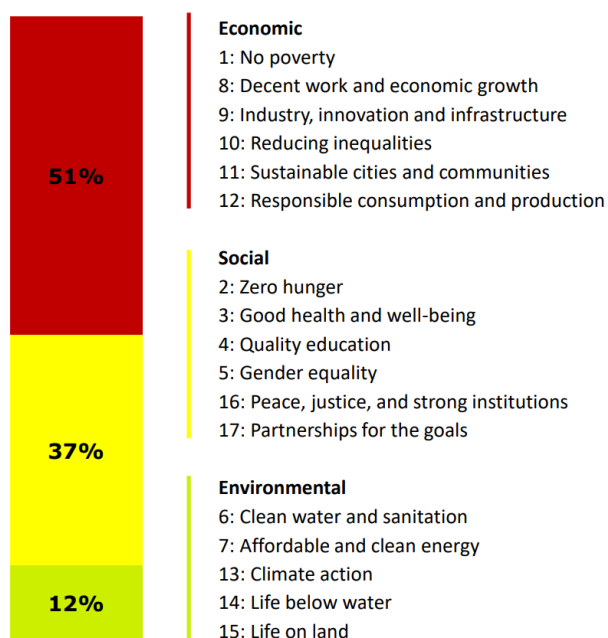


*Note:* All respondents N = 350. The respondents answered the following question: Are you aware of the United Nations 17 Sustainable Development Goals?

*Source:* Green Business School, GSB, 2020

The survey clearly shows that economic SDGs remain most important ones in comparison with social and environmental groups of SDGs. 51% of surveyed students, faculty and staff define that the economic group of SDGs is the most important for Russia, 37% identify that the social group of SDGs is the vital one, a minority of 12% prioritize the environmental group of SDGs.

**Figure 10. Economic SDGs are the main priority for Russia**



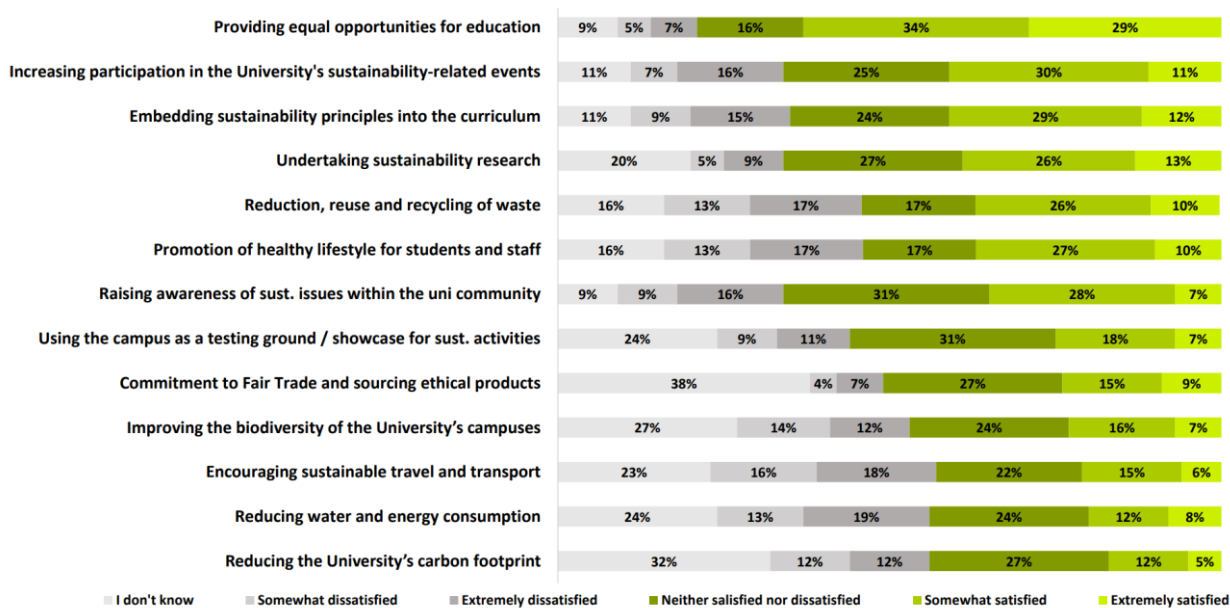
*Note:* All respondents N = 350. The respondents answered the following question: Which of the following groups of the UN SDGs is the most important for Russia?

*Source:* Green Business School, GSB, 2020



The survey clearly demonstrated that the sustainability discourse started to emerge in 2020. The majority of respondents pointed out that they are satisfied with the HSE University efforts to provide equal opportunities for education. Almost half of the surveyed GSB faculty, staff and students were satisfied with the increase in the HSE University sustainability-related events, embedding sustainability principles in the curriculum and undertaking sustainability research. Less satisfaction was shown with sustainable operations and lifestyle on the campus.

**Figure 11. Sustainability discourse is emerging**

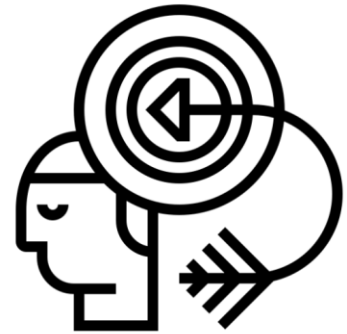
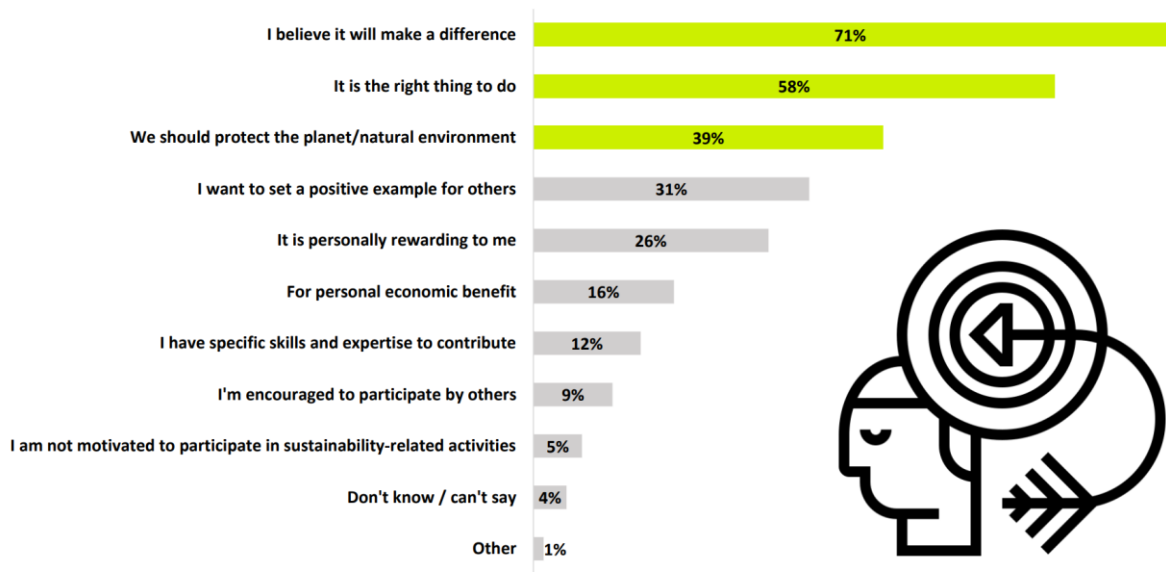


*Note:* All respondents N = 350. The respondents answered the following question: To what degree are you satisfied with the HSE University's efforts towards sustainability in the following areas?

*Source:* Green Business School, GSB, 2020

The Green Business School survey showed that purpose is a major driver of sustainability action among faculty, staff and students. The majority of the surveyed participants also claimed that they participate in the sustainability-related activities because they believe it is the right thing to do.

**Figure 12. Purpose as a major driver for sustainability action**



*Note:* All respondents N = 350. The respondents answered the following question: Which of the following motivates you to participate in the sustainability-related activities?

*Source:* Green Business School, GSB, 2020

As a new business school still in the process of developing its identity, the GSB aims to continue developing at teaching, research, and operations levels, by embedding specific SDGs that reflect our strengths and the aspirations outlined above.

### **ERS, Diversity and Inclusion**

At the HSE University, our code of conduct is based on the ethical principles, which emphasize the importance of promoting and embodying values such as equality, honesty, solidarity, awareness, respect, and integrity at both the individual and corporate level. We uphold high ethical standards in all our operations and strive to encourage ethical behavior among all of our stakeholders and throughout our community. As part of this commitment, we focus on promoting equal opportunities and creating a non-discriminatory environment, as outlined in the official HSE University policies, including the HSE Code of Conduct and internal regulations for students. Our inclusivity policy ensures that all students have access to study opportunities, regardless of their gender, race, ethnicity, language, origin, income, family, social or career position, age, place of residence, religious and sexual orientation, political views, or membership in civil society organizations.

As a part of HSE University, we at the GSB prioritize respecting the customs and traditions of different ethnic groups and backgrounds, and we encourage all employees and students to

complete the online course "Academic Values of HSE". This course is designed to explain our university's corporate culture and includes examples of how ethical breaches can be addressed. It is available to all members of the HSE University community upon request and is mandatory for all newcoming faculty members.

We believe in the responsibility principle, which means that we take into account all potential outcomes of our decisions and actions while also considering the personal and professional growth and well-being of our employees, faculty, and students, as well as the greater society. By doing so, we aim to create an ecosystem of aware and mindful stakeholders who can inspire positive changes in the economic, social, environmental, and cultural spheres for a better world.

To cultivate such an ecosystem, GSB employs various tools, such as encouraging the participation of students, faculty, and staff in the university wide sustainability initiatives. These initiatives include the service-learning projects at HSE, the Infrastructure Development Project, HSE as a Think Tank for Regions, and the Green HSE. By taking a systematic approach to relationships with business, government, international and civil society organizations, throughout the entire period of our educational programs, our faculty, staff and students can actively participate in different kinds of projects including educational, cultural, and charitable events initiated by the HSE University and GSB, and form partnerships with different divisions of the university.

Furthermore, we embrace the sustainability principle, which involves encouraging conscious behaviors among our faculty, employees, students, and other stakeholders to educate, embrace, and promote a sustainable lifestyle as a new normal way of living. We firmly believe that by doing so, we can ensure the survival and prosperity of the GSB community. Practically, this principle is implemented through educating students, faculty members, and other stakeholders about various sustainability issues. This includes protecting and respecting the unique history of our campus, which was once a historic textile factory that has now been repurposed into a modern learning environment while preserving the historical site of the manufacturing facilities and maintaining the history of Moscow. Additionally, we emphasize responsible behavior, such as minimizing consumption, eliminating paper waste and reducing plastic packaging usage and promoting proper waste-sorting using separate waste collection bins on campus.



*Picture 7. GSB campus infrastructure promoting waste separation and conscious consumption, 2022*

GSB commitment to providing and maintaining an inclusive, accessible, and positive learning and working environment that is safe for all of us and free from any forms of discrimination, harassment, bullying, or victimisation is of paramount importance.

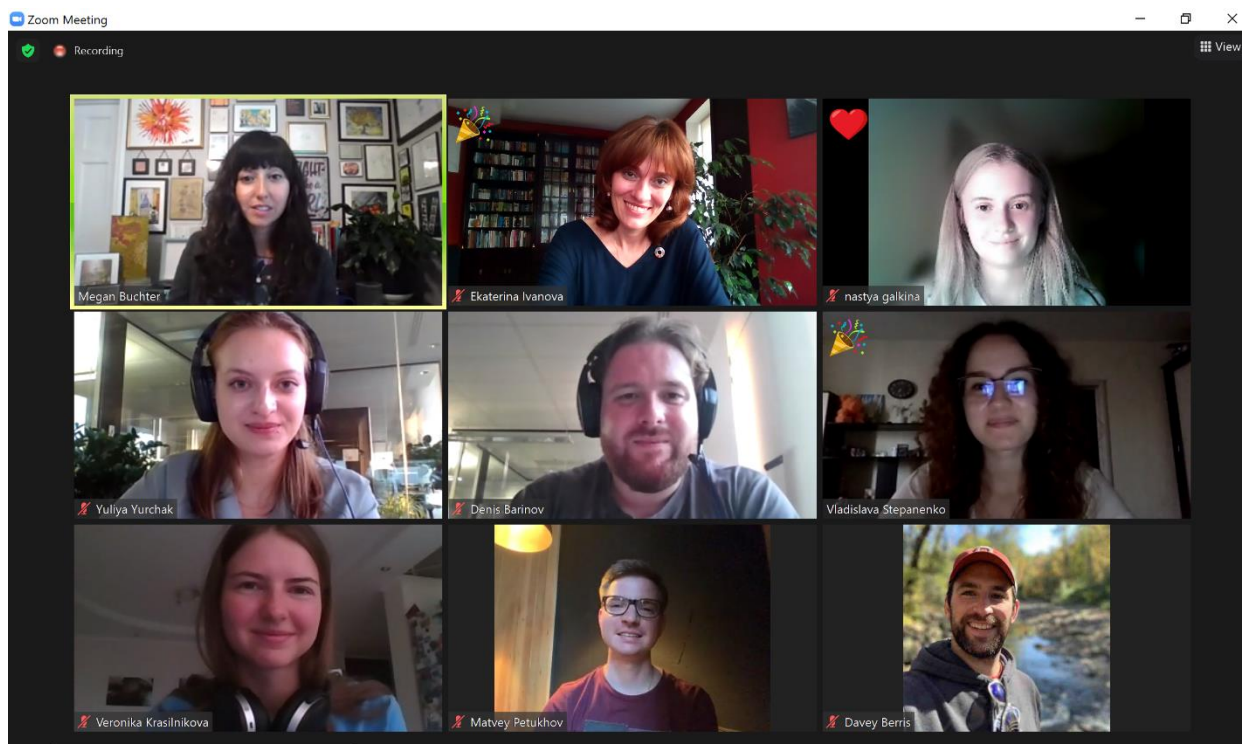
### **Student engagement**

GSB recognizes that students play a critical role in promoting values of ethics, responsibility, and sustainability in the Russian context. The school supports a number of student initiatives related to social responsibility and sustainable development. Students have an opportunity to participate in different accelerator programs aimed at developing new business models focused on principles of circular economy. In addition, the school organizes competitions, events, and forums to support the initiatives of the student community.

In 2021 two HSE University teams won in the prestigious PRME supported international competition the Flourish Prizes with the sustainability innovation cases of Kaspersky (SDG 4) and Vypelcom (SDG 17). The AIM2Flourish program gives students around the world the opportunity to engage with businesses working toward a better future. Every year the Fowler Center for Business as an Agent of World Benefit awards the annual Flourish Prizes based off of stories written by students and published on the AIM2Flourish platform.

[The 2021 Flourish Prize for SDG 4](#): Quality Education is awarded to Kaspersky in Russia for the story written by Matvey Petukhov, Anastasia Galkina, Vladislava Stepanenko, Yuliya Yurchak and Veronika Krasilnikova from the GSB under the direction of Ekaterina Ivanova. Kaspersky Academy makes cybersecurity knowledge and skills available for a vast range of people. Kaspersky is raising awareness on how critical cybersecurity knowledge is becoming in our constantly evolving world.

[The 2021 Flourish Prize for SDG 17](#): Partnerships for the Goals is awarded to Beeline in Russia for the story written by Evgeniia Pechnikova, Pavel Scheblykin, and Marianna Simonyan from the GSB under the direction of Ekaterina Ivanova. Beeline, a telecommunications company, invests significant resources into social development opportunities, including “Liza Alert,” a tool for prompt responses and civilian assistance in the search for missing people. Over the last decade, "LizaAlert" has helped to find more than 86,000 people alive. In the awarding ceremony GSB Associate Professor Ekaterina Ivanova and her students, as well as George Held and Evgeniya Chistova from Beeline, were discussing the AIM2Flourish assignment, being honored with the 2021 Flourish Prize for SDG 17, and how this partnership has the ability to save so many people.



*Picture 8. Director of the Fowler Center for Business as an Agent of World Benefit Megan Butcher talks with the GSB Associate Professor Ekaterina Ivanova, the group of student authors, and Denis Barinov, the Head of Kaspersky Academy about the AIM2Flourish assignment, being honored with the 2021 Flourish Prize for SDG 4, and the ways that Kaspersky Academy is supporting education at all levels, 2021*



These achievements demonstrate GSB's commitment to making a positive impact on society and the environment, which aligns perfectly with the Positive Impact Rating's mission of promoting schools that are not only the best IN the world, but also the best FOR the world. The Positive Impact Rating (PIR) is an innovative method of assessing business schools based on their contributions to society and the environment. It involves students providing feedback on their business school in three categories: motivating, teaching, and involving, as well as evaluating seven aspects: governance, culture, programs, teaching methods, student support, the institution as a role model, and public engagement. In 2021 and 2022, the GSB was one of 45 business schools from 21 countries and achieved a [Level 3 score](#) (out of 5), indicating that it is a progressing school and has demonstrated some evidence of success across several impact dimensions. The business schools that perform well on the PIR emphasize that they prioritize not only academic excellence but also positive impact on society and the environment.

#### GSB goals and KPIs in relation to Principle # 2:

- Integrate priority SDGs into our business school strategy at research, teaching, and operations level.
- Continue the Green Business School survey of faculty, staff and students to monitor our progress on all sustainability related activities at GSB.
- Achieve 50% completion of Carbon Literacy and Sustainability Mindset Indicators Training of Trainers among all faculty involved in teaching ERS by 2025.
- To align PRME values with our international accreditation plans, identifying learning goals and new module opportunities.
- Obtain a green campus certification for GSB at Shabolovka by 2025.

### Principle 3: Method

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*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

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The Graduate School of Business aims to create a world-class business school with international programs and institutional accreditations through the modernization of educational activities and the formation of a modern business school campus. GSB is striving to create an innovative educational environment and a matching infrastructure, so that our graduates have the necessary competences and capabilities of responsible leaders. To do this, we develop and implement cutting edge methods in designing and delivering our educational programs. In this part of the report we are showing how our faculty members act as learning facilitators in creating advanced management knowledge and apply modern pedagogical tools and digital technologies in an interdisciplinary learning environment we create at the GSB.

By developing an integrated educational system at the GSB we seek to develop the following core skill-sets in our students:

- *Cognitive abilities and skills:* creativity, critical thinking, problem solving, systems thinking and digital literacy;
- *Social abilities and skills:* collaboration, communication, negotiation, self-awareness and emotional maturity;
- *Intra-personal attitudes and values:* curiosity, consciousness, flexibility, sustainability mindset, initiative, courage and humility;
- *Societal attitudes and values:* empathy and kindness, civic responsibility, environmental stewardship and global citizenship;
- *Knowledge and information:* interdisciplinary and discipline-specific knowledge.

### Innovative learning pedagogies

The GSB maintains a modern physical and digital learning infrastructure to support the business education for the future leaders in transition to a carbon neutral economy. All courses taught at the GSB aim at comprehensive professional and personal development of our students in their transformational learning journeys of change agents in a service paradigm of business as a force for good. Educational programs offered by the GSB rely on modern pedagogies with a balanced approach to direct knowledge transmission through traditional lectures with experiential



learning opportunities created for students through project and problem based education, case-studies, games, electronic simulations, company visits, guest-lectures and service-learning. Blended format to delivering parts of the courses via integrating MOOCs in the learning process is one of the practices actively used by our faculty members. Using action – reflection – learning approach to designing interactive classroom experience on campus is another feature of learning philosophy at the GSB. To ensure a high quality educational process our faculty members regularly undergo advanced training and retraining at the HSE University in house programs and through memberships in the leading professional associations.



*Picture 9. Sustainability Director of Norilsk Nickel Svetlana Ivchenko gives a interactive master-class to the GSB students of the master program in Sustainable Business Management, 2022*

In designing educational processes and programs we take into account the constant changes needed to tackle the modern challenges business faces. It is reflected in the continuous updating of knowledge, skills, abilities, skillsets and competencies that responsible leaders need. We aim not just to train people, but to develop new leaders that are capable of driving business transformation necessary to serve the needs of society by respecting nature. To make our programs relevant we invite cutting edge professors of practice and guest-speakers from the business world to deliver innovative educational solutions which allow our students to learn directly from practice, in addition to sound theoretical frameworks our faculty members are introducing in their courses. Thus, our programs contribute to real transformational change at the level of each student.

## Digital turn in the learning environment

Our educational framework includes a comprehensive digital environment. We are constantly improving our online infrastructure, to which all students are connected, and also equipping all the classrooms with the innovative equipment that is necessary for the delivery of the effective educational process. Considering a shift to online education, the GSB develops in this sphere, as well. We are implementing digital technologies in our educational process in the following ways:

- Due to COVID-19 pandemic a rapid transition of the educational process in the online format with MSTeams as a default platform for all courses;
- Exam proctoring technology;
- Mass transition to blended learning formats;
- Methodological seminars for faculty members on working online;
- Launch of two online master programs: Marketing Management and Digital Product Management.

The GSB uses modern digital platforms that help maintaining the educational process. Main platform that supports the learning at all undergraduate and post graduate levels is the HSE University Learning Management System (LMS). The electronic version of the syllabus of each course delivered by GSB faculty is available on LMS for the students before the course starts. Access to LMS is automatically granted to all students enrolled in the programs. LMS allows faculty members: 1) make course syllabus available to students; 2) include educational materials (e.g. assignments, cases, presentations, recommended reading lists, etc.); 3) conduct knowledge evaluation (e.g. control of the knowledge acquisition or a final exam); 4) keep a progress log on each student; 5) collect and store individual assignments of students (e.g. essays, term papers and theses, projects, etc.); 6) communicate with students and conduct consultations.

## ERS and PRME themes in the curriculum

We have built an integrated portfolio of programs that demonstrates educational solutions for every stage of a career in business based on continuous learning. The list of programs offered by the GSB at bachelor and master levels is available in **Appendix 1**. Portfolio of postgraduate educational programs offered by GSB includes [EMBA](#), [MBA programs](#), [corporate trainings](#), as well as [open executive education programs](#) in all areas of our competence: Strategic Management, Marketing, Financial Management and Accounting, Business Informatics, Project Management, Logistics and Supply Management.

GSB is committed to incorporating the ERS and PRME principles into our integrated portfolio of programs at various levels. We are particularly proud that since 2021 the principles of ethics, responsibility and sustainability are introduced in Russian and English by a team of GSB faculty members in a module taught at the “Career Guidance Seminar” for all of our 1<sup>st</sup> year students of bachelor programs. We have also specialized courses with focus on responsible and sustainable business offered at all educational levels.

Spotlights on some of the courses that we regard as best practices developing a sustainability mindset amongst our students are presented below.

**Course:** [Business Ethics, CSR and ESG Business Strategies](#)

**Level:** Bachelor Degree 4<sup>th</sup> Year

**Type:** Compulsory

**Course Leader:** Dr. Ekaterina Ivanova, Dr. Yuriy Timofeyev, Tom Rawlins

**ECTS credits:** 3

**Related SDGs:** all 17 SDGs



**Specification:** In response to global environmental, social and governance (ESG) challenges that humanity faces, professional managers around the world are urged to make ethics, responsibility and sustainability a new normal way of doing business. The simplistic idea of corporations as wealth creating organizations with no obligations to their key stakeholders (customers, employees, suppliers, investors, society and the environment) is no longer acceptable in the public eye. The reformed capitalism and professional managers with mission to serve society and make a meaningful impact are becoming a response to an outdated shareholder-driven view of business. Today businesses with purpose are expected to act as agents of world benefit and make an active contribution to meeting the 17 United Nations Sustainable Developments Goals (SDGs). For being responsible business on local or global scale a new mindset is required. It is not enough to be good

at doing, a greater purpose consistent with creating collective value requires modern leaders to focus on their authentic state of being holistic with own values and actions. We live in the Anthropocene epoch that is characterized by short-term decision making and human practices, such as overconsumption or overproduction, which increasingly challenge our planet's regenerative capacity and severely impact our ecosystems and livelihoods. The world is rapidly changing by becoming more digital and agile powered by artificial intelligence that replaces many of the traditional human occupations. Consequently, to educate the next generation of responsible leaders requires less concentration on the knowledge acquisition that becomes obsolete so quickly and more focus on critical thinking skills on our premises, the beliefs and assumptions at the foundation of our scientific and professional decisions, coupled by interpersonal and group communication competencies.

**Course:** [Business Ethics and Corporate Social Responsibility](#)

**Level:** Bachelor Degree 1<sup>st</sup> Year

**Type:** Compulsory

**Course Leader:** Liudmila Cheglakova, PhD, Mikhail Akim, PhD

**ECTS credits:** 3

**Related SDGs:** all 17 SDGs



**Specification:** The maximisation of utility and value for shareholders, as the one and only social responsibility of business, is outdated and must change if we are to face and overcome the environmental, social, and governance challenges that the majority of stakeholders face in the 21st Century. To do so, we must re-evaluate the ethics of our business and redefine both the social responsibility of business and our own social responsibility in management. This course provides a framework to help students develop and define their own moral philosophy and ethic of responsibility in terms of why business exists? What is the right thing to do when faced with an ethical dilemma? How does managerial authority effect an organisation's integrity? How do ESG

practices differ from the current reality of business? How can we improve the situation as future business leaders and managers? As well as other important ethical issues in business and in management. The course takes a balanced approach that combines both the theoretical and philosophical aspects of business ethics with specific cases of Environmental, Social and Governance (ESG) practices from recent years. Participants are expected to contribute to the overall learning through their active participation in class discussions.

**Course:** [Research Seminar “Supply Chain ESG Strategies”](#)

**Level:** Bachelor Degree 4st Year

**Type:** Compulsory

**Course Leader:** Mikhail Akim, PhD

**ECTS credits:** 3

**Related SDGs:** 7, 8, 12, 13, 14, 15



**Specification:** The course is aimed at educating a new generation of conscious business leaders with a way of thinking for sustainable development, based on a deep understanding of ongoing global processes, awareness of global economic and environmental challenges facing humanity, as well as developed systems thinking in combination with an understanding of technologies aimed at solving these challenges. At present, the world energy market is witnessing the onset of a new cycle of energy development - the transition to renewable energy sources - RES (solar energy, wind and small hydropower, etc.), called the fourth energy transition. The course also looks at the technological changes taking place in agriculture, transportation, and the manufacturing sector that affect ESG. The course focuses on the concept of "Scope 1, 2, 3" in the analysis of the carbon cycle, as an important element of ESG.

**Course title:** [Global Strategies](#)



**Level:** Bachelor Degree 4<sup>th</sup> Year

**Type:** Compulsory

**Course Leader:** Anastasia Galkina, Kirill Panferov

**ECTS credits:** 6

**Related SDGs:** 8, 9, 17



**Specification:** Conducting business in today's environment entails crossing national borders and, more generally, engaging in business activities in multiple countries that are very economically, politically, and culturally different from one another. Understanding the key strategic opportunities and challenges associated with undertaking global business activity and developing skills in this area have become essential requirements for success for future managers. This module, the Global Strategy, introduces the key concepts, frameworks and principles needed to formulate and implement successful business strategy. It is designed to provide students with the knowledge, skills and business judgement required to create, sustain, and renew competitive advantage within a global context. The course examines strategy from both the developed and developing countries' perspectives and creates the platform for discussing strategy formulation in the post-COVID environment and in the view of the heightened global geo-political risks.

**Course:** [Technology and Innovation: Managing Disruptive Change](#)

**Level:** Bachelor Degree 4<sup>th</sup> Year

**Type:** Elective

**Course Leader:** Tekic Zeljko, PhD

**ECTS credits:** 3

**Related SDGs:** 8, 9



**Specification:** The rise of technologies such as artificial intelligence, cloud computing, 3D printing and the Internet of Things accelerated our ability to experiment with business models, opening up new opportunities, in virtually every industry, for changing how value is created,

delivered and captured. In other words, advanced technologies (dominantly digital, but others as well) combined with novel business models make fertile ground for disruption, intensifying competition and creating immense ambiguity and unease. Thus, successful management of technology and technological innovation is critical to the survival and competitiveness of emerging and existing organizations. To prepare students for this context, the Technology and Innovation: Managing Disruptive Change course covers the fundamentals of innovation management, aiming to help students understand the knowledge and skills required to manage innovation.

**Course:** [ERS: Ethics, Responsibility, Sustainability](#)

**Type:** Compulsory

**Level:** Master Degree, 2<sup>nd</sup> Year

**Course Leader:** Dr. Ekaterina Ivanova

**ECTS credits:** 3

**Related SDGs:** all SDGs



**Specification:** At the time of VUCA (volatile, uncertain, complex and ambiguous) world caused by planetary ‘grand challenges’ such as climate catastrophe, inequality, pandemics, social impact of supply chain practices, shortage of resources and increasing political turbulence, flourishing businesses around the world are encouraged to devote substantial efforts to ethical and responsible business practices contributing to sustainable development. That is why modern businesses with purpose are expected to act as agents of world benefit, serving all stakeholders, in making our planet a better place for living by contributing to the 17 United Nation’s Sustainable Development Goals in accordance with the environmental, social and governance (ESG) criteria. For conscious business leaders a paradigm of humanistic management, based on the protection of dignity and the promotion of well-being rather than just wealth acquisition is becoming a new norm. This course provides key frameworks and tools for integrating ethics, responsibility and sustainability into running a business with higher purpose, stakeholder orientation, conscious culture, responsible



leadership and sustainable practices in a net zero economy. Designed with the application of the most innovative pedagogies focusing on experiential learning, the course aims to develop a new generation of responsible business leaders with a sustainability mindset that rests on a multi-disciplinary approach to learning and requires profound ecological awareness, development of systems thinking (knowing) combined with emotional (feeling) and spiritual (being) intelligence.

**Course:** [Research Seminar "Sustainability Aspects of International Management"](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Mikhail Akim, PhD, Tom Rawlins

**ECTS credits:** 3

**Related SDGs:** all SDGs



**Specification:** Students debate and discuss the topic of corporate social responsibility and sustainability from different, often opposing, ethical perspectives. Using the seminars to create a theoretical framework that supports such perspectives, the lectures will focus on current examples of ESG practices. The module begins with the conceptualisation of CSR and sustainability, followed by a detailed examination of the interdependent forces that steer ethical decision-making in business and in management. While appreciating the reality of ESG practices, we also focus on the impact that managerial authority has both on individual and organisational integrity, and on the operationalisation of CSR, sustainability, and our own social responsibility in management.

**Course:** [Climate Change Economics](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Ekaterina Bliznetskaya, Michael Yulkin

**ECTS credits:** 6

**Related SDGs:** 8, 12, 13, 14, 16



**Specification:** Course introduces students to the theoretical and practical aspects of climate policy and regulation. The logic of the course is built as follows: from understanding the physical foundations of modern climate change to the formation of ideas about international and state regulation of greenhouse gas emissions and the emerging system of corporate standards and requirements for business climate strategies. The course is balanced in terms of theory, practice and independent work, where each lecture is an instruction for performing practical tasks at seminars. The result of mastering the course requirements is the preparation in teams of strategies to achieve zero greenhouse gas emissions for a number of basic industries and sectors of the economy. Climate scientists, experts in the field of carbon accounting and reporting, representatives of companies involved in the implementation of climate strategies will be involved in the seminars. Part of the course focus on modeling climate action and negotiating climate action.

**Course:** [Global Challenges, Resources and Opportunities for Sustainable Development](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Irina Arkhipova, Yulia Ostrovskaya

**ECTS credits:** 6

**Related SDGs:** all SDGs



**Specification:** The course is based on the students' analysis of wicked problems and the search for solutions to the global challenges set by the United Nations. This course allows students to understand what transformational changes are needed to deal with global challenges in order to achieve sustainable development and gradually become “agents of change” both at a conceptual and practical level. This course introduces the key theoretical frameworks and tools for achieving the SDGs and integrating responsibility and sustainability into doing business with purpose in the implementation of the UN 2030 Agenda, teaches how to balance the interests of stakeholders. This course, based on an interdisciplinary approach to learning, is aimed at educating a new generation of conscious business leaders with a sustainability mindset, possessing knowledge in the field of sustainable development, the skills to transform business in accordance with ESG principles and socially responsible investment approaches ready to engage globally and bring together stakeholders to achieve tangible results in the coming decades.

**Course:** [Research Methods in Sustainability Management](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Dr. Ekaterina Ivanova

**ECTS credits:** 6

**Related SDGs:** all SDGs



**Specification:** This course aims to introduce students to a scientific approach to the study of management in the context of urgent problems on the sustainability management agenda. The focus is on providing students with the fundamental knowledge and skills to critically reflect research conducted by others and for undertaking their own qualitative and quantitative research. The course is divided into six interrelated parts: introduction to research methods, research methods in management science, problem formulation, research implementation, research design and data analysis, communication of research findings (discussion and publication) supported by the individual mentoring sessions. The course begins with broad questions about knowledge acquisition that underpin any sociological, management or organizational inquiry. Then the course takes a deep look into the research conceptualization, sampling, measurement, design, analysis and communication techniques implemented in both qualitative and quantitative studies. As part of the course, students will learn the foundations of academic writing and will develop their individual research proposal as an important step in getting prepared to defend a master's thesis. This course is based on the flipped classroom approach, which requires students to come prepared to each class and take an active part in class. By the end of the course, students can expect to have acquired an appreciation of the responsible management research process both as a methodology and as craft.

**Course:** [Diversity, Equity and Inclusion Management](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Yulia Nemtseva

**ECTS credits:** 3

**Related SDGs:** 4, 8, 10, 16



**Specification:** Knowledge of the main aspects of diversity, equality and inclusion, their advantages, the ability to build a development and decision-making process based on the principles of DEI are extremely important for students of the master’s program “Sustainable Business Management“. During the special course, the classroom socialization of students with practitioners in the field of DEI is implemented and the student's practical work is carried out in achieving their goals in learning and personal development. The course focuses on characteristics of an inclusive approach, strengthening self-awareness, developing communication skills, including in terms of interaction and understanding of various social groups. The course content covers current topics from knowledge of core concepts, cutting-edge research, to unconscious bias and inclusive leadership. At the seminars, students are applying DEI principles in their activities, learn to take into account the interests of various social groups, learn the basics of inclusive leadership and practices for its application. This course is based on an interdisciplinary approach to learning and is conducted using innovative teaching methods with a focus on experiential learning. The course aims to educate a new generation of conscious leaders with an inclusive mindset to achieve SDGs, based on a deep understanding of gender, age, cultural and other differences, as well as developed analytical thinking.

**Course:** [Technologies for ESG-transformation](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Mikhail Akim, PhD

**ECTS credits:** 3

**Related SDGs:** all SDGs



**Specification:** Technologies today plays a critical role across industries and sectors, helping businesses identify and resolve bottlenecks in their operations. As organisations work towards becoming more sustainable, technology has the potential to be an enabler for environment, social and governance (ESG) mandates for organisations and assist them in their transformation journey. Technology will not only assist organisations in their transition towards ESG but also provide them with innovation and exploration possibilities as well as redefine them in terms of their products, customers and the stakeholders they engage with. Company’s performance on ESG parameters has become increasingly critical for corporate leaders. Energy is a critical pillar of the economic growth of the businesses as well as the country. The conventional investment paradigm is being phased out in favor of investments that prioritize environmental, social, and corporate responsibility. A shift to a more inclusive, sustainable, economic, and safe global energy platform that addresses global environmental concerns while also creating value should be emphasized. The dependence on fossil fuels could be transformed by the development of new energy alternatives. Important to identify and incorporate factors and solutions of Industry 4.0, all relevant technologies taking into account the effect on ESG. A rapidly changing world provides exceptional investment opportunities to support ESG transition.

**Course:** [Project Management and Consulting for Sustainable Business](#)

**Type:** Compulsory

**Level:** Master Degree, 1<sup>st</sup> Year

**Course Leader:** Olga Ilyina, PhD

**ECTS credits:** 3

**Related SDGs:** all SDGs



**Specification:** The project seminar is of an instrumental and methodological nature and is aimed, on the one hand, at developing practical skills in mastering the methods and tools of project management, and, on the other hand, at creating a holistic picture of the application possibilities for students best consulting experience and modern project management practices to achieve sustainable business goals. The purpose of the seminar is to master the fundamental concepts of the structure and composition of the elements of traditional and flexible project management methodologies, which are fixed, among other things, in Russian and international professional standards in the field of project management, as well as the best practices for their application in the context of sustainable business.

**Course:** [Arts and the City](#)

**Type:** Elective

**Level:** Master Degree, 2<sup>nd</sup> Year

**Course Leader:** Van Garderen Guido Konstantin, Dr. Kirill L. Rozhkov

**ECTS credits:** 3

**Related SDGs:** 11



**Specification:** The aim of this course is to equip students with the essence and key concepts of urban marketing and management using the power of arts including literature, visual arts, plastics, installations, decorations, performances, and architecture. Furthermore, this class delineates the cases of how a city can be governed through arts. Learning Objectives of the course are the following: to introduce students to the essence, system of categories and key concepts of city



marketing and management using the content of artworks (literature, the visual arts, the plastic arts, the decorative arts, the performing arts, and architecture); to demonstrate how arts and culture can be used as tools for city management.

GSB recognizes that business leaders of tomorrow need to play a crucial role in addressing the ESG challenges and wicked problems of the 21st century. We believe all GSB programs should integrate ERS and PRME themes and challenges. We therefore made the strategic decision to ensure all our programs embed PRME-related content so that all our graduates are attuned to issues of ERS and develop a sustainability mindset so that they can become responsible global citizens.

GSB goals and KPIs in relation to Principle # 3:

- Deeper integration of PRME related data collection and reflection practices into annual review processes at course and program level.
- Increase transparency of how courses and programs address UN SDGs and PRME by integrating this into course specifications and program outlines.
- Develop an easy-to-use toolkit on how to embed ERS when developing new courses or programs.

## Principle 4: Research

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*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.*

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The HSE Graduate School of Business faculty members constantly develop conceptual and empirical research that improves our understanding of the role, dynamics, and influence of corporations in creating sustainable social, environmental, and economic value. We have oriented our research mission towards integrating the SDGs and PRME. Fundamental and applied research is an important area of development for the GSB. In accordance with the HSE University Development Program until 2030, the school's priority areas of research include the digital transformation of business, the radical transformation of corporate people management systems, the development of international business in the context of the "new globalization", as well as changing forms and mechanisms of interaction between business, state and society. In this part of the report we describe how the GSB faculty is engaged in the frontiers of international research.

GSB strives to create a wide network of scientific, educational, and applied research laboratories and interdisciplinary research teams. This includes participation and holding of the leading international scientific conferences, such as the annual meeting of the Academy of Management, the HSE University Yasin (April) International Academic Conference on Economic and Social Development, and the Annual Conference on Emerging Economies of St. Petersburg State University Graduate School of Management. The foundation of network creation is based on the leadership of the GSB faculty in the scientific field and a steady stream of publications in high-ranking journals. The Scientific Committee of the Graduate School of Business supports the planning and coordination of scientific activities, ensuring efficient spending of funds for scientific events, and other issues related to the development of scientific research at the School.

### Research units addressing ERS

The Graduate School of Business has 6 departments, whose faculty members are engaged in the cutting edge research in their field of expertise and in the cross-disciplinary studies.

1. **The Department of Strategic and International Management** applies an interdisciplinary approach in teaching and research with a aim goal to find a reasonable

balance between the best traditions of Russian-based management research and practice, and the most recent global management models and tools.

2. **The Department of Organizational Behavior and Human Resource Management** brings together world-class professionals, who carry out research and teaching activities across various disciplines, aiming at finding effective strategic solutions in people management and organizational development.
3. **The Department Business Informatics** focuses on business performance management with the use of the latest information and digital technologies, while also creating value for clients.
4. **The Department of Financial Management** brings together educators and researchers with professional interests in such areas as management of corporate finance, investment, financial and managerial accounting, and related fields.
5. **The Department of Marketing** is concentrating its research and teaching activities on strategic marketing, corporate marketing, and marketing communications.
6. **The Department of Operations Management and Logistics** consolidates academic and scientific staff whose professional interests contributes to the field of logistics, supply chain management and operational management.

Each of the departments conducts specialized research in its field, and a cross-disciplinary approach to research is applied to contribute to the key areas of the HSE University scientific agenda on social and economic development. Over 140 fulltime faculty members working in 6 departments of the GSB are engaged in conducting responsible research, with an increasing focus on the sustainability agenda in the last several years.

*“One of the priorities for the Graduate School of Business is to take one of the leading positions in research related to sustainable development, and contribute specifically to the Russian agenda of ESG. We carry out both applied and fundamental research. In applied research, we have two main directions: sustainability education and research of Russian companies transitioning to sustainability. Over the past 2-3 years, there has been a surge in sustainability research. What is even more inspiring is that the students themselves began to say that they are interested in it and want to study sustainability.”*





















Anna Veselova, PhD, Academic Director of Doctoral School of Management, Director of ESG Center, Academic Director of the Master Program in Sustainable Business Management, GSB

## Research outputs and SDGs

The mapping undertaken to identify the GSB research outputs related to PRME revealed a strong representation of ERS themes in our research. Particularly, we examined the articles, books, book chapters, student theses to identify which of them are contributing to ERS. In the reporting period of 2021-2022 the audit we undertook indicated that all SDGs were covered at least once in research by the GSB faculty and students. We found out that the key SDGs to which the research outputs by the GSB faculty were contributing are: SDG 4 (9 publications), SDG 12 (10 publications), SDG 13 (9 publications). As for student theses the key SDGs are: SDG 8 (35 papers), SDG 9 (37 papers), SDG 11 (26 papers), SDG 12 (23 papers), SDG 13 (27 papers), and all SDG (with 33 papers). It is clear that students under supervision of the GSB faculty are actively choosing as the topics of their final theses at bachelor and master levels all aspects of the ERS agenda.








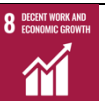

**Table 2: Number of research outputs by the GSB faculty related to ERS**




SDG									
2021	0	0	1	4	1	0	2	1	1
2022	0	1	3	5	1	0	0	4	6

SDG									
2021	1	0	4	3	2	2	1	1	1
2022	0	1	6	6	4	4	0	0	1

Source: GSB, 2021-2022

**Table 3: Number of research outputs in student theses on ERS**

SDG									
2021	4	2	6	3	6	6	7	12	11
2022	9	3	6	14	10	7	12	23	26

SDG									
2021	1	7	10	7	0	3	1	0	11
2022	10	19	13	20	8	5	2	1	21

Source: GSB, 2021-2022

The list of selected ERS publications by the GSB faculty in the period from 2021 to 2022 can be found in **Appendix 2**. The list of selected student theses on ERS is located in **Appendix 3**. The publications covered in this report are presented by our faculty members and students at the leading international academic and applied conferences related to SDGs and ERS.

### ESG Center

In 2022 a specialized ESG Center was established at the GSB, which faces the following main goals:

- Conducting cutting edge applied research on the sustainable development and organizational transformations with a focus on ESG and its contextualization in the Russian context;
- Designing and developing modules, courses and educational programs on ethics, responsible business and sustainable development at the undergraduate, graduate and postgraduate levels training responsible business leaders with a sustainability mindset;
- Offering consulting services in the field of ESG transformation for business, government, and civil society organizations.

The ESG Center has won an applied research grant of the HSE University in 2022 that allowed to establish cross-disciplinary research teams that carried out research projects in the field of education for sustainable development in Russia, the ESG practices of Russian business, the first specialized collection of case studies on the ESG transformation in the Russian context and a methodological guideline on the consulting projects on sustainability practices developed for the GSB master programs.

### Outreach on ERS research

The GSB faculty and students are involved in the research outreach activities through the publication and public presentation of scientific papers that focus on sustainable development. The GSB actively contributes to the international academic conferences to share its expertise and research on economic and social development. One such conference is the Yasin (April)

International Academic Conference, where a track on Management discusses latest research on most pressing issues of business serving society. Over the past 5 years a session on CSR and ESG-transformation became a place for the leading scholars to present latest findings of their research.

The HSE GSB's contribution to the Yasin International Academic Conference is just one example of the school's commitment to promoting responsible management education and contributing to the global discourse on economic and social development. The school's involvement in various academic conferences and events is a testament to its dedication to providing students with the necessary knowledge and skills to be successful in business, and to ensure that its graduates are prepared to meet the challenges of the business world and can successfully work in any industry.

GSB faculty members regularly contribute to the leading academic management conferences. In August 2021, a paper on The Role of Heterogeneous Contexts Shaping Organizational CSR Practices in Russia was presented by Dr. Ekaterina Ivanova, Lyudmila Cheglakova, PhD and Prof. Veronika Kabalina at the 81 Virtual Academy of Management Meeting. The Russian launch of the book “Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation” co-edited by Dr. Ekaterina Ivanova and Dr. Isabel Rimanoczy and published in the PRME Series by Routledge took place in 2022 at the track on Business and Society of the international conference hosted annual by the Graduate School of Management of St. Petersburg State University.

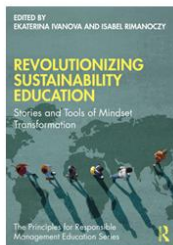
GSOM Emerging Markets Conference | 6 OCTOBER 2022 | 4 – 6 pm (St. Petersburg time) | Online | Free

## BUSINESS IN SOCIETY: EDUCATION OF AND FOR SUSTAINABILITY

Track Chair



**YURI  
BLAGOV**  
Associate  
Professor  
St. Petersburg  
University  
GSOM  
(Russia)



BOOK presentation speakers include



**ISABEL  
RIMANOCZY**  
Convener  
PRME Working Group  
on the Sustainability  
Mindset  
(USA)



**EKATERINA  
IVANOVA**  
Associate Professor  
HSE University  
Graduate School of  
Business  
(Russia)



**ISABEL  
RODRIGUEZ-  
TEJEDO**  
Professor  
University of Navarra  
(Spain)



**AMELIA  
NAIM  
INDRAJAYA**  
Teaching Academic  
Ipmi International  
Business School  
(Indonesia)



**SHEILA  
SAMPAIO**  
Professor  
Sonata  
(Brasil)



**AYAKO  
HUANG**  
Director of Sustainable  
MBA Program  
Maharishi International  
University  
(USA)

Please, register and RSVP by September 30!



Picture 10. Russian launch of the book “Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation” at the session on the business and society track during the Emerging markets annual conference at the Graduate School of Management of the Saint Petersburg State University, 2022



GSB Research Seminar Series actively engages Russian and international scholars to present the latest research on ERS topics. A close connection to practice is maintained through contributions of GSB Professor Mikhail Akim to leading fora on sustainability. At the offline conference SIPS 2022 Sustainability through Science & technology, Professor Akim took part and discussed High-Density Solid Biofuel (HDSBF) technologies for the circular economy.



*Picture 11. GSB students holding the HSE University mascot at the sustainable Shabolovka campus, 2022*

GSB supports students' interest in research and oversees two areas of the competition for student research projects at the HSE University level: business informatics and management. The GSB actively supports student initiatives and the creation of project groups that stimulate interdisciplinary exchange and contribute to an increase in the number of research-based publications. In June 2020, the first wave of the project competition took place. All undergraduate and graduate students at the GSB were invited to participate. The format of the competition involves cross-functional teams involving students studying at different schools within the HSE University.

### **Developing case-studies based on the Russian context**

At the GSB, we follow international educational standards and create a collection of case studies that describe business situations from the real practice of Russian companies, as well as develop the competencies of our own faculty members and those from other business schools and universities in Russia in developing cases and using the case method in the educational process.

The main tasks of the Case Centre are:

- Establishment of an infrastructure for the production and use of case studies in the educational process;
- Developing a unique expertise on the case study method and its popularization in the Russian educational system;
- Creating a collection of case studies based on experience of Russian companies;
- Coordinating case championships, methodological and organizational support of events.

At the moment of writing this report, the GSB faculty members have developed over 50 case studies in different formats. The first GSB case-study on circular economy based on the Russian sustainable enterprise BIOFOODLAB was developed in 2021 by Dr. Ekaterina Ivanova and Dr. Natalia Milovantseva<sup>5</sup>.

We have oriented the GSB research purpose towards the UN Sustainable Development Goals (SDGs) and UN Principles for Responsible Management Education (PRME). This has gone hand in hand with building on existing disciplinary strengths with practitioners and policymakers to remark the growth of GSB publications on ERS themes.

#### GSB goals and KPIs in relation to Principle # 4:

- Continue to integrate PRME, SDGs and ERS values and themes into our research activities.
- Continue to develop a societal impact culture within GSB in line with the third mission of the HSE University.
- Gather information on SDG related research outputs with focus on ERS themes produced by GSB faculty members on a by annual basis.

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<sup>5</sup> Ivanova, E., Milovantseva, N. (2021). *Circular Economy Dilemma at BioFoodLab: How to Stay Fair, Healthy and Green*. [The Case Center: 721-0095-1](#)

## Principle 5: Partnership

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*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

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The Graduate School of Business connects with a wide range of stakeholders across business, government, and civil society in a net of strong partnerships. GSB implements the principle of partnership at all levels nationally and across borders. We believe that one of the core elements of education for responsible leadership is engagement with the real needs of stakeholders for creating a lasting impact in a fair and just society that business serves. In this part of the report we elaborate on our activities with establishing partnerships.

The business school expands partnerships across strategic industries collaboratively progressing toward sustainable ESG-transformation and circular economy. Problem-based approach to the real life cases from our corporate partners is implemented since 2021 in the framework of all group consulting projects performed by GSB undergraduate, graduate and postgraduate students under the scientific guidance of GSB faculty members. Such a close collaboration allows students to mature professionally and personally, gaining much valued practical experience of applied research to cutting edge problems that business helps solving in society.

### Key partnerships with external stakeholders

The Graduate School of business has developed a comprehensive network of partners that spans across various sectors, providing students with a rich and diverse experience that prepares them to contribute positively to society. The key partnerships with external stakeholders that GSB maintains are outlined in **Appendix 4**. It is remarkable that a great majority of the partnerships are focused on contributing to sustainable development. These key areas of cooperation include research, education, consulting and outreach. The rich network of partners provides GSB students and faculty members with numerous opportunities to gain real-life experience, network with professionals, and enhance their professional competencies. Furthermore, the administration of the business school works tirelessly to support and develop a wide range of relationships with its partners. This enables the school to create a robust network of professionals, researchers, and educators who collaborate to advance knowledge and understanding across various fields.

When building partner relationships GSB focuses to engage partners in projects to contribute to SDG 4 “Quality Education” and SDG 17 “Partnership for the Goals”. The second priority are projects contributing to achievement of the national goals of the country: SDG 3 “Good Health and Well-being”, SDG 6 “Clean Water and Sanitation”, SDG 8 “Decent Work and Economic Growth”, SDG 9 “Industry, Innovation and Infrastructure”, SDG 11 “Sustainable Cities and Communities”, SDG 12 “Responsible Consumption and Production”. GSB makes sure that students are gaining expertise from the companies that are leaders in their fields in order to learn from the best practices of responsible business.

### Engagement with PRME networks



Since we became a PRME signatory in June 2020, we have embraced the many opportunities available to us to engage with the PRME network, through PRME chapters, working groups, events, and conferences. In order to embed ourselves within the PRME network, GSB actively collaborates with the PRME network in Russia in efforts of developing a thriving local network of business schools educating responsible leaders of tomorrow.

Our GSB PRME Leader at GSB Dr. Ekaterina Ivanova since 2016 is acting as the Russian ambassador of the PRME Working Group on the Sustainability Mindset. In this capacity in February 2021 the Convener of the PRME Working Group on the Sustainability Mindset Dr. Isabel Rimanoczy and Dr. Ekaterina Ivanova featured GSB and the PRME at the Stakeholder Podcast by legendary Professor Ed Freeman.





Picture 12. Professor Ed Freeman hosts GSB Associate Professor Ekaterina Ivanova and Convener of the UN Global Compact PRME Working Group on the Sustainability Mindset at the Stakeholder Podcast, 2021

In June 2021 Dr. Ekaterina Ivanova and Dr. Isabel Rimanoczy hosted two sessions at the UN PRME Global Forum as co-chairs of the PRME Working Group on the Sustainability Mindset.

**FACILITATING SUSTAINABILITY: A MINDSET FOR A RESILIENT FUTURE**  
Jun 17 7:30PM-8:15PM - Stage

 <b>MORGANE FRITZ</b> Associate Professor Excelia Business School (France)	 <b>MICHAEL LEES</b> Professor Montclair State University (USA)	 <b>ISABEL RIMANOCZY</b> Convener PRME Working Group on the Sustainability Mindset (USA)	 <b>ISABEL RODRIGUEZ-TEJEDO</b> Professor University of Navarra (Spain)	 <b>JAN HERMES</b> Assistant Professor Oulu Business School (Finland)
 <b>JULIA STORBERG-WALKER</b> Associate Professor, George Washington University (USA)	 <b>DEYANG (MIKE) YU</b> Ed.D. Student George Washington University (USA)	 <b>EKATERINA IVANOVA</b> Associate Professor Graduate School of Business HSE University (Russia)	 <b>KAROL VIEKER</b> Equality and Diversity Manager Stockholm School of Economics (Sweden)	 <b>LASSE LYCHNELL</b> Affiliated Researcher Stockholm School of Economics (Sweden)
 <b>AYAKO HUANG</b> Director of Sustainable MBA Program Maharishi International University (USA)				 <b>AMELIA NAIM INDRAJAYA</b> Teaching Academic Ipmi International Business School (Indonesia)

Picture 13. The UN PRME Global Forum Session on Facilitating Sustainability as a Mindset for a Resilient Future, 2021

## Key partnership activities

The GSB closely collaborates with the partners in a number of key areas, including the following.

- Development of educational programs that meet the needs of the labor market and the requirements of partners with the direct involvement of business representatives in the educational process through guest-lectures, company visits and study tours.
- Direct engagement of partner companies in the academic councils of all of our educational programs with a goal to validate the educational process, according to the market needs and provide direct financial support to core GSB activities.
- Conducting joint research projects, such as creating case-studies, including those with a focus on the PRME, ERS and ESG.
- Providing students with opportunities for internships and practices in partner companies.
- Participation in the networking events such as conferences, workshops, webinars, seminars, podcasts, charity events and career fairs.

The goal of the GSB is to create long-term partnerships that will be beneficial for both the GSB and our partners. The business school strives to ensure that our students and graduates are ready for the challenges of business and can successfully work in any industry. The GSB also actively interacts with its alumni who work in partner companies. The business school liaises with them by providing access to educational resources and events, as well as providing assistance in career development. Since 2020 GSB has been particularly successful in concluding cooperation agreements with the largest Russian and international companies.

## Career opportunities



In 2020 the GSB has established a Career Center that offers a range of services to help students develop their professional skills and connect with potential employers. Career Center works with different target audiences to build partnerships with employers, large companies, and small and medium-sized businesses to help students find employment opportunities. Career Center encourages students to build their careers responsibly through a variety of initiatives. These include career development workshops, career fairs, and networking events with alumni and partner companies. Additionally, the school provides resources for students to explore career paths



and industries that align with their values and goals. The Career Center also emphasizes the importance of responsible leadership and ethical decision-making in the workplace.

*“We are working to expand the opportunities that companies can provide to our students and our educational process. Thus, we achieve a synergy effect, that is, the company participates in project work and we offer it conditions for participation in other areas, and thus creating conditions, we deepen the partnership. We work not for quantity, but for quality.”*



Ekaterina Shugaleeva, Head of Career Center, GSB

GSB is a state-funded institution of higher education that fully meets all national accreditation requirements. The Career Center seeks to build partnerships not only with corporations but also with government agencies. GSB engages with various government bodies in their areas of expertise. Charitable and volunteering initiatives that we regularly undertake with our partners from nonprofit organizations is an important area of our activities that allows creating a positive social impact by engaging students, faculty members and GSB partners.

### International cooperation



The HSE University sets its development goals by the key principle of internationalization of activities in the field of education and research. All external activities are based on the principles of equality, partnership, and respect. In 2020 a specialized office for international cooperation was launched as a structural unit of the GSB. The International Office plays an important role in integrating GSB students and faculty members in the international academic community. The activities of the International Office are based on the principle of developing partnerships with responsible universities that share our values and aspirations in educating responsible leaders who change the world for the better.

GSB faculty members apply the leading international business experience to prepare students for global careers in Russian and international companies. A network of partnerships with the world's leading business schools and business education associations forms the basis of a unique ecosystem of GSB and a community of educators and researchers, industry experts, students, and corporate partners.

*“We live in the neighborhood of more than 170 countries around the world. However, if we want to live in a global space, we should engage in a communication process and a process of mutually beneficial cooperation. We do not live, as it was the case earlier, separately in a certain country or on a certain planet where there is no one else. By employing the win-win technique, each of the two parties picks, benefits from the collaboration, wins, and takes the most beneficial outcomes. For our partners and us, it is crucial that our cooperation is trustworthy and that we have faith in it.”*



Gabriel Moshliak, Director of the International Office, GSB

The GSB international office offers a wide range of opportunities for student exchange (exchange programs, double-degree programs, summer schools and short programs, international projects and conferences). The list of partner universities is in **Appendix 5**.

We aim to develop educational processes, taking into account the special needs of our students, while expanding the range of their capabilities. The GSB organized and hosted an international case championship on its premises on July 1, 2021, in collaboration with its business partner IKEA. Teams from the GSB and its international partners contested for the championship title. Each team provided its own response to the business case for sustainable development put out by our partners at IKEA. IKEA, a GSB corporate partner, created the business case for the event and assigned participants the job of coming up with and presenting a cost-effective solution that would enable the firm to convert its entire fleet of last-mile delivery vehicles to electric vehicles by 2025 without compromising service levels. Due to the fact that electric cars are now more expensive than diesel cars, their manufacture in Russia is severely limited, and they are not designed to operate in temperatures below 15 degrees Celsius, the issue that the students had to solve was hard. IKEA's Circular & Climate Positive program, one of its top priorities for sustainable development, includes this goal. Liana Lukashuk, IKEA's Customer Fulfillment Sourcing Manager, explained the case to the students and stressed the significance of the assignment while stating that *"we have to start acting now"* to *"keep the planet green, nice, and cozy for our grandchildren"*. Ekaterina Somova, IKEA's Country Customer Fulfillment Manager, gave a speech to the championship participants during which she expressed her belief that the ideas

presented by the competitors "will take the sustainability agenda to the next level" and that "together we will succeed in creating a better everyday life for many people".



*Picture 14. The GSB students solving the IKEA case at the International Case Championship hosted by GSB, 2021*

The GSB International Office organized a number of events in 2021 and 2022 as part of the development of SDG 4 and SDG 17, including but not limited to:

- Summer School “Doing Business in Russia” for international students from partners universities.
- A student conference titled “Global Smart Cities in the 21st Century: An Overview of the Best Business Practices and Policies from Moscow, Los Angeles, Shanghai and Hamburg” was held by the GSB in association with the Faculty of Business and Social Sciences/Department of Business at the Hamburg University of Applied Sciences.
- “World Culture Fest”, which featured representatives of ethnic groups residing on the territory of the Russian Federation as well as national groups from other nations, including a team that sought to represent Russian culture. The festival was an opportunity to share cultural insights, socialize and remind ourselves that we are an international school with 690 students from 69 countries and 4 continents.

- At the first extensive online expo “What’s so cool about your school?” for students and representatives of the international offices of GSB partner universities showcased their institutions.

Beyond these key global and local partnerships, GSB also engages with a number of organisations from a range of sectors who provide internships, as well as consultancy, research, experiential and service-learning projects giving our students the opportunity to gain practical experience, develop their employability skills and inspire them to be the true agents of change transforming the world in a responsible, resilient and regenerative way.

GSB goals and KPIs in relation to Principle # 5:

- Develop an approach to reviewing existing and new partnerships on the GSB approach to integration of SDG and ERS.
- Raising awareness on PRME opportunities for the GSB faculty members and students.
- Attendance and active contribution at the annual Global PRME Conference and other PRME events in Russia and around the world by the key GSB faculty members and students.

## Principle 6: Dialogue

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*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

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We at the Graduate School of Business recognize the importance of ERS and PRME agenda and use various ways and instruments to communicate these values to our internal and external stakeholders. The GSB incorporates the principle of dialogue in its daily routines and activities. This includes working with over 200 strategic partners in various areas such as developing educational programs that meet the needs of the labor market and partner requirements, providing students with opportunities for internships and practices in partner companies, organizing joint events such as conferences, seminars, and trainings, and conducting joint research, volunteering and cultural projects. Through these partnerships GSB provides students and graduates with the competencies and skills to be successful in their careers. The school also actively engages with its network of over 25,000 alumni who work in partner companies in Russia and around the world, providing access to educational resources and events, as well as assisting with career opportunities. In this part of the report we tell the story of our engagement in dialog with our stakeholders.



*Picture 15. A GSB coworking space at the Shabolovka campus, 2022*



Our faculty members are actively shaping public discourse on responsible, resilient and regenerative business in Russia. According to the Medialogia database, 108 pieces of coverage on the ESG agenda were published in the national media featuring GSB expertise in 2021 with 159 reposts. As for 2022, the coverage increased in 3 times, there were 307 original publications in national media with 788 reposts. Business and general interest media were particularly interested in the feature articles, expert comments, news releases and the GSB research on sustainable development in the Russian context.

*“I believe that any dialogue must be prepared and facilitated, not just as a discussion, but as a process of broadening one's horizons. In our world, learning formulas and schemes is no longer enough. I don't even remember when was the last time I applied any schemes or formulas. Our task is to broaden the student's horizons and create communication without templates“.*



Dr. Mikhail Akim, MBA, Professor of Practice, GSB

### **Engagement with business community**

GSB recognizes the importance of providing our students with the tools and resources they need to succeed in their careers. The Career Center engages with potential employers to provide students with access to job and internship opportunities. The Career Center organizes on-campus recruiting events, job fairs, and networking events, and also maintains a database of job and internship postings. The Career Center also partners with alumni and industry professionals to help students build their professional networks.

According to the Career Center, about 60% of the GSB graduates received job offers thanks to its activities. The top 50 companies from the national rating “Expert 400” hire GSB graduates. To enhance skills for working in cross-functional teams, which are essential for the successful integration in the workplace, special events are organized on campus in collaboration with leading companies. These events provide opportunities to work on case studies with students from different programs, allowing for the acquisition of new skills in working with diverse stakeholders.

*“In general, the cooperation between students and the corporate sector in the business school is based on a mutually beneficial basis and openness,”* emphasized Ekaterina Shugaleeva, Head of the Career Center. The school encourages partnerships with corporate partners to help



students expand their professional networks and gain valuable work experience in the real business environments. Corporate partners, in turn, can get access to new ideas and solutions to solve business problems. Such cooperation and constant dialog are an important element in the formation of future responsible leaders.

### Thematic weeks on campus



One way that GSB communicates the culture of integrating ERS in our activities is through thematic weeks. These weeks are dedicated to specific topics, such as sustainable business, climate change or responsible leadership, and involve a range of activities and events. By focusing on one topic, GSB can communicate the importance of responsibility and sustainability in a more targeted and effective way. Thematic weeks include guest speakers, workshops, and networking events, all of which provide opportunities for stakeholders to learn more about responsible and sustainable business practices. Autumn ESG school that GSB hosted in September 2022 at Shabolovka campus in cooperation with the Bank of Russia was a milestone thematic event in raising awareness on the best practices of sustainability for a cohort of over 70 students.

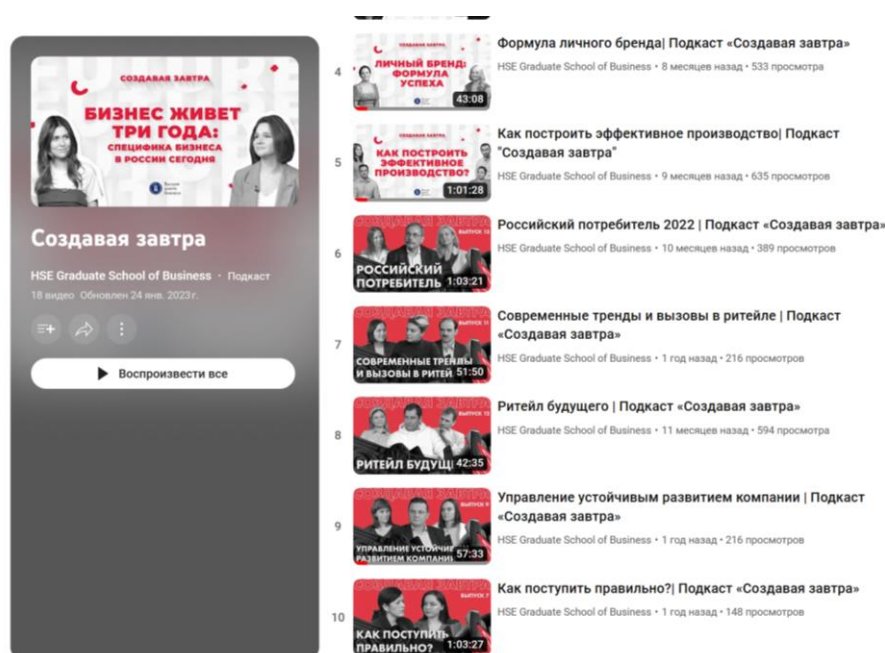
Another way that GSB communicates its commitment to ERS is through its thematic days and special events. For example, the Career Center holds thematic days in which invited guest lecturers give talks about how to build a career in a specific field. This allows students to broaden their horizons about career perspectives, gives them the opportunity to learn more about a particular topic, and shows the chances of employment.

The GSB recognizes the importance of responsibility and sustainability and has implemented various ways and instruments to communicate these values to its stakeholders. Through these events, GSB educates and engages its stakeholders, ultimately contributing to a more responsible and sustainable business community.

## GSB social media on ERS



The GSB YouTube channel and “Creating Tomorrow” podcast are powerful tools that have been instrumental in promoting dialogue between academia, business and civil society. The GSB YouTube channel offers rich collection of video content that showcases the business contribution to society through stories and experiences of GSB faculty, students, partners and alumni. These videos provide an avenue for students to learn from those who have successfully navigated the academic and professional worlds. It also serves as a platform for companies to showcase their work and interact with potential employees. This interaction often leads to internships and job offers for students, thus promoting dialogue between companies and universities.



Picture 16. GSB Creating Tomorrow Podcast, 2022

The “Creating Tomorrow” podcast provides a platform for industry experts to share their knowledge and experience with students and faculty. The podcast covers a wide range of topics, from sustainable entrepreneurship, operations, finance to marketing, and features interviews with successful business leaders from around the world. The podcast provides valuable insights into the inner workings of various industries and serves as a source of inspiration and motivation for students. The GSB YouTube channel and “Creating Tomorrow” Podcast have been instrumental in promoting dialogue between students, companies, and universities on ERS and PRME themes.

## “Sustainability Navigator” telegram channel

















The telegram channel “[Sustainability Navigator](#)” is a platform created in 2021 by the GSB students and alumni that promotes dialogue on sustainable development, SDGs, and sustainable lifestyle. The “Sustainability Navigator” over 2 years has reached an audience of over 450 subscribers. The channel focuses on sustainability and serves as a platform for GSB students, faculty, and general public to raise awareness, share insights, knowledge and inspiration about sustainable practices in business and life. The channel provides updates on the news, events, cases, research findings and learning opportunities related to sustainability in Russia and around the world. It also features materials about business leaders and experts in ERS, providing valuable insights into how any person can become more responsible and sustainable in a daily life. The “Sustainability Navigator” telegram channel is an important tool in promoting dialogue on ERS and PRME topics between the students, faculty and general public. By providing a platform for sharing knowledge and ideas on sustainable practices, this channel helps to create a more sustainable future for all.




Conversations and stories on ERS became an integral part of the dialog GSB maintains with our stakeholders. The range of events, opportunities and initiatives developed to engage our students and faculty, as well as the wider public in dialog about social and environmental sustainability serves our purpose as a responsible business school committed to serve society with respect to nature.

### GSB goals and KPIs in relation to Principle # 6:

- Continue running special sessions on ERS in the Management track at the HSE University Annual Yasin (April) Conference on economic and social development.
- Continue integration of PRME into the GSB Research Seminar Series by inviting at least 3 leading researchers on ERS annually.
- Continue supporting Sustainability Navigator Telegram Channel and other joint faculty and student led communities that engage in ERS activities and initiatives.

## Assessment of GSB progress on contribution to SDGs

SDG	GSB contribution to achieving SDGs
	<ul style="list-style-type: none"> <li>Contributing through research on poverty reduction</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on reduction of hunger</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on good health and well-being</li> <li>Contributing through promoting sustainable lifestyle on campus</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on sustainability education</li> <li>Promoting quality education to develop responsible leaders for a sustainable future as reflected in GSB strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on women leadership, diversity and equality</li> <li>Contributing through EDI initiatives focused on increasing number of women in senior or leadership roles</li> <li>Contributing through education and courses, such as “Diversity, Equity and Inclusion”</li> </ul>
	<ul style="list-style-type: none"> <li>Currently limited contribution</li> </ul>
	<ul style="list-style-type: none"> <li>Currently limited contribution</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on city, region and nation branding, co-operatives, and ethical business practices</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on crowdfunding of renewable energy projects, women enterprise policy, SMEs, healthcare and culture change, employer branding, upcycling, co-operatives, sustainable cities</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on health inequality, country by country reporting, tax evasion, financial inequality, and co-operatives</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research on city, region and nation branding, tourism and conservation, eco-efficiency in the use of water and energy</li> </ul>
	<ul style="list-style-type: none"> <li>Contributing through research into ethical and sustainable consumption and production</li> <li>Promoting understanding and awareness of sustainable consumption amongst students and wider audiences via various modules and public events, such as “Green week”, ESG School, IWEEK</li> </ul>
	<ul style="list-style-type: none"> <li>Promoting climate action through a range of events</li> <li>Contributing through research on sustainability assessment, sustainable economic policies</li> <li>Contributing through education and courses, such as “Climate change economy”</li> </ul>
	<ul style="list-style-type: none"> <li>Currently limited contribution</li> </ul>

	<ul style="list-style-type: none"> <li>● Contributing through research on extractive industries</li> <li>● Partnership with companies and alumni that work in the industry</li> </ul>
	<ul style="list-style-type: none"> <li>● Contributing through our research on governance, carbon disclosure, advertising regulation</li> <li>● Developing students' knowledge of governance in the courses, such as Corporate Governance</li> <li>● Partnership with governmental structures</li> </ul>
	<ul style="list-style-type: none"> <li>● Contributing through partnership activities</li> <li>● Contributing through a range of local, regional, national and international partnerships and collaborations for research, teaching and impact activities</li> <li>● Partnerships with PRME.</li> </ul>

## Reflection on the progress

The GSB embraces the UN Principles for Responsible Management Education since we joined this global movement in June 2021. The GSB is making a meaningful contribution to the UN SDGs and fulfills the National Development Goals of the Russian Federation. As a recognized national champion in business education embrace the ERS values in all of our key activities. We are committed to developing responsible leaders capable of creating positive social and environmental impact while driving economic development. We offer globally competitive and socially responsible business programs that prioritize project-based learning, online and digital educational technologies, and internationalization of the educational process.

The school has established partnerships with prestigious universities and business schools worldwide and generously provides students with opportunities to apply their knowledge and skills to real-world business problems. The GSB has achieved significant milestones, including becoming a member of international associations of leading business schools, and being ranked highly in international rankings. The GSB also responded promptly to the COVID-19 pandemic by offering a smooth transition to online for all course taught during the time of pandemic, as well as offering an online format for international exchanges and expanding its pool of guest professors. The GSB strives for continuous improvement and development to become a leading business school in Russia and beyond building on our expertise in sustainable development and responsible management education.

The GSB is committed to promoting global social responsibility and sustainability through its academic activities, curricula, and organizational practices. The school strives to educate future business leaders who understand the importance of corporate social responsibility and act as transformational leaders with a sustainability mindset. The school incorporates sustainability and social responsibility topics into relevant courses, hosts guest-lectures by leading experts, and regularly conducts surveys to measure student and faculty satisfaction with various aspects of campus life and assess perceptions of campus sustainability. The school also engages with the business community to provide students with the tools and resources they need to succeed in their careers.

The GSB upholds high ethical standards in all its operations and promotes equal opportunities and creates a non-discriminatory environment for work and learning. The school embraces the sustainability principle by encouraging conscious behaviors among its stakeholders to educate, embrace, and promote a net positive lifestyle. The GSB's commitment to making a positive impact on society and the environment aligns perfectly with the Positive Impact Rating's mission of promoting schools that are not only the best in the world but also the best for the world.



The school builds an integrated portfolio of programs that demonstrates educational solutions for every stage of a career in business based on continuous learning, and disciplines related to sustainable development and ESG transformation. The GSB strives to develop new generation of leaders serving society, who are able to adapt to business transformation and contribute to real change at the level of each participant, organization and their business model.

The points outlined above give us the right to believe that the GSB is moving forward on its path in mainstreaming ethics, responsibility and sustainable development into all aspects of our activities: in the mission and values, in educational programs, in research activities, in partnerships and in dialogue with key stakeholders. Our progress has not been as breakthrough as we planned, but it remains stable even in difficult times for us. And we remain strong in our commitment to the principles of PRME and set goals for development and reaching new heights. Our students and faculty are our immediate area of influence, so we will continue to add ERS and PRME themes to educational trajectories and promote responsible education and research to help us move forward towards the UN SDGs.

## Future objectives

### Summary of Objectives for 2023-2024

For the next two years, we focus our objectives on strengthening the understanding of PRME and SDGs within our communities and on developing effective measures and data gathering processes to help us monitor and improve on our engagement with PRME and SDGs across all our activities.

#### Principle #1. Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

- Engage interdisciplinary GSB PRME Taskforce to meet at least 4 times a year to plan, monitor and track progress with regular reports presented to GSB Director.
- Develop biannual data collection system, with processes and measures across teaching, research, partnerships, engagement and operations to monitor GSB's engagement with ERS and SDGs.
- Continue faculty and students ERS capacity development programs through active engagement with the PRME Working Groups, student-focused initiatives and local PRME events, as well as contribute to HSE University in house educational, research and networking opportunities.

#### Principle #2. Values

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

- Integrate priority SDGs into our business school strategy at research, teaching, and operations level.
- Continue the Green Business School survey of faculty, staff and students to monitor our progress on all sustainability related activities at GSB.
- Achieve 50% completion of Carbon Literacy and Sustainability Mindset Indicators Training of Trainers among all faculty involved in teaching ERS by 2025.
- To align PRME values with our international accreditation plans, identifying learning goals and new module opportunities.
- Obtain a green campus certification for GSB at Shabolovka by 2025.

### Principle #3. Method

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

- Deeper integration of PRME related data collection and reflection practices into annual review processes at course and program level.
- Increase transparency of how courses and programs address UN SDGs and PRME by integrating this into course specifications and program outlines.
- Develop an easy-to-use toolkit on how to embed ERS when developing new courses or programs.

### Principle #4. Research

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.*

- Continue to integrate PRME, SDGs and ERS values and themes into our research activities.
- Continue to develop a societal impact culture within GSB in line with the third mission of the HSE University.
- Gather information on SDG related research outputs with focus on ERS themes produced by GSB faculty members on a by annual basis.

### Principle #5. Partnership

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

- Develop an approach to reviewing existing and new partnerships on the GSB approach to integration of SDG and ERS.
- Raising awareness on PRME opportunities for the GSB faculty members and students.
- Attendance and active contribution at the annual Global PRME Conference and other PRME events in Russia and around the world by the key GSB faculty members and students.

### Principle 6. Dialog

*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability*

- Continue running special sessions on ERS in the Management track at the HSE University Annual Yasin Conference on economic and social development.
- Continue integration of PRME into the GSB Research Seminar Series by inviting at least 3 leading researchers on ERS annually.
- Continue supporting Sustainability Navigator Telegram Channel and other joint faculty and student led communities that engage in ERS activities and initiatives.

Over the next two years, the GSB will focus on strategic development in line with the PRME's principles. This will involve continuing work towards responsible business education. Additionally, a transparent system for progress tracking and reporting will be developed. In terms of advocating for equal treatment and inclusivity, the GSB will guarantee openness and responsibility in all institutional pursuits and work towards obtaining a green campus certification by 2024.

The GSB will also prioritize the development and implementation of a responsible leadership curriculum, fostering a culture of responsible leadership, and measuring and evaluating the impact of responsible leadership. In terms of research, the GSB will expand the number of publications that focus on SDGs and promote responsible research. The GSB will also work towards qualitatively developing and deepening current partnerships with organizations at various levels and constantly expanding the network of partnerships.

Finally, the GSB will focus on the creation of new tools for communicating the values and mission of the school, as well as responsible business practices to all stakeholders. The school will also maintain high engagement of students and alumni through all channels of communication and dialogue, while spreading the value of dialogue and involving more students, stakeholders, and partners in the process of ongoing conversations and storytelling.

## Appendices

### Appendix One. Integrated portfolio of programs

#### GSB Bachelor Degree Programs (4 years)

- [Business Administration](#)



**Major:** Management

**Students enrolled annually:** 275

**Academic Director:** Dmitry Knatko, PhD

**Language of instruction:** Russian and English

**Outline:** This program trains students in professional activities in the field of business management: project specialists, HR management, strategic development, customer service and marketing and company management. It also builds students' skills in business project design and development. This bachelor program has been designed according to international standards in BBA programs (Bachelor of Business Administration) and the curriculum reflects the Faculty's extensive international experience in this field.

- [Marketing and Market Analytics](#)



**Major:** Management

**Student annual enrollment:** 165

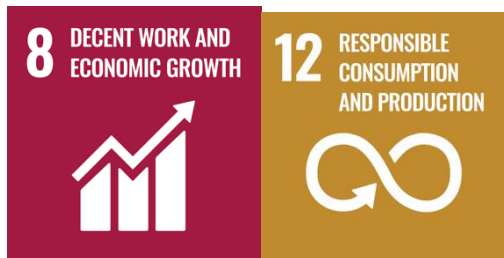
**Academic Director:** Svetlana Berezka, PhD

**Language of instruction:** Russian and English

**Outline:** The program trains a new generation of highly qualified specialists in the field of management, marketing and market analytics. Today, marketing is fundamentally different from what it was ten years ago. With the rapid development of Internet technologies, social networks,

mobile applications and new digital channels of communication with consumers have emerged. This bachelor program focuses on enhancing students' analytical skills to enable them to make marketing decisions using statistical data and analytics. The curriculum addresses the challenges surrounding marketing decision-making and the role of marketing as part of a company's strategy, with a focus on marketing analytics and digital marketing. The program meets the needs of specialists on both the Russian and international job markets.

- [Supply Chain Management and Business Analytics](#)



**Major:** Management

**Student annual enrollment:** 101

**Academic Director:** Victoria Gerami, PhD

**Language of instruction:** Russian and English

**Outline:** This program teaches the principles of comprehensive management and the optimisation of material, financial, and information flows. The complexity of modern supply chains requires managers to have a deep understanding of processes and the ability to analyse them. This combination forms the core of the program. Students graduate with the knowledge and skills necessary to manage the process of delivering goods and services from the producer to the end user. They learn how to plan and control flows and resources in complex business infrastructures and network systems (supply chains).



- [International Business](#)



**Major:** Management

**Student annual enrollment:** 80

**Academic Director:** Alexander Gabrielov, PhD

**Language of instruction:** English

**Outline:** This program trains highly qualified international business experts capable of going beyond companies' economic goals and making complex decisions at the intersection of economics, politics, social and environmental problems. Students learn effective teamwork skills and how to respond professionally to the global challenges of the modern world. Graduates can expect successful international careers thanks to the combination of a fully English-taught program, active teaching methods, a multinational student and staff environment, and a variety of practical training.

- [Business Informatics](#)



**Major:** Business Informatics

**Student annual enrollment:** 255

**Academic Director:** Evgeny Zaramenskikh, PhD

**Language of instruction:** Russian and English

**Outline:** The program is aimed at training professionals in the development and use of information systems and technologies in business. It educates students in the fields of informatics, economics and management. Graduates will be employable in sectors of IT where demand for specialists is at its highest: system architects, system integrators, business analysts, IT managers, IT consultants, IT project managers, sales and service specialists and business development specialists. Over the course of the program, students can undertake internships at leading Russian and foreign companies, as well as participate in academic exchange programs with European partner universities and obtain a CEA™ certification (Certified e-Marketing Analyst).

- [Management and Digital Innovation](#)



**Major:** Business Informatics

**Student annual enrollment:** 90

**Academic Director:** Margarita Gladkova, PhD

**Language of instruction:** English

**Outline:** The program trains managers capable of developing and implementing modern digital technologies and innovations in business. Upon completion of the program, graduates can pursue successful careers in IT, analytics and consulting companies, as well as investment and venture capital funds. Starting from 2022, the program is implemented in partnership with VK, the largest Russian IT company. It also has a long-standing partnership with the University of London.

### GSB Master Degree Programs (2 years)

- [Marketing: Digital Technology and Marketing Communications](#)



**Major:** Management

**Student annual enrollment:** 115

**Academic Director:** Tatiana Vetrova, PhD

**Language of instruction:** Russian and English

**Outline:** The program is focused on the training of new age marketers, able to quickly adapt to modern trends and face such challenges as the COVID-19 pandemic, the global crisis, etc. The content of the program is constantly updated to the requirements of the rapidly changing environment and is built taking into account digitalization, project management, formation of future meta-skills, use of big data, artificial intelligence, multimedia, limited marketing budgets.

- **International Management**



**Major:** Management

**Student annual enrollment:** 85

**Academic Director:** Sergei Shaposhnikov, PhD

**Language of instruction:** English

**Outline:** The aims to train professional managers capable of working in multinational firms in a highly competitive digital world. The curriculum includes three interrelated modules: global strategies and operations; digital transformation and new business models; corporate social responsibility and sustainable development.

- **Strategic Management and Consulting**



**Major:** Management

**Student annual enrollment:** 82

**Academic Director:** Alexander Dynin

**Language of instruction:** Russian and English

**Outline:** This next-generation master’s program is aimed at preparing students for successful careers in the leading management consultancy companies; strategy and business development departments in leading Russian and international companies in the financial, telecom, technology, and industrial sectors. The program trains highly qualified managers able to work effectively in corporate development, strategy and planning departments of both Russian and multinational corporations. The competitive advantages of the program include its multidisciplinary approach to business issues and lectures delivered by management and consultancy professionals.

- [Marketing Management \(online\)](#)



**Major:** Management

**Student annual enrollment:** 71

**Academic Director:** Elena Panteleeva, PhD

**Language of instruction:** Russian and English

**Outline:** This is a practice-oriented program for marketing professionals seeking to rise to the next level. All lessons are fully implemented online - there is no need to stop your career. The program gives you the opportunity to build your own learning path and continue to learn what you personally need: modern marketing concepts, digital skills, marketing technologies to improve business effectiveness. Benefits of the program: individual learning path access to unique content and an updated library of online courses online format gives our students the ability to study at a convenient pace from any place in the world engagement with leading teachers in marketing at the HSE and industry experts.

- [Production Systems and Operational Excellence](#)



**Major:** Management

**Student annual enrollment:** 57

**Academic Director:** Gregory Baev, PhD

**Language of instruction:** Russian and English

**Outline:** The Master's program deals with the demands of today's market, including leading manufacturing companies in Russia. Its goal is to train a new generation of specialists with managerial and entrepreneurial skills for managing production and operational efficiency. The program also aims to meet current and future employer demand. Graduates of the program can compete on the job market and are highly sought after in various sectors of the economy thanks to the versatility of their knowledge, as well as in light of the shortage of qualified experts in production efficiency management.

- **Investment Project Management**



**Major:** Management

**Student annual enrollment:** 55

**Academic Director:** Igor Tsarkov, PhD

**Language of instruction:** Russian and English

**Outline:** This program trains specialists to manage investment projects of various scales and industry affiliation, make effective resource and organizational support decisions, integrate innovation and investment processes, and conduct comprehensive planning of a company's investment portfolio in order to achieve sustainable development. The program has been developed at the request of Russia's Ministry of Finance.

- **Strategic Management of Logistics and Supply Chains in the Digital Economy**



**Major:** Management

**Student annual enrollment:** 50

**Academic Director:** Sergey Kushch, PhD

**Language of instruction:** Russian and English

**Outline:** The program is unique in Russia, the CIS and Baltic States. It aims to provide students with key skills and competencies in strategic innovative solutions in order to optimize resources and added value in digital supply chains. It also aims to impart the best international practices of leading Digital SCM/Logistics companies. Graduates of the program acquire skills and competencies in developing digital logistics strategies, including innovative logistics technologies for business. They also develop an understanding of methods to manage the complexity and risks of the global supply chain. The program introduces tools for optimizing global material, information and financial flows, as well as a methodology to manage organizational change and digital transformation of supply chains.

- **Retail Management**



**Major:** Management

**Student annual enrollment:** 45

**Academic Director:** Alexander Lebedev, MBA

**Language of instruction:** Russian and English

**Outline:** The master program is implemented in partnership with X5 Group, a leading retail company. It prepares students for successful careers in contemporary retail (e-commerce and on-site). The program offers an effective combination of theory and practice. Students study strategic management and marketing, e-commerce and digital technologies, finance and leadership. The program is particularly useful to students who have already decided on their career track and who want to accelerate their professional growth in innovative retail companies.

- **People Management: Digital Technologies and Organizational Development**





**Major:** Management

**Student annual enrollment:** 41

**Academic Director:** Olga Zelenova, PhD

**Language of instruction:** Russian and English

**Outline:** In the current era of digitalization, people management is a major priority for companies pursuing rapid strategic change. Specialists capable of managing change in a rapidly transforming environment, adapting to hybrid work formats, and managing creativity and innovation are invaluable strategic assets. The program in People Management: Digital Technologies and Organizational Development aims to train HR specialists and expert analysts with broad competencies in the fields of digital HR and company development. Graduates have the knowledge and skills to build human resource management processes in the context of digital transformation and solve applied tasks in the field of HR management.

- **Sustainable Business Management**



**Major:** Management

**Student annual enrollment:** 35

**Academic Director:** Anna Veselova, PhD

**Scientific Director:** Dr. Ekaterina Ivanova

**Language of instruction:** Russian and English

**Outline:** The Master program educates a new type of professionals who have competencies in managing corporate sustainability, environmental, social and corporate governance (ESG) and corporate social responsibility (CSR). The program helps students master the tools for managing resilient and regenerative business. It focuses on addressing the wicked problems and grand challenges facing the global business community, as well as measures required to transform organisation management strategies and systems, implement improvements at the department

level, organize processes and personal workplaces, and apply modern concepts and tools. This program creates conditions for students to gain competencies in the field of sustainable business development management in the context of ESG transformation. It is dedicated to forming a sustainability mindset of leaders based on systemic and long-term thinking, emotional and spiritual intelligence.

- **Business Informatics: Digital Enterprise and Information Systems Management**



**Major:** Business Informatics

**Student annual enrollment:** 113

**Academic Director:** Vasily Kornilov, PhD

**Scientific Director:** Yuri Zelenkov, PhD

**Language of instruction:** Russian and English

**Outline:** The main objective of this program is to train managers who are able to solve business problems using information technology. Alumni of the program work in areas related to decision-making for business performance management, organization of corporate systems, architecture of business processes, reorganization and business optimization. The program has three separate educational tracks: informational business analytics, information systems management and business process modelling and optimization.

- **Business Analytics and Big Data Systems**



**Major:** Business Informatics

**Student annual enrollment:** 83

**Academic Director:** Armen Beklaryan, PhD

**Scientific Director:** Yuri Zelenkov, PhD

**Language of instruction:** English

**Outline:** The aim of the English-language program in Business Analytics and Big Data Systems at HSE University's Graduate School of Business is to train specialists capable of assessing the impact of big data technologies on companies' operations; developing new models of corporate information infrastructure using big data technology; overseeing the implementation of analytical tools and solutions for big data management; assessing the efficiency of such projects; and managing companies' data.

- [Digital Product Management](#) (online)



**Major:** Business Informatics

**Student annual enrollment:** 110

**Academic Director:** Pavel Voloshchuk, PhD

**Language of instruction:** Russian

**Outline:** This online master program combines fundamental knowledge and skills with practical tasks from industry experts. Product management is a developed, demanded direction: startups and corporations need specialized experts. We will teach you to understand all the nuances of the work: know the economy of the product; conduct research of customer experience; quickly check product hypotheses; know the basics of programming; manage data and make decisions based on metrics; disassemble in marketing; understand the principles of design; be able to configure command work and find a balance when interacting with project stakeholders.

- [Electronic Business and Digital Innovations](#)



**Major:** Business Informatics

**Student annual enrollment:** 55

**Academic Director:** Komarov Mikhail, PhD

**Scientific Director:** Yuri Zelenkov, PhD

**Language of instruction:** Russian and English

**Outline:** This program trains highly qualified experts with knowledge in economics, management, information science and IT. Graduates can pursue careers in major online and conventional companies, as well as start their own businesses. Graduates of the program work in Internet companies, in OTOT divisions of companies and organizations, venture companies, and are engaged in entrepreneurial activities in the field of information and communication technologies. 100% of graduates of the program are employed immediately after graduation.

### GSB Doctoral programs

- [Doctoral Degree in Management](#)



**Major:** Management

**Specializations:** Management, Marketing, Logistics and Innovations management

**Duration:** 3 years

**Academic Director:** Anna Veselova, PhD

**Language:** Russian and English

**Outline:** This is a unique doctoral program in management, including marketing, innovations management, logistics and public administration. The Doctoral School of Management aims to create a unique research environment to train highly qualified experts in management for Russian and international universities, research and consulting companies, as well as government bodies. The Doctoral School of Management seeks to develop cooperation with international research centers based at HSE, as well as to create a curriculum focused on competencies that also includes special courses developed in line with the international standards in management teaching. In addition, the School plans to conduct regular international research seminars involving HSE professors and scholars from the world's leading universities, as well as a doctoral research seminar at which doctoral students can present papers relating to their studies. Learning process consists of development of an individual curriculum of a doctoral student, studies divided into

three blocks – general disciplines, special disciplines and research, interim assessment, research practice, scientific and pedagogical practice.

- **Doctor of Business Administration (2 years)**








**Major:** Management

**Duration:** 2 years

**Academic Director:** Lev Tatarchenko, PhD











**Outline:** The goal of the program is to master modern concepts and management models at a level that allows you to identify, analyze and solve emerging business problems based on the generalization and systematization of practical experience. The program is aimed at systematization and conceptualization of personal knowledge and experience, which together gives an updated understanding of the business world and one's place in it, an understanding of the "personal strategic perspective". The program is aimed at senior executives who want to continue their career in the field of practice as top managers or business consultants, and at the same time interested in comprehending and describing the accumulated professional experience and extracting new knowledge from it. Thematic modules are devoted to the key and closely related problems of modern business and the competencies that a manager must have to solve them.









## Appendix Two. Selected ERS related academic publications


Publication <sup>6</sup>	SDGs
<b>Articles</b>	
<p>Aray Y., Dikova D., Garanina, T., &amp; <b>Veselova, A.</b> (2021). The hunt for international legitimacy: Examining the relationship between internationalization, state ownership, location and CSR reporting of Russian firms. <i>International Business Review</i>. 30(5), 101858–101858.</p>	
<p>Aray, Y., <b>Veselova, A., Knatko, D.</b> and Levchenko, A. (2021). Drivers for adoption of sustainability initiatives in supply chains of large Russian firms under environmental uncertainty. <i>Corporate Governance</i>. 21(2), 322-338.</p>	
<p>Aray Y., <b>Veselova A. S., Knatko D. M., Levchenko A.</b> (2022). Integrating closed-loop principles in supply chains in emerging markets: The case of the Russian waste management industry. <i>European Management Review</i>. 1-13.</p>	
<p>Bobyleva A. Z., <b>Anshin V. M.</b> (2021). Building transformational programs for the transition of business to work on the principles of sustainable development. <i>Public Administration. Electronic Bulletin</i>. No. 88.</p>	
<p><b>Dvoryashina M. M.,</b> Tarasenko E. A. (2021). Inclusion, Diversity Or Disparity In Telehealth During The Covid-19 Pandemic. <i>IFAC-PapersOnLine</i>. 54 (13), 323–326.</p>	
<p><b>Sharko E.,</b> Sharko O. (2022). Role of social communities in tourism: creation and support of a territorial brand. <i>Modern problems of service and tourism</i>. 16 (3), 39-50.</p>	
<p><b>Fokeev M. A.,</b> Ruzhanskaya L. S., Kislyak N. (2022). Losses of Russian regions from mortality due to sharp climate fluctuation. <i>International Journal of Economic Policy in Emerging Economies</i>. 16 (2/3/4), 236-256.</p>	



<sup>6</sup> In the table in bold are the authors of scientific papers affiliated with the HSE Graduate School of Business.



<p><b>Ivanova E. A., Cheglakova L. M., Kabalina V. I.</b> (2022). The role of heterogeneous context shaping CSR practices in Russia. <i>Russian Management Journal</i>. 20 (2), 247-272.</p>	
<p><b>Karamov D., Volkova I. O., Suslov K., Dolmatov I. A.</b> (2021). Renewable energy sources and storage batteries for electrification of Russian decentralized power supply systems. <i>Journal of Physics: Conference Series</i>. 2061.</p>	
<p><b>Kostyukevich Y., Osipenko S., Rindin K., Zhrebker A., Kovaleva O., Rumiantseva L., Borisova L. A., Borisova N., Vlaskin M., Nikolaev, E.</b> (2021). Analysis of the Bio-oil Produced by the Hydrothermal Liquefaction of Biomass Using High-Resolution Mass Spectrometry and Isotope Exchange. <i>Energy &amp; Fuels</i>. 35 (15), 12208-12215.</p>	
<p><b>Lebedev A. V., Vlasova E. O.</b> (2022) The Evolution of the Higher Education System: Online Masters and Ways to Promote It. <i>Marketing Communications</i>. 1 (117), 20-29.</p>	
<p><b>Lebedev A. V., Israelyan E. A.</b> (2021). Shades of "green" communication in retail: an economic analysis of ecotrend accounting. <i>Marketing communications</i>. 02 (114), 124-138.</p>	
<p><b>Martins F. P., Varvara L., Ivanova E. A., Dynin A. E., Chernysheva A., Volkova A.</b> (2022) Factors driving sustainability in a transitioning economy business school. <i>Latin American Journal of Management for Sustainable Development</i>. 5 (4), 299-320.</p>	
<p><b>Oberhauser M., Holtbrügge D., Gurkov I. B.</b> (2022), Shaping the attitudes of Russian managers in ethical issues – personal attributes and environmental pressure. <i>International Journal of Emerging Markets</i>. 1-20.</p>	
<p><b>Sergeev V. I., Sergeev I. V.</b> (2021). Supply Chain Digital Transformation Trends Logistics and supply chain management. <i>Logistics and supply chain management</i>. 6, 3-8.</p>	
<p><b>Shaposhnikov S.V.</b> (2022). Impact of Digital Transformation on Green Business Transformation in Japan. <i>Digital Orientalia: History and Humanities in the Digital Era</i>. 2 (1-2), 25-34.</p>	
<p><b>Tishchenko O. E., Filinov-Chernyshev N. B.</b> (2021). Strategic Groups in the Business Education Market: Formation Prerequisites and Approaches to Classification. <i>Moscow university bulletin. Series 6: Economy</i>. 3, 106-129</p>	











<p><b>Veselova A. S.,</b> Sidorenko A. (2022). The Impact of Firm Characteristics on Adoption of Environmental Management Practices In Russian SMEs. <i>Journal of East-West Business</i>. 28 (4), 323-349.</p>	
<p><b>Voiko A. V.,</b> Sycheva E. A., Glisin A. F. (2021). Decarbonization as a Factor of Sustainable Corporate Development Within Climate Change. <i>Lecture Notes in Networks and Systems</i>. 160, (67-75).</p>	
<p>Yang C., <b>Ivanova E. A.,</b> Hufnagel J. (2021) Using Contemplative Photography in Transformative Sustainability Management Education: Pedagogical Applications in the United States, Russia and Germany. <i>The International Journal of Management Education</i>. 19 (3), 100568.</p>	
<p><b>Book</b></p>	
<p>Abashin E., Abdullaev D., Abramov E., Afanasiev M., Afonin S., Bataeva B. S., <b>Melitonyan O. A., Cheglakova L. M.</b> Edited by: E. Zavyalova, E. Popkova. (2022). <i>Industry 4.0 Fighting Climate Change in the Economy of the Future</i>. Springer.</p>	
<p><b>Ivanova E. A.,</b> Rimanoczy I. (2022). <i>Revolutionizing Sustainability Education: Stories and Tools of Mindset Transformation</i>. Routledge.</p>	
<p><b>Katkalo V. S., Shumkova N. V.</b> (2022). <i>Corporate Universities of Russia-2022</i>. HSE Publishing House.</p>	
<p><b>Veselova A. S., Veselova L. S., Shaposhnikov S. V., Astafieva A. A., Belyaeva A. V.,</b> Kabakhidze E. L., Sarsikeeva A. N., <b>Tursunbayeva S. G.</b> (2022). <i>Business communication in export activities. Gender specifics</i>. ANO DPO "School of Export of the Joint-Stock Company "Russian Export Center".</p>	
<p><b>Zykov S.V.</b> (2022). <i>IT Crisisology Casebook: Smart Digitalization for Sustainable Development</i>. Springer.</p>	

<p><b>Zykov S.V., Dayneko D. V. (2022).</b> <i>Forest Industry of Russia: Smart Innovations and Success Stories.</i> Springer.</p>	
<p><b>Book chapter</b></p>	
<p><b>Cheglakova L. M., Bataeva B. S., Melitonyan O. A. (2022).</b> Development of Environmental Responsibility and Related Practices Among Russian SMEs (Based on a Survey). In Elena B. Zavyalova, Elena G. Popkova (Ed.) <i>Industry 4.0 Fighting Climate Change in the Economy of the Future.</i> (65-78). Springer.</p>	
<p><b>Dneprovskaya N. V., Kang S. C., Shevtsova I. (2022).</b> Evolution of the Competencies to Embrace Digital Technology for Sustainable Development. In. S. Barborosa, C. Lampe, C. Appert, D. Shamma (Ed.) <i>CHI EA '22: CHI Conference on Human Factors in Computing Systems</i> (1-8). NY: Association for Computing Machinery (ACM)</p>	
<p><b>Ivanova E. A., Milovantseva N. M. (2022).</b> Study case "The dilemma of the circular economy in Biofoodlab: how to stay honest, healthy and environmentally friendly". In Kushch S.P (Ed.) <i>Management practices of Russian companies. Vol. 1. Cases from the HSE Graduate School of Business Collection</i> (9-18) HSE Publishing House.</p>	
<p><b>Panteleeva E. K., Lebedev A. V. (2022).</b> Case Study "50 Shades of Green: Perekrestok Repositioning". In Kushch S.P. (Ed.) <i>Management practices of Russian companies. Vol. 1. Cases from the HSE Graduate School of Business Collection</i> (43-54) HSE Publishing House.</p>	
<p>Rimanoczy I., <b>Ivanova E. A. (2021).</b> PRME Working Group on Sustainability Mindset: creating change leaders through transformative learning. In Principles for Responsible Management Education community (Ed.) <i>Responsible Management Education: The PRME Global Movement.</i> (313-329) Routledge.</p>	






<p>Sizykh N. V., <b>Sizykh D. S.</b> (2021). Development of ratings for evaluating the quality of online courses (OK) In. Murzina Zh. V, Bogatyreva O. L. (Ed.) <i>Pedagogy and Psychology of Modern Education</i> (59-74). Publishing house "Sreda".</p>	
<p><b>Sizykh D. S.</b>, Sizykh N. V. (2022). Formation of homogeneous groups of students by the method of cluster analysis in order to increase the efficiency of the learning process. In Sabodina E.P. (Ed.) <i>Questions of Education and Psychology</i>. (49-77) Publishing House "Sreda".</p>	








### Appendix Three. Selected student theses on ERS














Author	Academic Supervisor	Program	Title of the student thesis	Year	Related SDGs
Alexandra Sidorenko	Anna Veselova	Bachelor	The Impact of Firm Characteristics on Adoption of Environmental Management Practices among Russian SMEs	2021	
Alfimova Valeriya	Alexander Lebedev	Bachelor	ESG Concept in Corporate Strategies: Impact on Stakeholders' Perception	2021	
Andrey Barkovskiy	Ekaterina Ivanova	Bachelor	Building the Business-Model of the Dr. Kokhas Company in Compliance with the ESG-Factors	2021	
Babashov Mushvik	<a href="#">Gulnara Minnigaleeva</a>	Bachelor	Entrepreneurial Strategies in Nonprofit Nongovernmental Organizations	2021	
Burnaeva Ekaterina	<a href="#">Svetlana Smeltsova</a>	Bachelor	Recommendations for Improving the Sustainable Development Strategy for LLC IKEA DOM	2021	

Demakov Aleksandr	Alexander Lebedev	Bachelor	Eco-labelling of Goods: «Eco», «Organic», «Bio» Certifications as a Tool for Increasing the Value Offering	2021	 
Diana Gaydarbekova	Liudmila Cheglakova	Bachelor	<a href="#">The Role of Human Resource Management in Corporate Sustainability and Social Responsibility</a>	2021	
Elizaveta Lashkevich	Yuri Zelenkov	Bachelor	<a href="#">Structural Model of the Impact of the Information Technology on Living Standards</a>	2021	  
Georgiy Mironov	Alexander Voyko	Bachelor	Modeling the Relationship between the Cost of Energy Companies and the Use of Renewable Energy Sources in the Context of Climate Change	2021	  
Gontar Alisa	<a href="#">Ekaterina Ivanova</a>	Bachelor	Developing a Sustainability Guide for an Internationally	2021	






			Competitive Business School		
Ilya Lyadov	Yulia Leevik	Bachelor	Financial Efficiency of a Sustainable Investment Project of the Company Ligar Wood	2021	
Ilya Trofimov	Yulia Morozova	Bachelor	Strategic Planning of the Supply Chain of a Network of Greenhouse Complexes on the Example of GC "Rost"	2021	
Klaro Ramires Polina Mishel	Anna Veselova	Bachelor	Factors of Russian Companies' Engagement in Sustainability Practices	2021	
Kupreeva Angelina	<a href="#">Alexander Lebedev</a>	Bachelor	Eco-labelling of Household Chemicals: the Strategy to Expand a Company's Value Proposition	2021	
Nina Tamarkina	Vasily Kornilov	Bachelor	<a href="#">Automation of Calculating the Carbon Footprint of an IT Company</a>	2021	

Olga Ponomareva	Liudmila Cheglakova	Bachelor	<a href="#">Employer Branding Management in Green Economy</a>	2021	
Ponomareva Olga	Liudmila Cheglakova	Bachelor	Employer Branding Management in Green Economy	2021	
Repin Sergey	<a href="#">Alexander Lebedev</a>	Bachelor	Eco-certification of Goods as a Way to Increase Consumer Value Using the Example of VkusVill	2021	
Savelev Ilya	Vladimir Barkhatov	Bachelor	Managing Sustainable Development Projects in the Field of Nutrition	2021	
Selezneva Irina	Liudmila Cheglakova	Bachelor	Ethical Leadership as a Factor of Ethical Behavior Regulation	2021	
Skornyakova Ekaterina	<a href="#">Ekaterina Ivanova</a>	Bachelor	Factors Determining Transition to Circular Economy in the Fashion Industry	2021	
Voloshchuk Daria	Elena Senatorova	Bachelor	Development of a Set of Measures to Improve	2021	

			Sustainable Development Indicators for a Large Russian Timber Holding Company		
Akhunzhanov Ulugbek	Natalya Porotnikova	Master	Development of a New "Green" Product for the Company EcoLevel	2021	   
Basov Maksim	Alexander Lebedev	Master	Green Co-branded Partnerships in Pursuit of Sustainable Development: Evidence from Grocery Retailers in Russia	2021	   
Benedikt Naeke	Yulia Leevik	Master	Converting Sustainable into Financial Benefits: Applying the ROSI Methodology to Advance the Russian Decentralized Energy System	2021	   
Blyagoz Sarra	<a href="#">Natalya Porotnikova</a>	Master	Study of Conscious Consumption	2021	

			Practices Among Generation Z		
Chetverous Tatyana	<a href="#">Kirill Rozhkov</a>	Master	"Green Factors" of Choosing a Marketing Strategy for a Tourist Destination	2021	
Drozdova Svetlana	<a href="#">Natalya Porotnikova</a>	Master	Factors Influencing the Decision to Purchase Goods with Ecolabels (on the Example of Russian Grocery Retail)	2021	
Evtodieva Serafima	Alexandra Timokhovich	Master	Marketing Communications for Subjects of the Secondary Market and Subjects of the Branches of the Sharing Economy in Russia to Promote	2021	
Israelyan Elen	<a href="#">Alexander Lebedev</a>	Master	Analysis of Communication with Consumers in the Implementation of Eco Assortment in Food Retailing	2021	
Krupenich Elizaveta	<a href="#">Nikolay Filinov</a>	Master	Factors and Mechanisms of	2021	

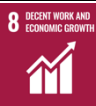












			Organizational Resilience of Educational Institutions to External Influences		
Maksim Diakov	Mikhail Komarov	Master	<a href="#">Study of Information and Communication Technology Application as a Way to Support Innovation in the Public Sector</a>	2021	  
Mikhail Orlov	Maxim Rozhkov	Master	<a href="#">The Application of Simulation for Supply Chain Resilience Measurement</a>	2021	  
Pavel Shcheblykin	Ekaterina Ivanova	Master	Development of the VTB Bank's Sustainable Development Strategy	2021	
Romanenko Ekaterina	<a href="#">Natalya Porotnikova</a>	Master	Consumer Satisfaction with the Environmental Initiatives of Food Retail Chains in Russia	2021	   
Sorokina Svetlana	<a href="#">Valery Anshin</a>	Master	Assessment of the Impact of Sustainable Development	2021	  






			Projects on the Investment Attractiveness of Companies		
Tatyana Chetverous	Kirill Rozhkov	Master	<a href="#">"Green Factors" of Choosing a Marketing Strategy for a Tourist Destination</a>	2021	
Vadim Gorbunov	Olga Oyner	Master	<a href="#">Technologies for translating sustainable development values when choosing and interacting with opinion leaders</a>	2021	
Valeriya Borisenko	Ekaterina Ivanova	Master	Circular Business Model Design: Analysis of Best Practices	2021	
Vatazina Valeriya	<a href="#">Olga Melitonyan</a>	Master	Social Enterprise as a Prospective Organizational Form of Solving Social Problems in the Field of Improving the Quality of Life of Socially Vulnerable Groups in	2021	













			Moscow and Moscow Region		
Abutalibov Musa	Anna Lukianova	Bachelor	Assessment of the Impact of ESG Factors on the Draft Development Strategy of Coca-Cola	2022	
Aleksandr Alekseev	Ivan Shidlovskii	Bachelor	<a href="#"><u>Last Mile Delivery Optimisation in the Concept of Sustainable Development</u></a>	2022	
Alexandra Radkevich	Dmitry Knatko	Bachelor	Adaptation of ESG Business Strategy of a Tobacco Company to the Conditions of the Russian Market	2022	
Anastasiya Lebedeva	Alexander Lebedev	Bachelor	The Role of ESG Principles in Entry Strategies Selection by Offshore Renewable Energy Companies on EU and Asian Markets,	2022	






			Exemplified by Shell Global		
Angelina Tin-shan	Ekaterina Ivanova	Bachelor	<a href="#">Inclusion as an Aspect of a Sustainable Business Strategy</a>	2022	
Anna Fedenko	Ekaterina Ivanova	Bachelor	Methodology for Social Impact Assessment of Social Entrepreneurship Projects	2022	
Anna Shumidub	Andrei Starkov	Bachelor	<a href="#">Specifics of Promotion of Sustainable Fashion Brands on the Russian Market</a>	2022	
Arujan Nurmanova	Mikhail Akim	Bachelor	<a href="#">ESG Development Strategy in the Aluminium Industry</a>	2022	
Asia Abuelez	Zeljko Tekic	Bachelor	Enablers of Sustainable Development at the National Level – the Role of Deep Tech and Technology Absorption Capabilities	2022	

Barykina Kristina	<a href="#">Vladimir Kossov</a>	Bachelor	The Impact of Sustainable Development in the Fashion Industry – the Organization of the Collection and Disposal of Their Own Goods	2022	  
Daniil Kashtanov	Ekaterina Ivanova	Bachelor	Role of Blockchain Technology in Achieving the UN SDG 3 Good Health and Well-Being	2022	  
David Avanyan	Alexander Voyko	Bachelor	Factors of Economic Efficiency of Investment Projects of Companies in the Automotive Sector within the Conditions of Clean Energy Transition»	2022	     
Dmitriy Maltsev	Mikhail Akim	Bachelor	<a href="#">Developing ESG Strategy for a Non-Ferrous Company</a>	2022	











Elizaveta Shklovets	Anna Veselova	Bachelor	Factors Affecting Development and Adaptation of Companies' Sustainable Practices	2022	
Evgeny Ginzburg	Dmitry Sizykh	Bachelor	Analysis of ESG Investment Projects in the Leading Russian Oil and Gas Companies	2022	
Evseeva Elena	<a href="#">Natalya Porotnikova</a>	Bachelor	Promotion of Company's ESG-Principles through the Organization of Events in Fashion Industry	2022	
Irina Demkina	Alexander Lebedev	Bachelor	The Investigation of ESG Marketing Communications Impact on Brand Equity: the Case of Consumer Electronics Market	2022	
Korovaeva Anastasiia	<a href="#">Vera Butkovskaya</a>	Bachelor	The Impact of Sustainable Marketing on the Perceived Brand Value in the Fashion Industry	2022	

Ksenia Makarova	Maria Yermolina	Bachelor	<a href="#">Implementation of ESG Practices in the Logistics Processes of a Mining and Metallurgical Company</a>	2022	
Lazareva Elena	<a href="#">Svetlana Berezka</a>	Bachelor	Role of Brand "Sustainability" Perception in Creating the Attractiveness of Cosmetic Brands	2022	
Malishev Lev	<a href="#">Irina Volkova</a>	Bachelor	Project Concept for the Launch of a Green Hydrogen Producer in the Russian Market	2022	
Maslov Boris	<a href="#">Gulnara Minnigaleeva</a>	Bachelor	CSR as a Tool for Managing Stakeholders of a Cosmetics Company	2022	
Metelkina Maria	<a href="#">Valery Anshin</a>	Bachelor	Organization of Green (ESG) Project Management in a Company (on the Example of Agricultural Sector)	2022	

Milana Dmitrieva	Maria Yermolina	Bachelor	<a href="#">Implementation of "Green" Supply Chain Management Solutions</a>	2022	
Miroshnichenko Sergei	Natalya Guseva	Bachelor	Development of a Strategy of the Sustainability Consulting Group Consulting Company for the Entry into the CIS Market	2022	
Nadezhda Tyryshkina	Maria Yermolina	Bachelor	<a href="#">Development and Implementation of Green Supply Chain Processes for Non-alcoholic Beverages</a>	2022	
Olesya Morozova	Alexander Gabrielov	Bachelor	Climate Risk Assessments for Russian Metallurgy Companies	2022	
Quoc Trung Nguyen	Mikhail Akim	Bachelor	<a href="#">Comparison of ESG Approach in Agriculture Sector of Central Vietnam and</a>	2022	






			<a href="#">Belgorod Region, Russia</a>		
Radkevich Alexandra	Dmitrii Knatko	Bachelor	Adaptation of ESG Business Strategy of a Tobacco Company to the Conditions of the Russian Market	2022	
Ripp Ulyana	<a href="#">Vera Butkovskaya</a>	Bachelor	Eco-Labeling Impact on Consumer Choice of Household Chemicals	2022	
Selyutina Sofya	Alexander Lebedev	Bachelor	Eco-certification as a Tool to Increase the Value Offering of Goods in Russian Fashion Industry	2022	
Sirazhudin Salavatov	Tatyana Kravchenko	Bachelor	<a href="#">Influence of Information Technologies on the Development of Decision Support Systems</a>	2022	
Sofia Stepanova	Nataliya Alyamovskaya	Bachelor	<a href="#">Developing a Reference Model for Waste Management in Russian Companies</a>	2022	




Tatiana Kruk	Alexander Lebedev	Bachelor	<a href="#">The Attitude of Russian Food Retail Consumers to the Implementation of ESG Principles</a>	2022	   
Tsirik Marta	Yuriy Timofeyev	Bachelor	Factors of Voluntary CSR' Growth in the Russian Pharmaceutical Industry	2022	  
Victoria Klyueva	Alexander Gabrielov	Bachelor	Integrating Climate Risk into Corporate Governance of Oil and Gas Companies»	2022	  
Viktoriia Skaternikova	Yulia Leevik	Bachelor	The Analysis of Influence of National Cultural Diversity on Circular Economy Implementation in European Countries	2022	     
Vladimirov Andrey	<a href="#">Tom Rawlins</a>	Bachelor	Attitudes of Students towards Corporate Social Responsibility: the Case of Russian Students at the HSE	2022	   





			Graduate School of Business		
Voronin Mikhail	<a href="#">Anna Yakovleva</a>	Bachelor	SPLAT Sustainability Strategy Implementation Project	2022	
Aleksey Lyulin	Yurij Volkov	Master	Evaluation of Alternative Energy Projects (On the Example of Hydrogen Energy)	2022	
Al-Erksusi Rama	<a href="#">Alexander Lebedev</a>	Master	The Impact of Green Marketing on Consumer Purchase Intentions: a Cross-cultural Perspective	2022	
Anastasiia Plotnikova	Olga Oyner	Master	<a href="#">Methods for evaluating the effectiveness of interactions with influencers using sustainable marketing</a>	2022	
Anatoly Nechaev	Alexander Voyko	Master	Modeling the Evaluation of the Effectiveness of an Investment Project in the Automotive	2022	

			Sector within the Conditions of Clean Energy Transition		
Anisiia Popova	Alexander Gabrielov	Master	Agricultural Enterprise Strategic Risk Management	2022	
Anna Kholyavko	Ekaterina Ivanova	Master	<a href="#">Factors Driving Sustainable Business Schools as PRME Champions</a>	2022	
Anna Turmilova	Mikhail Akim	Master	<a href="#">ESG-transformation Strategies in Agriculture: Best International Practices</a>	2022	
Artem Dergunov	Andrei Starkov	Master	<a href="#">The Influence of Sharing Economy on Consumer Behaviour on the Apparel Market</a>	2022	
Diana Biryukova	Olga Oyner	Master	<a href="#">Trust and Reputation in the Sharing Economy on the Example of the Car Sharing</a>	2022	
Diana Rudometova	Natalia Dneprovskaya	Master	<a href="#">The Theme Park's Digital Transformation with Using of</a>	2022	

			<a href="#">Emerging Technologies</a>		
German Shemetov	Natalia Dneprovskaya	Master	<a href="#">Methodological Support for the Development of Requirements for Digital Services in the Russian System of Science and Higher Education</a>	2022	
Ginzburg Evgeny	<a href="#">Dmitry Sizykh</a>	Master	Analysis of ESG Investment Projects in the Leading Russian Oil and Gas Companies	2022	
Kseniya Kucheruk	Alexander Gabrielov	Master	Implementation of Internal Carbon Pricing in the Company's Investment Process»	2022	
Kukovskaya Galina	Mikhail Kozhevnikov	Master	Creation of a Business Model for a Green Energy Operator in the Retail Electricity (Capacity) Market	2022	
Kuzma Glazovskiy	Ekaterina Ivanova	Master	<a href="#">Digitalization as an Enabler of Sustainability Management in</a>	2022	






















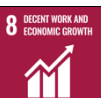
			<a href="#">the Real Estate Industry</a>		
Mariia Safronova	Olga Oyner	Master	<a href="#">Development of Recommendations for the Formation of Value Proposition Attributes Focused on Conscious Consumption in Grocery Retail</a>	2022	
Mariia Trushkina	Ekaterina Ivanova	Master	<a href="#">ESG-strategy of a Business: The Case of Rosatom</a>	2022	
Morozova Olesya	<a href="#">Alexander Gabrielov</a>	Master	Climate Risk Assessments for Russian Metallurgy Companies	2022	
Nekrasova Irina	<a href="#">Ekaterina Shestakova</a>	Master	Sustainable Tourism as an Actual Trend of Experience Economy: Directions and Perspective of Development	2022	
Nikita Evdokimov	Olga Oyner	Master	<a href="#">Development of Recommendations for the Introduction of Cross-channel Technologies in</a>	2022	


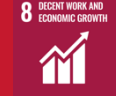




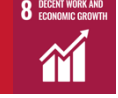














			<a href="#">Interactions with the Consumer in the Sales of Used Cars</a>		
Nikolai Mathieu Muller	Ekaterina Ivanova	Master	ESG Disclosure: a Multiple Case-study of Automobile Manufacturers in Germany and Japan	2022	
Novitskaya Daria	<a href="#">Vera Butkovskaya</a>	Master	Impact of Sustainable Marketing on Consumer Perception of Fashion Brands in the Russian Market	2022	
Oleg Yugay	Olga Oyner	Master	<a href="#">Formation of the Value Proposition of an Educational Product in the Online Education Market Using the Example of Yandex.Practice</a>	2022	
Selima Gezimieva	Ekaterina Ivanova	Master	<a href="#">Exploring Diversity and Inclusion Practices in International Companies: The Case of Rosatom</a>	2022	






Sokolenko Angelina	Tatiana Yakushkina	Master	ESG Risk Management Model Design for the Metallurgical Industry Companies	2022	
Suslin Andrei	Vladimir Likhachev	Master	Strategies and Business Models of Russian Power Generating Companies in Low-Carbon Development Scenarios	2022	
Varvara Larina	Ekaterina Ivanova	Master	Sustainability Strategy for an International Business School: the Case of Graduate School of Business	2022	
Vladislav Kozlov	Ekaterina Ivanova	Master	ESG Factors as a Driver Improving Investment Potential of the Company: The HEVEL Case	2022	


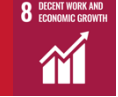









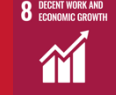


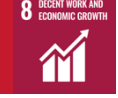











## Appendix Four. Key business partnerships






Partnership	Nature of partnership and its impact	SDGs
Alfa bank	Alfa Bank is involved in the academic process, sharing best practices at the GSB. For example, it holds a master class for students, bank experts give lectures. Students receive practical experience, the opportunity to solve a practical case and certificates of participation for a portfolio.	   
Axenix	The company supports the faculty by participating in career events, invites students to participate in internships.	  
B1	The company supports the faculty by participating in career events, invites students to participate in internships.	   
Business Solutions and Technologies	The company supports the faculty by participating in career events, invites students to participate in internships.	   
Changellenge	Changellenge is partnering with the GSB to develop case-solving skills for students and teach credit thinking. The GSB students take part in the Changellenge Cup Moscow, a three-week case championship of the company. Moreover, the company also regularly holds events for students to solve cases in different fields.	  
CROC	Croc, an IT company, has partnered with the GSB to offer students the opportunity to work on IT strategy, software development, and digital transformation projects.	   




DOM.RF	DOM.RF, the largest financial institution, supports the GSB master program in Electronic Business and Digital Innovation. A company representative chairs the academic board of the program. GSB students have the opportunity to do an internship at DOM.RF. The company is also involved as an employer to participate in career days.	    
Ecopsy	The company supports the faculty by participating in career events, and invites students to participate in internships.	  
FM logistic	FM Logistic, a logistics company with a focus on supply chain management, offers the GSB students the opportunity to work on logistics optimization, supply chain design, and transportation management.	   
Glowbyte	The company supports the faculty by participating in career events, invites students to participate in internships.	  
Huawei	The GSB has partners with Huawei to offer students training and research opportunities in the field of IT. Through this collaboration, GSB students can gain practical experience in emerging technologies such as 5G, cloud computing, and artificial intelligence, preparing them for careers in the rapidly evolving IT industry.	  
Kept	The GSB partners with Kept to offer its students internship opportunities, case studies, and guest lectures. Kept's industry expertise and experience provide valuable insights to GSB students, helping them develop practical and analytical skills required for successful careers in consulting.	  

L'Oreal	L'Oreal is involved as an employer and provides an opportunity for students to develop through lectures, case studies and access to their educational materials. The GSB students traditionally take part in the L'Oréal Brandstorm, where they develop their creative thinking skills.	
Lanit	The GSB partners with Lanit to provide its students with internship opportunities and research projects related to the Russian IT industry. This collaboration enables GSB students to gain a deeper understanding of the local business environment and develop skills required to work in a diverse and globalized world.	
Mangazeya	Mangazeya, a developer and construction company partners with the GSB to offer students the opportunity to work on real estate development projects, conduct market research, and gain insight into the construction industry's inner workings.	
Marillion	The company supports the faculty by participating in career events, invites students to participate in internships.	
MTS	The GSB has partnered with MTS to offer its students internship opportunities and research projects related to the telecommunications industry. This collaboration enables GSB students to gain practical experience in the industry and develop skills required for successful careers in this field.	

Navicon	Navicon is a telecommunications company that offers internships and job opportunities to the GSB students. Through this partnership, students gain practical experience in the telecommunications industry and develop skills that are transferable to other industries.	  
Nikoliers	The company supports the faculty by participating in career events and invites students to participate in internships.	  
Otkritie Bank	The opening bank supports students as an employer through a system of tuition scholarships. The bank also offers a system for internships, and bank experts work with students at invited speeches.	   
Rosatom	The company supports the faculty by participating in career events, invites students to participate in internships.	  
Rosbank	Rosbank, a leading Russian bank, offers the GSB students opportunities in corporate banking, investment banking, and wealth management. Students can work on real-world cases, participate in research projects, and gain access to the bank's extensive network of clients and partners.	   
Sber	The GSB and Sber signed a cooperation agreement, the company supports GSB research. Sber acts as a place for students to practice, is involved as a sponsor of education, making it more accessible through a system of grants. Also, Sber takes part in the career weeks provided by the GSB. Secondly, Sber supports the master program in Sustainable Business Management, and the top manager of the bank is the chairman of the	  

	<p>academic council, which makes it possible to get involved in the design of the academic process.</p> <p>Thirdly, Sber is involved in academic research. On the case of inclusive banking practices, the GSB wrote a case to involve students in the topic of working with inclusion and creating accessible products. Fourthly, Sber experts act as guest lecturers-practitioners to give students an understanding not only about the structure of academic processes, but also a practical perspective.</p>	
Segezha Group	<p>Segezha Group GSB jointly implements the Segezha Group Leaders talent pool training module. The program prepared by the GSB Corporate Training Center is aimed at developing leadership qualities, strategic thinking, and developing managerial competencies of the company's management.</p>	
Splat	<p>Splat, a household chemicals producer that focuses on natural ingredients and eco-friendliness. Students can work with Splat to develop marketing strategies, conduct market research, and create product innovations that align with the company's values.</p>	
Talent tech	<p>Talent Tech, an HR company that specializes in recruitment and talent management, offers GSB students the opportunity to work on strategic HR projects, conduct research on talent trends, and gain hands-on experience in managing human resources.</p>	
TeDo	<p>TeDo is a consulting company that supports students through the exchange of experience at the GSB. The company conducts guest visits for students in the office of the company "Technologies of Trust". also conducts trainings, for example on the topic of business process reengineering.</p>	

Tinkoff	Tinkoff, an online bank that offers financial services to individuals and businesses. Through this partnership, the GSB students can work on projects related to financial technologies, digital banking, and risk management. They can also participate in internships, attend workshops and conferences, and network with industry professionals.	
Unilever	The company supports the faculty by participating in career events, invites students to participate in internships.	
VK	The GSB and VK signed a cooperation agreement, under which VK partners GSB in the bachelor program “Management and Digital Innovation”. Experts from the company take part in lectures and seminars and act like supervisors for the final thesis. Also, VK takes part in the career weeks provided by GSB. Secondly, VK is involved in academic research. The main sphere of interest is business informatics, but it also raises the question of AI’s ethics.	
Vse instrumenty.ru	The company supports the faculty by participating in career events, and invites students to participate in internships.	
X5 Group	The GSB and X5 Retail group signed a cooperation agreement, under which X5 partners GSB in the bachelor program “Innovation in Retail”. Company is also involved in the research conducted under the matter of retail and innovative approaches in the sphere.	

1C	The company supports the faculty by participating in career events, invites students to participate in internships.	  
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## Appendix Five. Key partner universities

<b>Country</b>	<b>Partner</b>	<b>Type of collaboration</b>
Austria	Management Center Innsbruck	BA, MA Student Exchange
	University of Applied Sciences BFI Vienna	BA, MA Student Exchange
	University of Applied Sciences Technikum Wien	BA, MA Student Exchange DDP (MA)
	Vienna University of Economics and Business	BA, MA Student Exchange
Belgium	University of Antwerp, Faculty of Business and Economics	BA, MA Student Exchange
Canada	University Laval	BA, MA Student Exchange
China	City University of Hong Kong, College of Business	BA Student Exchange
Czech Republic	Prague University of Economics and Business	BA, MA Student Exchange
Estonia	Estonian Business School	BA, MA Student Exchange
France	EDHEC Business School	BA, MA Student Exchange
	EMLyon Business School	BA, MA Student Exchange
	EM Normandie Business School	BA, MA Student Exchange
	EPITECH	BA, MA Student Exchange

	ESCP Business School	BA, MA Student Exchange DDP
	EURECOM	MA Student Exchange
	Gustave Eiffel University	BA, MA Student Exchange
	HEC Paris	BA, MA Student Exchange (MA), DDP (BA)
	IPAG Business School	BA, MA Student Exchange
	Paris Dauphine University	BA, MA Student Exchange
	SKEMA Business School	BA, MA Student Exchange
	University Paris-Est Creteil	BA Student Exchange
Germany	HHL Leipzig Graduate School of Management	DDP MA, Student Exchange
	ESB Business School, Reutlingen University	BA Student Exchange
	Friedrich-Alexander Universität Erlangen-Nürnberg	BA, MA, PhD, Student Exchange
	Julius-Maximilians-Universität Würzburg	BA, MA Student Exchange
	Kühne Logistics University	BA, MA Student Exchange
	University of Applied Science BBW	MA DDP

	OTH Regensburg, Technical University of Applied Sciences	BA, MA Student Exchange
	University of Applied Sciences Würzburg-Schweinfurt	BA, MA Student Exchange
	University of Mannheim	BA, MA Student Exchange
	University of Münster, School of Business and Economics	BA, MA Student Exchange, DDP (MA)
	University of Passau	MA DDP
Hungary	Corvinus University of Budapest	BA, MA Student Exchange
	University of Pécs, Faculty of Business and Economics	BA, MA Student Exchange
Iceland	Reykjavik University	BA, MA Student Exchange
Italy	Bocconi University	BA Student Exchange
	LUISS Business School	MA Student Exchange
	University of Padova, Department of Economics and Management	MA, PhD Student Exchange
Mexico	Mexico Autonomous Institute of Technology	BA, MA Student Exchange
Netherlands	Avans University of Applied Sciences	BA Student Exchange
	Rotterdam University of Applied Sciences	BA Student Exchange
	Tilburg University	BA, MA Student Exchange

	University of Groningen, Faculty of Economics and Business	BA, MA Student Exchange
Singapore	Singapore Management University	BA Student Exchange
Slovenia	University of Ljubljana, School of Economics and Business	BA, MA Student Exchange
South Korea	Chung-Ang University	BA, MA Student Exchange
Spain	Universidad Autonoma de Madrid	BA, MA, PhD Student Exchange
Switzerland	HEC Lausanne	BA, MA Student Exchange
Turkey	Koç University	BA, MA Student Exchange
United Kindom	Lancaster University Management School	Student Exchange DDP (MA)
	University of London	DDP BA



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