



IPM BUSINESS SCHOOL

PRME REPORT 2018

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PRME

This is our **Sharing Information on Progress (SIP)** Report on the Implementation of the **Principles for Responsible Management Education**

Letter of Renewed Commitment of the Principles for Responsible Management Education



Being a member of PRME, IPM Business School accepted the Principles for Responsible Management Education (PRME) in order to improve the educational system for managers and to spread corporate social responsibility around the territory of Belarus.

This is our fourth PRME Report 2018 and we confirm once again that we fully subscribe to the six Principles of Responsible Management Education. PRME truly align with our mission and play a key role in our assuring that we offer our students a business education that has a beneficial impact on the world.

As an institution of higher education involved with the United Nations-supported Principles for Responsible Management Education (PRME) initiative, IPM Business School joined the two-year cycle of PRME Champions in 2018-2019. We declare our willingness to progress in the implementation of the six principles of responsible management education.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

Sincerely,
Pavel Daneyko
General Director
IPM Business School

Sharing Information on Progress (SIP) on Principles for Responsible Management Education (PRME) at IPM Business School

As a Business School involved in the development of current and future managers, IPM Business School declares its willingness to progress in the implementation of the following six principles of responsible management education.

Reporting for 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.”

Postgraduate School in Economics

Postgraduate School is a project of the Belarusian Economic Research and Outreach Center organized in co-operation with the economic department of the Belarusian State University (BSU) and under the financial support of the Swedish International Development Cooperation Agency.

The school is aimed at spreading modern international practices and theories in economics to young Belarusian specialists - postgraduate students and teachers of Belarusian universities.



The lectures are held in English by BEROE economists and visiting professors from the leading universities of Europe and USA. The postgraduate school includes 7 modules (on macroeconomics, microeconomics, econometrics, and research methods) and is organized every two years. Participation in the school is free of charge, candidates are selected on a competitive basis.

In 2017 around 35 postgraduates, young teachers and researchers were selected and accepted to the Postgraduate School. 14 people graduated from the school successfully.

Open Lectures and Seminars

Open Lectures series were launched in 2010 under the financial support of the Swedish International Development Cooperation Agency.

BEROC invites leading economists of Belarusian origin working abroad to present their research work to the Belarusian researchers, students and post-graduates.

Open Lectures serve as a platform for academic discourse and exchange of experience, modern knowledge and information. Such a platform helps to establish contacts and promotes dialogue with the international academic economic community.

From the Y2017 till the moment around 14 open lectures and seminars were organized by BEROC. Among them, a recently organized (Sept, 2018) seminar to present and discuss the research results "Women in Belarusian Business: Current State and Barriers".



The seminar was the final stage of the project "Equal Rights for Women in Business in Belarus and Ways for the Boost of Innovativeness" conducted with the support of the Embassy of the Kingdom of the Netherlands and the Swedish International Development Cooperation Agency (Sida).

The project goal was to identify the barriers for female entrepreneurs, disseminate the knowledge to the business education actors, and prepare a research-based platform for discussions with policy-makers on importance of female entrepreneurship. Problems and

possible solutions of better integration of women entrepreneurs in the economy of Belarus were discussed at the seminar.

Seminar "Macroeconomic Forecasting Based on Regime Switching Models and Mixed Frequency Data in EViews"

The seminar "Macroeconomic forecasting based on regime switching models and mixed frequency data in EViews" was organized on February 2018 by BEROC and the IPM Research Center with the support of the British Embassy in Minsk, the Swedish International Development Cooperation Agency (Sida) and the European Union.



The seminar was focused primarily on specialists of government bodies involved in economic research, analysis, and forecasting and held by the director of IHS EViews Gareth Thomas.

Participants of the event had a unique opportunity to discuss methodological problems of econometric analysis with the company's head, one of the world's leading developers of specialized software for econometric analysis.

Student School in Modern Economics and Economic Research

Student School in Modern Economics and Economic Research is a project launched by BEROC in 2011. The project is held under the financial support of the Swedish International Development Cooperation Agency and the British Embassy Minsk.

In September-October 2017 BEROC organized the Seventh Student School in Minsk for 18 students.



The participants were introduced to the courses in microeconomics, macroeconomics, and econometrics. Among the lecturers there were BEROC economists who obtained PhD from leading Belarusian universities and abroad as well as visiting professors.

Regional KEF School

BEROC and IPM Research Center organized KEF School in Economics for students of regional universities in January - February 2018 with the support of IPM Business School.

The goal of the School was to improve the knowledge of students of regional universities in Economics, to create regional communities of students interested in Economics, and to improve the understanding of the Belarusian economy among the young economists.

The participants were introduced to the courses in microeconomics, macroeconomics, econometrics, and Belarusian economy. Among the lecturers there were BEROC economists who obtained PhD from Western universities and experts of IPM Research Center with PhD from leading Belarusian universities.



Regional KEF School is a perfect example of synergy between IPM Business School, IPM Research Center and BEROC. The teachers of Regional KEF School became the staff members from these three entities. It was organized with the help of regional offices of IPM and involved Cisco TelePresence technology.

The School was organized with the support of the Swedish International Development Cooperation Agency (Sida) and the European Union as well.

Reporting for Principle 2 | Values

“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.”

IPM Business School joined the 1st PRME Champions Meeting in Nantes, France

Last year IPM Business School became a member of PRME Champions Group. We already took part in PRME SDG Dashboard – Survey Flow. We gathered the contributions IPM Business School has achieved concerning the United Nations Sustainable Development Goals (SDGs). The survey was made online, with the information on each SDG being uploaded to the special internet tool.

It was a perfect opportunity to share our best SDG-related practices with other PRME Champions. The results of this survey were presented at the 1st PRME Champions Meeting, held in Nantes, France in February, 2018, were a representative of our institution tool part as well. It was the first face-to-face gathering of PRME Champions for the 2018-2019 cycle, hosted by Audencia Business School.

The PRME Champions are a select group of experienced and engaged PRME signatories that are committed to working collaboratively to develop and promote activities and resources that address shared barriers to making responsible management education a reality. The PRME Champions group is globally and proportionally representative according to the makeup of the larger PRME community.

The two days of meeting in Nantes were full of discussions, inspiration, learning, and firing up. It was a great opportunity to reflect on key lessons learned when it comes to promoting Responsible Management Education, to take stock of some of the best approaches of Champion institutions to integrating the UN Sustainable Development Goals (SDGs) into the curriculum, research and partnerships, and to draw the roadmap for PRME Champions engagement in the next two-year cycle of 2018-2019.

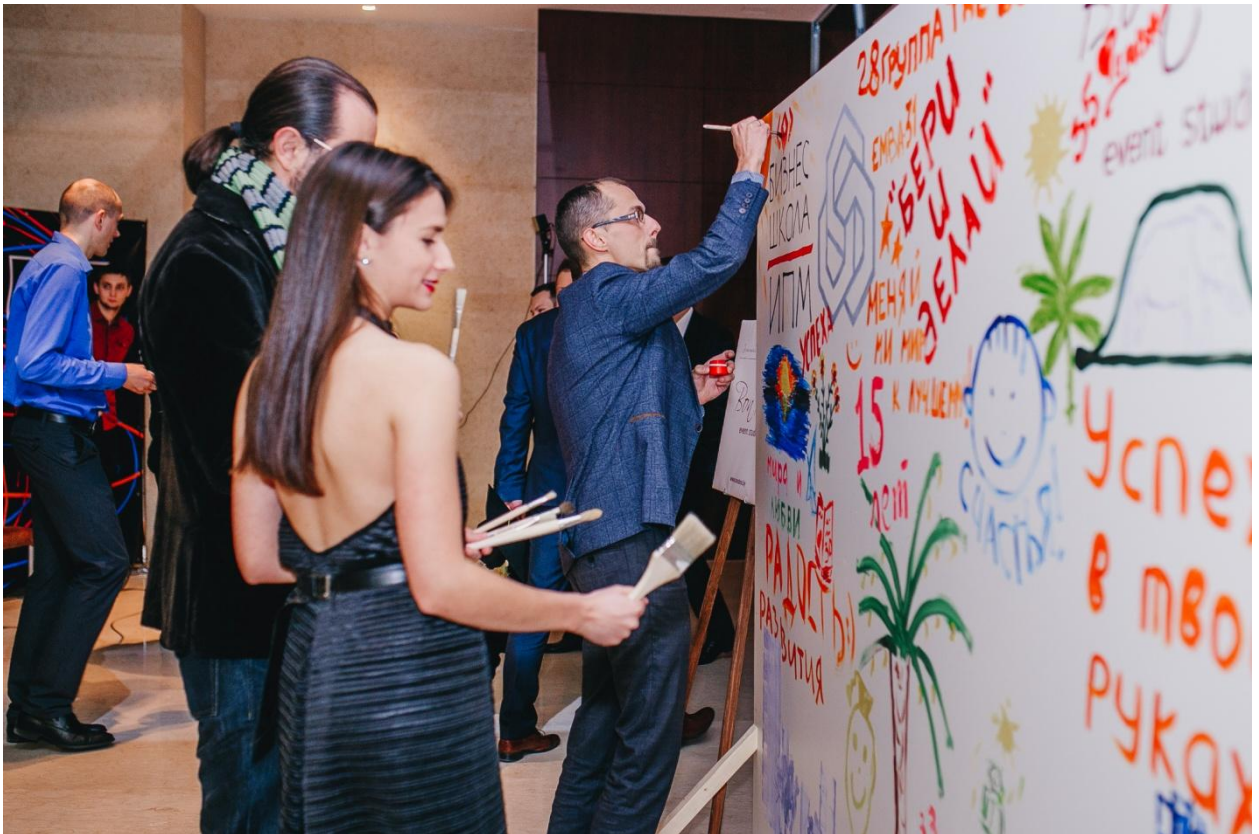


We are grateful for the perfect organization and holding of the 1st PRME Champions Meeting in Nantes and feel even more enthusiastic and fired up to the future cooperation on the project and the journey ahead of us.

Currently, the general director and co-owner of IPM Business School Pavel Daneyko is a member of the government commission for developing sustainable development programs and our research center BEROCC makes a research proposal for this program.

Charity Auctions at Early Alumni Parties

IPM Business School carries out and promotes an alumni activity for Executive MBA program. Each year an alumni party is organized, with a charity auction as a part of the program. The gathered funds are given to an orphanage or other recipient in need (Genom Fund in 2016).



Curriculum

Some of IPM programs were recently updated to the blended format according to the latest educational trends. Those programs were significantly updated in design and these processes enabled us to review the educational content upon its still being actual and up-to-date.

The area for further development of IPM Business School is including in our programs and individual courses more content related to issues of corporate social responsibility, responsible leadership, values and business ethics. At the same time, all our marketing programs include at least one academic hour devoted to the marketing and business ethics.

Executive MBA program includes such main courses as “Leadership”, “Building Strategic Advantage through Ethical Behavior and Trust” and “Self and Team Management. Taking Responsibility for the Decision Made”, that include the issues of corporate social responsibility, responsible leadership, values and business ethics.

Reporting for Principle 3 | Method

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

Entrepreneurial Programs

In the Y2016 IPM Business School launched a new direction named Entrepreneurial Programs, after a study trip of IPM faculty to Babson College, USA and TOT (trainings for trainers) conducted by professor Jeff Shiebe, Babson College, and Jim Sanders, Robert Smith School, University of Maryland, USA. The first program - “How to start a business from scratch” - started in September 2016, and there is one group (15 students) each 3 months. 39 participants successfully graduated the program in 2017.

To support the entrepreneurial activity in Belarus, IPM has organized the Best Start-up Idea Competition open to entrepreneurs from all regions. The first competition started in the Y2015 and was described in the previous SIP 2016 report. Since then two more competitions took place.

2017 «Best Start-Up Idea» Competition

The second Best Start-Up Idea Competition engaged members of the community in a rewarding and challenging competition that facilitated networking and growth in the regional entrepreneurial ecosystem. IPM Business School has attracted 10 resource partners to bring the competition to fruition, including Alfa-Bank, Mobile TeleSystems, Streamline Language School and others.

Sixty-seven start-ups have participated in the regional finals, which gave way to nineteen finalists. IPM Business School continued leveraging digital technologies to support start-ups growth throughout Belarus. Best Start-Up Idea Competition participants received free access to six online courses, previously developed with USAID support, such as Business Planning Principles, External Environment Analysis, Marketing Concepts, Basic Financial Accounting, Basic Financial Analysis, and Risk Analysis.

Throughout the year, participants had access not only to the six distance-learning courses but also to the master classes on finance and pitch presentation workshops taught by competition mentors from the previous year. These master classes were delivered in person in Minsk or via telepresence equipment in the CEEs.

In May, the nineteen regional finalists competed in Minsk. It is noteworthy that the five winners were female-led teams, demonstrating the interest and desire of women in Belarus to become successful entrepreneurs.



2018 «Best Start-Up Idea» Competition

This year, 130 entrepreneurs took part and 16 projects were presented during Grand Finale of «Best Start-Up Idea» Competition 2018. The Grand Final in Minsk gathered the winners of Regional Finals from all the regional cities of Belarus.



Since April, participants have been trained on the program “The Entrepreneur. From idea to the action plan” and also attended various master classes in order to maximally refine the presentations and prepare for speeches.

As the jury noted, most of the projects were of a socio-commercial nature, but all of them were aimed at making our country better.



Following the presentations, the VR-Health project from Minsk was recognized as the best business idea of the year.

Reporting for 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.”

Our institution is committed to creating a cleaner and more sustainable environment. We started the research program on the topic of circular economy and motivate our EMBA students to develop their diploma projects in the field of green economy.

The latest research conducted by our two Research Centers is devoted to demographic problems, pension systems, penetration of IT to the business community, entrepreneurial

potential of society, gender aspect of women in business and circular economy. All this research is of high demand and consumed with interest by state authorities. According to the results of research, we hold conferences to receive feedback through dialogue with the local community.

IPM Business School and its Research Centers conduct yearly surveys on internal and external barriers to Belarusian business development. We organize client panels to discuss our programs and their development and receive a valuable feedback from business leaders.

Among the recent research, closely aligned with the creation of sustainable social, environmental and economic value, are the following studies and publications:

“On the Way to Green Growth: Window Opportunities of Circular Economy”, 2018, by Nadezhda Batova, Petr Sachek, Iryna Tochitskaya

The paper deals with opportunities of circular economy for ensuring green growth. Analysis and comparison of concepts of sustainable development, green and circular economy revealed that despite similarity there is a differences in ways of their implementation. It is shown that the green economy is one of a tool for achieving sustainable development, and the circular economy acts as a practical way of putting it into effect. The concept of circular economy is interlinked with various scientific schools of environmental economic system, each of which can be considered as directions of its development. The review of literature revealed two approaches to definition of circular economy (i.e. resource-focused and economic-focused), and helped authors to offer own interpretation of this concept. It emphasized a priority of reorganization of material-flow processes over improvement of a production technology. The authors paid a special attention on justification of a need to rethink a value chain creation when moving from a linear type economic system to circular ones, and consider the arears of circular economy’s implementation. It is shown that impact of circular economy on economic system has both positive, and negative economic, industrial, social, and institutional effects.

This paper opens the series of research publications made within the BEROOC project on the development of green economy in Belarus.

“Waste Statistics in Belarus: Tight Spots and Broad Scope for Work”, 2018, by Evgeniya Shershunovich, Irina Tochitskaya

The paper presents the study that explores problems in the production of waste statistics in Belarus. In particular, it focuses on comparison of Belarusian and EU legislation, definitions, classification, and statistical reporting. The study reveals that the Belarusian statistics on waste has problems in methodology, recording and coverage and international comparability of data, in particular, with the European Union countries. Such methodological problems as blurred boundaries between the definitions of “waste” and “raw materials”, lack of criteria for categorizing waste, the interchangeable use of the terms “extraction rate” and “recycling rate” in policy documents and legislation have direct impact on statistical data collection. Since less than half of the enterprises, which might generate industrial waste, report on it, the question arises whether the statistics reflect the real level of waste generation, recycling and disposal in Belarus. Data on municipal solid waste (MSW) has proved to be one of the most serious concern, in particular, because MSW is counted in volume unit (cubic metres) and then converted in mass unit (tonnes) by the means of coefficients. The differences between the Belarusian waste classification

system and the European Union one and in the key definitions ("waste", "recycling rate") complicate the comparative data analysis.

In order to promote development of waste recycling, attract investments, in particular FDI, in this sphere and encourage transition to circular economy Belarus should further improve the legislation in waste generation and management, take steps towards its harmonization with the corresponding EU regulations, enhance accountability of potential respondents regarding data collection and reporting on waste, upgrade the system of MSW and secondary raw materials recording.

This research is done within the BEROC project on the development of green economy in Belarus.

IPM Research Center

"Poverty and social vulnerability monitoring"

The economic authorities of Belarus are aware about the growing poverty and need to revise the social assistance spending towards better targeting. To contribute to evidence-based decision-making, IPM Research Center developed a monitoring focused on regional, social, and economic dimensions of poverty and social vulnerability. This monitoring with the analyses social risks was comprehensively presented at KEF regional conferences and seminar in Minsk and served an important source of content for communication and outreach activities.

During the first year of the project, the IPM Research Centre based on the Household Budget Survey microdata (about 12,000 households altogether) prepared a report "Poverty and socially vulnerable groups in Belarus. Consequences of 2015-2016 recession", executive editor – Gleb Shymanovich.

The report was supplemented by the series of regional presentations. Research results were broadly communicated to the public during the five regional conferences "Return to growth: In search of solutions for regional development" and the seminar "Economy of Belarus in a Low Growth Trap: Nesting or Escaping?"

This event took place within the framework of KEF and with the assistance of the European Union and was held by IPM Research Center jointly with the Economy Research Institute of the Ministry of Economy of Belarus.

The seminar gathered more than 280 participants altogether: representatives of the local and central authorities, business community, CSOs and advocacy groups, think tanks and academic community, IFIs, and mass media.

The activities above created synergies with another research implemented together by the IPM Research Centre and BEROC – "Fiscal Incidence in Belarus: A Commitment to Equity Analysis" for the World Bank.



The results of the two studies were presented at the seminar in the World Bank (May 3, 2017, attended by about 30 representatives of the government agencies, MPs, research community, and IFIs, and at the Istanbul Regional Launch of the UNDP's 2016 Human Development Report (June 19–20, 2017, more than 150 participants from Europe and Central Asia). Finally, the

results influenced the World Bank report “Poverty and shared prosperity in Belarus over the past decade trends, drivers and challenges” that include references on contributions of Gleb Shymanovich and Alexander Chubrik.

The following publications, prepared by IPM Research Center, raised different aspects of sustainable development and contained inter-linkages between its different levels (global, national, and local):

Briefs/discussion papers: “Conditions of conditional financing: IMF or EFSD”, Sept, 2016 by Alexander Chubrik; “Why we do not need economists”, Nov, 2016 by Kiryll Rudy; “Belarus and IMF recommendations”, Nov, 2016 by Mark Allen; “A few remarks on the Decree #3”, March, 2017 by Alexander Chubrik; “KEF-2016 Reforms for Inclusive Growth; Key Findings and Recommendations”, Dec, 2016 by Alexander Chubrik.

The following discussion papers were published in 2017-2018: “Reforms in Belarus after the cancelled IMF program: Totem and taboo”; “Towards the “Minsk Consensus”: Some personal reflections”; “Because I have decided so”; “Return of the domestic demand: too early to panic, too soon to be glad”; “Oil as a driver of economic growth: assessment from the demand side”; “Trust as a driver of economic growth: operating manual”; “Quantitative growth does not lead to qualitative changes in economy”; “Data of “Generation and Gender” survey: example of possible application based on children poverty analysis”.

Reports: Report on poverty and socially vulnerable groups “Poverty and socially vulnerable groups in Belarus. Consequences of 2015-2016 recession”, Aug, 2017 by Gleb Shymanovich; Report “Analysis of the Government and Business Dialog on the Advisory Board Level in Belarus in 2012–2017” (prepared by the AEB).

The following reports were published in 2018: “Perception of secondary education of Belarus by teachers and recent graduates: results of the survey”; “Poverty and socially vulnerable groups in Belarus. Social support to the families with children and its effect”; “Regional competitiveness of Belarus in 2017–2018: from basic requirements to market efficiency”.

Working papers: WP/17/02 “Belarus’ export activities indicators from 1998 to 2016: What are the chances of growth?”, Feb, 2017 by Irina Tochitskaya; “Recession impact on the regions of Belarus: The role of initial conditions, economic policy, and small business”, March, 2017 by Igor Pelipas; “Real, nominal and institutional convergence in the EAEU countries”, Apr, 2017 .

The working papers of 2018: “Economic development of Belarus: quality of growth and efficiency of resource allocation in the economy”; “Low-Growth Trap: Risk Factors for Belarus”; “The choice of instruments of macroeconomic analysis by central banks: pragmatic approach”.

Reporting for 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.”

Belarusian Investment Forum-2017. Green Economy Panel

In the Y2017 BEROC was one of the co-organizers of the Belarusian Investment Forum, among the National Agency of Investment and Privatization and Ministry of Economy of the Republic of Belarus.



On the first day of the Forum, the representatives of BEROC held the Panel “Green Economy and energy: problems and business opportunities”. The agenda included such issues as strategy for energy system development; policy instruments that stimulate green growth: compliance with best international standards and practices; solving local environmental problems by applying green technologies, etc.

School of Business Journalism 2018

School of Business Journalism is a joint project of Press Club Belarus, BEROC and BDG within Re:media project.

The School was held in March 2018 and consisted of three modules. The journalists gained knowledge in the field of economics and business, were introduced to professional and ethical standards of business media.

The teachers involved in this project became the experienced journalists, experts from BERO and IPM Research Center and even – our special proud – the famous Edward Lucas from “The Economist”. The participants visited EPAM Systems and discussed the situation in the IT sphere and prospects of the industry.



The journalists carried out and presented their group projects on macro- and microeconomics that helped to consolidate the knowledge and skills obtained during the course.

The School aimed at improving the quality of the Belarusian economic and business journalism as well as building strong relations between the media, business, and expert community. 18 media representatives took part in the program. We plan to continue the project.

This project is supported by SIDA.

Reporting for Principle 6 | Dialogue

“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.”

Executive MBA Alumni Activities

IPM Business School is proud that currently there are 754 alumni who graduated from the Executive program since 2001. The yearly Alumni Party, organized by IPM Business School, is a perfect meeting point for our EMBA alumni, who are owners and TOP managers of Belarusian business.



Every year, the Executive MBA Team of IPM Business School offers a new format for the Annual EMBA Alumni Party. In the year 2016 a very special Alumni party was held. It was dedicated to the 15th Anniversary of the Executive MBA program and held in a TED Conference format. The speakers were our Executive MBA alumni who delivered their stories not about their success in business, however about their hobbies such as yachting, climbing, marathon running instead; they also shared the lessons that their life has taught them with the EMBA community.



The next Alumni party, held in November, 2017, gathered more than 200 alumni. During summer 2017 the IPM Business School made educational videos for specialized YouTube channel “Business for Business” where our Executive MBA alumni, being all successful

businessmen, shared their experience and knowledge with young entrepreneurs on various topics: idea, innovation, leadership, time management, etc.

The premiere of the videos took place on the Alumni Party 2017.

The Seventh International Conference in Economics and Finance 2017

The Seventh International Conference in Economics and Finance took place in Minsk in Double Tree by Hilton Hotel on the 26th of August, 2017.



More than 120 participants took part in this conference. The Conference was arranged by BERO C with the financial support of the Swedish International Development Cooperation Agency (Sida) and the Swedish Institute.

Women in Belarusian Business: Current State and Barriers

On September 12, 2018 BERO C organized the seminar to present and discuss the research results "Women in Belarusian Business: Current State and Barriers".

The seminar was the final stage of the project "Equal Rights for Women in Business in Belarus and Ways for the Boost of Innovativeness" conducted with the support of the Embassy of the Kingdom of the Netherlands and the Swedish International Development Cooperation Agency (Sida).



The project goal was to identify the barriers for female entrepreneurs, disseminate the knowledge to the business education actors, and prepare a research-based platform for discussions with policy-makers on importance of female entrepreneurship. Problems and possible solutions of better integration of women entrepreneurs in the economy of Belarus were discussed at the seminar.

The 4th Kastrыčnický Economic Forum (KEF) 2016

For the last four years KEF has been increasingly influencing public perception of economic reforms and stimulating broad-based demand for reforms via wide media outreach as well as affecting government policy by exposing Belarusian decision-makers to open reform debate, ideas and scenarios. Thus, being one of the most effective tools for communication of independent think tanks' policy research products, KEF-2016 conference, which took place on November 3-4, 2016 and gathered 460 participants (almost 300% increased since 2013 and a 50% increase from last year), including high-level representatives from the government and IFIs. Additionally, KEF-2016 received significant coverage in the mainstream media, resulting in nearly 170 publications (revealed), and 6 television reports by 4 state-run TV channels, including one report in a prime time; the total internet and printed media outreach was around 500,000 users, while potential outreach was almost 3 million viewers and readers; more than 42,000 viewers were following the online streaming of the event.

KEF-2016 conference had become the largest economic policy conference in Belarus. Summary of its recommendations was submitted to the government agencies and published openly at KEF website. The KEF boards joint meeting and the kick-off meeting defined research priorities of the IPM Research Centre and project partners for 2017 and preliminary outline of the KEF-2017 conference.



KEF-2017 regional conferences were organized jointly with the Economic Research Institute at the Ministry of Economy in the format of “KEF regional consultations” and were included into the roadmap of the regional development strategy by the Ministry of Economy. The first results of the several studies were presented at the regional conferences. Dialogue-related activities

were continued by the large seminar in Minsk that was used to present more policy research results, and support discussions of economic policy alternatives for Belarus.

The 5th Kastryčnický Economic Forum (KEF) 2017

KEF-2017 conference gathered about 480 participants and thus entrenched itself on the position of the largest economic policy conference in Belarus. The KEF boards joint meeting during KEF-2017 defined research priorities of the IPM Research Centre and project partners for 2018 and preliminary outline of the KEF-2018 conference. Call for proposals for the regional KEF partners resulted in the election of five regional organizations that will implement regional KEF incentives in 2018-2019, as well as taking the leading role in the organization of KEF-2018 regional conferences.



KEF team maintained and intensified partnership with the Economic Research Institute at the Ministry of Economy in the aspect of “KEF regional consultations” conferences) that were included into the roadmap of the regional development strategy by the Ministry of Economy during the previous period. KEF student economic school and seminar on macroeconomic forecasting contributed to the dialogue on the economic challenges of the country, as well as contributed to the capacity building of the government agencies. Furthermore, three media-breakfasts were organized in order to disseminate the main research results within the Action and promote broad dialogue on the relevant challenges of the Belarusian economy.

Summary Reporting for the Key Objectives Stated in the SIP Report 2016

Principle 3 | Method “We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership”.

Master program in Financial Economics

The objective on creating a new program “Master of Financial Economics” currently is not fulfilled due to the absence of financial support. We are still looking for possibilities and partners to make it happen.

Developing a Range of Educational Programs for SMEs in Blended Format

The objective to develop a range of educational programs for SMEs in blended format is fulfilled.

The table below provides an overview of all entrepreneurship courses offered by IPM Business School on a paid basis to regional entrepreneurs in either distance- or blended-learning format.

Distance or Blended Learning Courses Offered in 2016-2017

| Course Title | Type | Brief Description | Dates Offered | Total Ptcpnts |
|---|-------------------|--|-----------------------------------|---------------|
| Managerial Accounting | Distance Learning | Targeted to high level managers who want to build on their basic understanding of accounting to increase their company’s market value. | Jan - Feb 2017 May - June 2017 | 26 |
| Telephone Conversations: How To Sell Blindly (Sales Professional Module) | Distance Learning | Students acquire practical skills to effectively negotiate and professionally conduct transactions via phone, thus improving telemarketing results | May 2017 - June 2017 | 10 |
| The Art of Negotiating: Sales in a Personal Meeting (Sales Professional Module) | Distance Learning | Students learn to make contact with clients, identify client needs and opportunities, present arguments in favor of goods and services and how to complete the sales process | June 2017 | 10 |

| | | | | |
|------------------------|-------------------|---|-------------------------------------|----|
| KPI Digitized Reality | Distance Learning | Focuses on salary structure and strategy to determine indicators that measure performance in order to balance responsibility, authority, accountability, and compensation | July 2017 | 11 |
| Sales Pro | Blended Learning | The duration of the blended-learning course is 4 months and covers marketing, finance, phone sales, and negotiation topics. | Sept- Dec 2016 April - June 2017 | 24 |
| Marketing Professional | Blended Learning | Meant for marketing professionals or those new to the field to improve knowledge of marketing tools, techniques, and trends | March 2017 - June 2017 | 12 |

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.”

To Initiate and Take Part in Association of the Family Business Creation

This idea of IPM Business school is not given up and we are still looking for possibilities and partners to make it happen.

Creation of Regional Clubs of Business Owners

This objective was about creating and developing a network of Regional Clubs of Business Owners, to help entrepreneurs and businessmen in the creation of strong and practically useful business communities.

We are making definite steps to this direction and keep on working, by CEEs holding networking events each month, as well as master classes and professional club meetings. These events focus on a variety of business topics from product innovation, design thinking, strategic planning, marketing and social media, to developing partnerships.

- 92 networking events have been held since 2015 with total 1,386 participants.
- 41 partnership events have been held since 2015 with at least 29 different partners.

CEEs Regional Managers have been working with *Global Entrepreneurship Week* festivals to host events, seminars and master classes. In Brest, Grodno and Mogilev, seminars and workshops on design thinking were held, and Vitebsk held a master class on innovation. Minsk

participated in the *World Day of Women's Entrepreneurship* by reaching out to speakers and moderating the event.



Additionally, regional CEEs have organized events in collaboration with the Association of Employers and Entrepreneurs, Alfa-Bank, The Society of Innovative Business, and Residents of the Free Economic Zone.

These events attracted anywhere from tens to hundreds of participants, and focused on different thematic areas such as women in business, marketing, and business advising.

Further Taking Part in DRIVES program

The Current Progress and Outcomes

The DRIVES Program has successfully completed Training-of-Trainers component in the FY2016. Implementing partner GBSN has engaged leading U.S. Business School faculty and entrepreneurship centers at the Babson College and the University of Maryland's RH Smith School of Business to provide custom faculty development seminars on four entrepreneurship courses.

IPM Business School has adapted and launched three new entrepreneurship courses on *How to Start your Business from Scratch*, *Family Business* and *How to Grow through Export*. To-date, 44 small and medium-sized entrepreneurs paid to attend new courses in person in Minsk.



IPM Business School has made an unprecedented progress in innovating and leveraging digital technologies to make high-quality business education accessible for small- and medium-sized entrepreneurs in the regions of Belarus. In particular, IPM Business School has converted twelve existing courses into blended-learning and distance-learning formats. Overall, 373 regional entrepreneurs and start-ups have leveraged online technologies to access blended or distance learning courses.

Another achievement of the DRIVES Program is establishment of six regional Centers of Excellence in Entrepreneurship equipped with state of the art technology, trained personnel and access to courses taught by experienced business school faculty. The Centers of Excellence in Entrepreneurship (CEEs) are a key feature of DRIVES Program. The CEEs serve as access points to IPM trainings and networking. With each CEE being equipped with telepresence equipment, IPM is able to offer courses as well as events to connect entrepreneurs throughout the country. Overall, 3,663 entrepreneurs have benefited from services available at regional CEEs.

Development of blended learning programs which focus on distance learning and interactive communication with teachers and peers online – a combination of online and face-to-face classes. The following programs were developed and launched in 2015-2017: Sales Profi (for sales managers), Sales Department Management (for heads of sales departments), Marketing Professional (for marketing specialists), Marketing Director (for marketers and heads of marketing departments, SME owners), the second level of Professional Manager. The third level of Professional Manager is in the process of development, and it will make it possible to launch

an MBA program in blended format, which is urgent for Belarusian regions where there are no options to receive quality business education.



A new updated distance learning platform (e-university) was launched in 2016. The Executive MBA programme has redirected theoretical issues from class discussion to self-education through a remote education platform. It helps students get prepared before classes, ask their teachers questions, and discuss practical issues and cases based on theoretical background learnt remotely.

Key Objectives for the next 24 months

IPM Business School remains committed to the Principles of Responsible Management and Education. Several key initiatives and projects are underway and are planned for the next 24 months including:

Principle 3 | Method “We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership”.

Development of MBA program (General MBA) in blended format

We are working on development of MBA program (General MBA) in blended format. The launch of General MBA is preliminary planned for autumn 2019.

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.”

Regional Expansion Project

We will search for additional funding for regional expansion project in order to spend more efforts in regional CEEs for business community creation and bringing understanding of necessity of high-quality business education for organizational effectiveness and financial sustainability.

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.”

Developing Private Business Research

We will develop the research of private business so that our programs could meet even more the actual needs of our clients

IPM Business School will be glad to share our progress, achievements and new outcomes on stated above and other goals in the next PRME SIP Report (2020).