

**BUSINESS
SCHOOL
OF UCU**

LvBS

PROGRESS REPORT 2018–19

**PRINCIPLES FOR RESPONSIBLE
MANAGEMENT EDUCATION**

PRME



GROWING COMPANIES BY GROWING PEOPLE

The Ukrainian Catholic University is an open academic community living the Eastern Christian tradition and forming leaders to serve with professional excellence in Ukraine and internationally – for the glory of God, the common good, and the dignity of the human person.

MISSION

Ukraine
on the world's business map



LvBS

VISION

To become a Business School:

- A school whose development is driven by participants and alumni
- A school that develops knowledge, skills and attitudes of participants
- Is an Innovative Center of Excellence
- Has a global presence
- Practices trust, respect for human dignity, and values built upon Christian roots

VALUES

- Personal growth
- Responsibility for results and ways to achieve them
- Continuous improvement and a culture of quality
- Openness to diversity and respect for a cultural milieu



LETTER FROM THE DEAN

Yaryna Boychuk, CEO LvBS

The Business School of UCU is part of the Ukrainian Catholic University, which is the only institution of its kind in the whole area from Poland to Korea. The values laid down in the United Nations Global Compact are very relevant to our business school.

It is exceptionally important that the leaders of the next generation understand global challenges, desire the sustainable development of their organizations and businesses, and also take these goals and values as guides for their daily work.

Ukraine continues to move with confidence on the path of structural reforms and political and economic changes. And so right now we, as never before, need leaders who are ready not only to generate new ideas but to implement them, considering the human being and society. We are proud that graduates of our business school have been elected deputies of Ukraine's Parliament from newly-created parties. We rejoice that we can support them, as graduates who have agreed to assume leading positions in structures of executive government in ministries and regions. As a business school with national standing, we are aware of the importance of our influence during the time at school, also accompanying our graduates in their activities.

Particularly important now is the creation of communities around shared values and goals. Every year the Business School of UCU has more than 100 graduates in master's programs and more than 500 graduates of programs of management development. Outstanding knowledge, relevant competencies, trust, readiness for leadership, and responsibility for the achievement of the results which are so necessary in a time of changes in our country – this is what unites our graduates.

LvBS remains an active member of PRME, in order to benefit from the global experience of partner organizations and also to spread more actively principles and ideas of responsible leadership and sustainable development, which are the foundation of all our programs of instruction and personal growth.

A SMALL BUSINESS SCHOOL WITH A BIG IMPACT

The story of the Business School of the Ukrainian Catholic University (LvBS) begins back in 2008. It turned out to be a year of economic crisis, but there was no way to give up the idea. Five people made a brave and risky decision to launch a business school, not in the capital, where all the money of the country was spinning, but in a western city of Ukraine, supporting the regional business community. The founders were inspired to develop and shape the idea: to bring the community of business people within Ukraine together, with a common goal of promoting the “brand” of Ukraine outside the country. This is where the mission of LvBS originates, “putting Ukraine on the business-map of the world.”

It's commonly-known that a country is often judged by certain perceptions and criteria, usually defined by successful global companies. This is the very reason why LvBS is geared towards helping Ukrainian businesses speak and be heard in the global marketplace.

The founders of LvBS, who realized the importance of business education in western Ukraine, first had to choose a university where they could carry out this project. They came up with the idea of cooperating with the Ukrainian Catholic University. It was also crucial that there was transparency in the university's policy. Later there was never a doubt that UCU was exactly the institution that the school had to be a part of.

Currently, UCU is the university attracting the top high school graduates: 55% of UCU's entrants in 2019 were in the top 5% of their high school classes. Due to the variety of academic specialties and programs – from theology and philosophy to public administration and Data Science program – UCU provides its students with an international-class education, applying best practices from the worldwide tradition of Catholic education and from European and US universities.

Ukrainian Catholic University is currently a member of the following international networks and associations: The UN Global Compact (UCU was the first Ukrainian university, who joined the GC and agreed to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption); International Federation of Catholic Universities (The Federation is made up of more than 219 Catholic universities that aim to promote, contribute, and develop Catholic higher education, according to criteria of quality, continuity, and autonomy); European Federation of Catholic Universities (UCU students participate annually in the FUCE program of student exchanges that allow them to study one semester in the member-universities of the Federation).

Since its founding in 2008, the Business School of UCU has developed from a small start-up to a truly successful institution. Five master's programs in three major Ukrainian cities, five intellectual centers, and more than 30 open enrollment programs of Executive Education run every year in various cities. And, very important to us, we often go beyond teaching just business: we educate healthcare managers of state medical institutions; we cooperate with the Ministry of Economic Development on how to support exporters; we teach the faculty of large, old state universities how to be agile and innovative; and we support and teach business from eastern Ukraine, which is partly the region of the Joint Forces Operation Zone (the territory where the conflict between Ukraine and Russian-supported separatists erupted six years ago).

LvBS is making a real impact on the development of our country – as a part of the Ukrainian Catholic University, our dependable and fundamental partner.



350+

master degree programs alumni

2600+

graduates of executive education programs

11 000+

people participated in offline events in 2018-2019



PRINCIPLE 1

PURPOSE

12

PRINCIPLE 2

VALUES

18

PRINCIPLE 3

METHODOLOGY

26

PRINCIPLE 4

RESEARCH

42

PRINCIPLE 5

PARTNERSHIP

46

PRINCIPLE 6

DIALOGUE

54

CONCLUSIONS

60

NEW GOALS

62



PRINCIPLE 1

PURPOSE

We are committed to developing the skills of our students so that they become creators of sustainable value for business and society in general, as well as working for the sake of an inclusive and sustainable global economy.

Sustainability will be integrated more and more actively into the LvBS mission. We realize that a pre-condition for being on the business-map of the world is realizing the goals of sustainable development.

Thanks to implementing principles like responsible consumption, maintaining equality, and defense of the planet, organizations will have the opportunity to reach new markets and audiences, and companies will become more attractive to potential clients and investors. In addition, there is another important consideration: economic growth that does not account for social and ecological consequences leads to a number of crises.

And so the goal of LvBS in the coming years is to do everything possible so that Ukrainian entrepreneurs understand and accept the introduction of SDGs as an investment, not an additional expense.

LvBS has implemented and continues to implement a large amount of activities that help the participants of its educational programs in particular, and Ukrainian business in general, respond to world-business criteria. And this helps students, staff, and faculty more meaningfully work on responsible management education and PRME-related activities, the majority of which lie on the crossroads of various PRME principles.

SUSTAINABILITY

LvBS – UNDP’s national consultant for developing an online course for business on Sustainable Development Goals (2019)

As a national consultant, the Business School of UCU is working on the component for the business sector in an important project, “Online Education for Sustainable Development,” which the UN Development Programme (UNDP) is introducing in Ukraine.

At the start of implementing the project, the LvBS team organized a survey for program participants and also conducted more than 30 in depth interviews with representatives of small and middle-size businesses on Sustainable Development Goals (SDG), and made the following conclusions, which will be incorporated in the development of the online course for business: SMEs awareness of what SDGs are is very limited. Some of them intuitively implement several goals in their companies without knowing the SDG concept. Some entrepreneurs are convinced that integrating SDGs into strategy is very expensive, and large companies have to carry the burden.

Also, in order to involve entrepreneurs in the course, and theme in general, it is critically important not simply to expect the entrepreneurs’ interest but pro-actively to bring the message to them, at industry events for entrepreneurs, at economic forums, and to present the course during company visits.

As part of the project, LvBS and UNDP have organized two open events (a Round Table within the presentation of the project in Lviv, and panel discussion “Business-Government Partnership to Achieve Global Goals” in Kyiv) engaging stakeholders in discussion of the online course’s content. The events were attended by 100 participants from all over Ukraine. And also we’ve held two panel discussions: with LvBS alumni “Sustainable Development Goals: Cost or Investment” and, in collaboration with the Export Promotion Office and Business Ombudsman Deputy, “Business and the State in the 21st Century: Sustainable Development Goals for Partnership.”

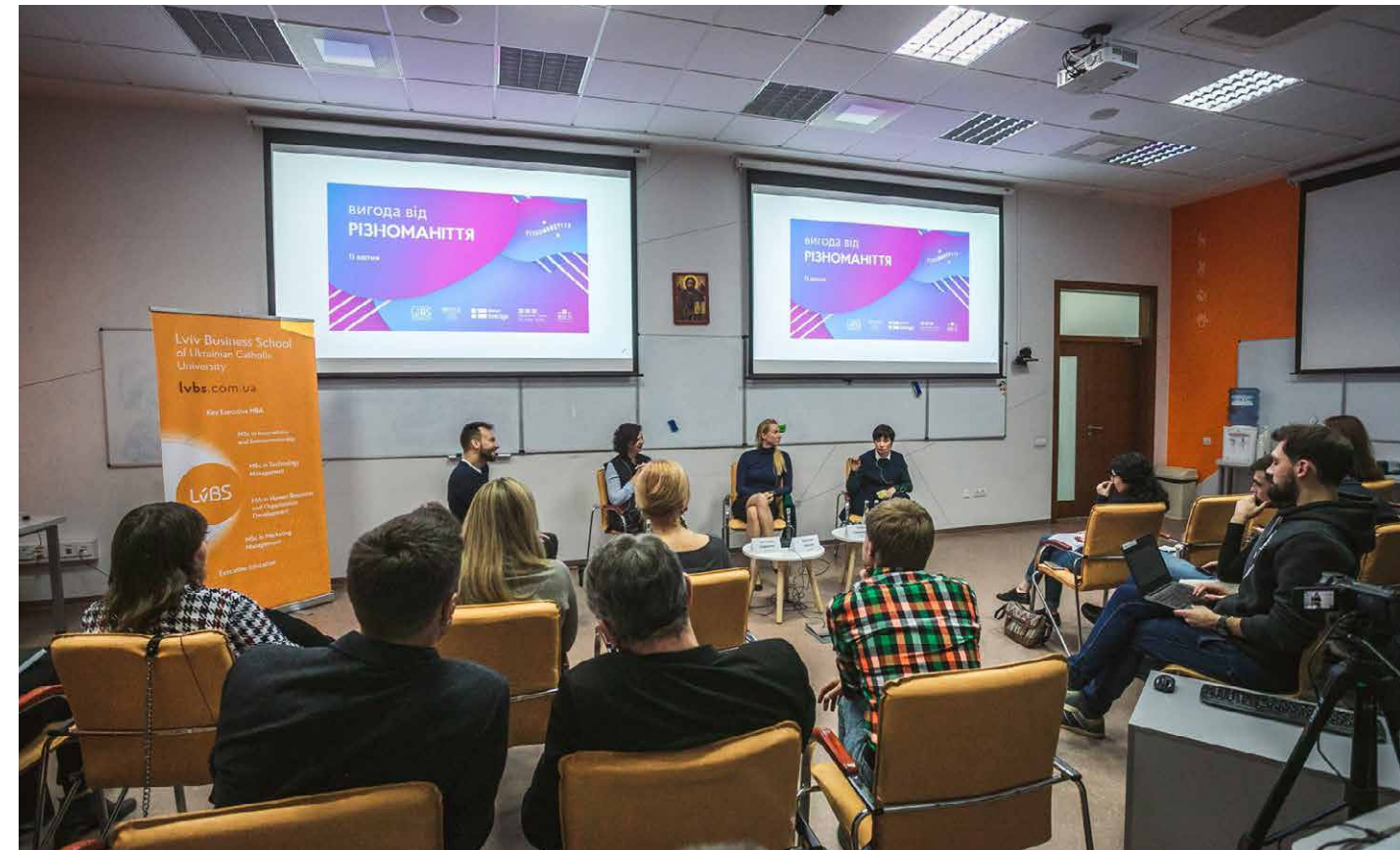
The project “Online education for sustainable development” will raise the general level of involvement of entrepreneurs and facilitate the exchange of useful information and its use in practice. The project will be implemented in spring 2020. LvBS also plans to integrate the online course into the core curriculum for undergraduate and graduate students of the University and the School in the new academic year, fall 2020.

3rd Symposium on Global Sustainability in Rome: A representative of LvBS was an invited speaker (2019)

While participating in the 3rd SGS Symposium on Global Sustainability in Rome, organized by Pázmány Péter Catholic University and the Laudato Si Institute for Process Systems Engineering and Sustainability, the head of the LvBS Center for Ethics and Technology Volodymyr Khitsiak, as one of the speakers, presented the analysis “The Challenges of Studies on Applied Ethics in Catholic Universities on the Example of the Course ‘Ethics of Emerging Technologies’ at UCU.”

He presented conclusions derived from class discussions and student essays. For example, the younger generation’s expectations about innovations and how to involve new methods for better understanding and verifying the ethical risks associated with cutting-edge technologies were analyzed. In this way, LvBS introduced an innovative approach to teach applied ethics for international research and for the educational community.

Laudato Si – is one of the guiding documents for LvBS as part of Catholic University. Currently the Academic team and faculty members are working on collecting a set of cases (international and Ukrainian) through which principles described at Laudato Si will be integrated in the educational process of Masters programs at LvBS.



DIVERSITY

Series of events on the topics of diversity and human rights (2019)

The Business School of UCU in partnership with the Educational Center for Human Rights in Lviv, organized a series of events on the topics of diversity and human rights.

In April, 2019 it was a panel discussion “Benefit from Diversity” on the usefulness of taking into account the interests of various social groups while conducting business. Representatives of Ukrainian companies who already implement these principles in daily activities, in particular faculty and alumni of LvBS, spoke of their experience. The meeting’s participants learned more about how inclusive practices and respect for diversity in corporate policies give the opportunity to improve teams’ effectiveness, increase profits, stimulate internal organizational development, and reach new audiences.

Diversity is one of the school’s values, and so in the educational process the Business School of UCU gives this theme particular significance.

In summer 2019, we organized an event for our team “How Respect for Diversity Changes Companies”. The LvBS team discussed types of variety, the language of hostility, the bounds of discrimination, and business opportunities through equality, inclusivity, and respect for all, and how important it is not to be afraid to be yourself, for this is the best position for any start-up: whether working in a new group or project or launching your own business.





HUMAN RIGHTS

Lecture and discussion “The City of Human Rights and Business: How to Interact?” (2019)

The city of Lviv is preparing to enter the international Human Rights Cities Network, so it's important that Lviv (and Ukrainian, in general) entrepreneurs adopt the experience of other European cities regarding the incorporation of the format of a city of human rights.

When people think about violation of human rights involving business activities, first of all they think of child labor or unsafe work conditions. However, it is advantageous for business to be concerned about human rights not only in the context of labor law. Companies that work online need to adhere to human rights of privacy, laws about data protection, and also web-accessibility for people with disabilities; service businesses must treat people with dignity and with respect for all groups; all businesses are obliged to guarantee safe conditions of work for all workers.


LvBS will continue to initiate discussions on these themes with representatives of Ukrainian business, also involving them in the educational course “Online Education for Sustainable Development,” created by LvBS and UNDP.



Founding Dean of LvBS – winner of CEEMAN Champion Awards-2018: Developing the School for increasing impact (2018)

“Growing companies by growing people” is the motto that guides LvBS, influencing the development of students and alumni. At the same time, we are always working to develop the School, for we can and should increase our impact and help Ukrainian companies grow, remembering the values-based and ethical approach to doing business.

Taking into account all aspects of organizational development, culture, structure, corporate relations, and personnel management, CEEMAN chose Sophia Opatska, Founding Dean of LvBS, as a winner in the category of Institutional Management among representatives of educational institutions in 10 countries. It was acknowledged that during the past decade under her leadership LvBS has developed from a small start-up to a truly successful institution. Today, LvBS is one of the three best business schools in Ukraine.



PRINCIPLE 2 VALUES

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

LvBS provides values-driven education. Responsibility, ethics in business, and solving society's problems are all important points of focus for the foundational values and tasks of the School.

Ukraine is undergoing a period of radical changes. In numerous areas, LvBS is participating in qualitative changes and support of reforms, and it is also working to transform students' worldview and approach to the ethical conduct of business.

In this section we will show how values are discussed and assimilated into the curriculum and culture of our institution, and the channels through which these values are shared with the community.

BUSINESS ETHICS

Sheptytsky Management School – a project for developing a win-win strategy in business ethics (2019)

Research shows that indicators of entrepreneurship in Ukraine are high, compared with the EU almost two times higher (10-20% versus 5-10%). But the low level of security in Ukraine does not allow entrepreneurship to emerge beyond small businesses, because of a lack of trust in the context of delegating. The intellectual products, which we use in the studying process today, have generally been developed for the North American or Western European market, and not adapted for the Ukrainian context.

So LvBS and UCU experts from various fields (business, education, media, church) have combined their efforts to create the Sheptytsky Management School, which will allow successful operation in the environment of low trust in Ukraine today.

Metropolitan Andrey Sheptytsky was a famous Ukrainian religious figure, philanthropist, earl, and bishop of the Ukrainian Greek-Catholic Church from the late 19th to the 20th centuries. Sheptytsky was concerned about the education of Ukrainians. He encouraged all to organize themselves, from which would arise cooperation and self-financing. Sheptytsky appealed for Ukrainians not to hate and destroy someone else's, but to develop their own, which corresponds to the positive-sum ("win-win") principle.

The goal of the Sheptytsky Management School is to define Sheptytsky's management model and convey it in the most comprehensible way possible to various levels of the population who have management skills. As a final product, the Sheptytsky Management School will have many forms: articles; a book; an educational course for schools, universities, and business schools; methodological literature; etc. (See more in the "Dialogue" section.)

Meetings on the theme of ethics in business (2018-2019)

We are popularizing the principles of responsible leadership and business in radically different formats for our students – not only separate courses and discussions but also inspiring meetings with moral leaders, entrepreneurs who show through their reputation and actions that responsible and fair business is not just realistic, but it also brings much benefit.

For Ukrainian business, questions of the ethical conduct of business, win-win strategies, respect and love as a key element in modern business are important, because business is, above all, about relations among people.

LvBS conducted a series of inspiring discussions for students and alumni. One of the participants was UCU President and UGCC Metropolitan Archbishop of Philadelphia Borys Gudziak:

"We need to understand how to live, work, create, and develop projects in such a way that this works for the common good. But for this we need to love our fellow employees and to have a heart full of joy in their development. That environment is poor which builds its economy on predatory principles: when one absolutely wins, the other absolutely loses."

Business ethics courses in the master's programs (2019)

An obligatory element of study at LvBS is taking courses on the ethical aspects of conducting business and personnel management.

Through their studies, participants of the programs discuss: ethical challenges in hired labor; the influence of introducing and spreading technology and also related ethical challenges; an “ethical board” and how the spread of technology can influence relations between worker and employer; the goals of sustainable development as a mark of the strategic understanding of managers and business owners and the readiness to transform a company in the direction of sustainable development; and the meaning of business, the historical context and mental particularities of Ukrainians.



CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility for HR directors and managers (2018-2019)

The MA in Human Resources & Organization Development Program is based on the map of competencies of the Chartered Institute of Personnel Development. As we know, HR has an important role to play in building and maintaining ethical cultures within organizations where corporate responsibility is recognized by all. For instance, HR might encourage decision-makers to review the ethical dimensions of business decisions. Additionally, HR professionals build HR management systems that support ethical behavior through appropriate reward and performance management processes.

With the goal of strengthening the role of HR in the implementation of Corporate Social Responsibility (CSR) in Ukrainian companies, in March 2019 Gregory Muth, professor at the Columbia School of Professional Studies, held a meeting on how to integrate CSR into the values of a company and the behavior of workers.

In December 2019, LvBS held an open event that considered examples of socially responsible companies which are constantly seeking ways to eliminate their negative influence on the environment and strive to make a contribution to the country's development.

In May 2020, a course is planned on CSR with a focus on themes including internal and external communications, the employer's brands, and the role of HR in corporate responsibility.

ETHICS AND TECHNOLOGIES

Course “The Ethics of Technologies” for UCU students (2019)

The course, developed by the LvBS Center for Ethics and Technology, helps familiarize students of the Ukrainian Catholic University with the main challenges of technology development and acquire skills in scenario modeling and management of innovations. The participants, second-year students in UCU's Ethics-Politics-Economics program, are future leaders who will face the need to make important decisions. With a high likelihood, many of these decisions will be related to new technologies. Therefore, the UCU Faculty of Social Science decided to include study of the ethical aspects of emerging technologies for academic credit.

The course “The Ethics of Technologies” was launched in the 2019 spring semester and will be repeated in coming academic years. Through the course, bachelor's students improved their knowledge of the basic concepts of technologies, including artificial intelligence, blockchain, and information technologies. To provide a practical view, students had meetings with guest lecturers from companies which develop and apply emerging technologies in their businesses.



Deloitte, and the State University of New York. The main objective of the project is to work with international partners to develop a study program for leaders and managers who can implement the reform process in their own organizations.

Thanks to the conduct of this program, the area of medical management plans to introduce systematic educational courses for medical managers of state, communal, and private medical enterprises of Ukraine. The program, created in 2019, was launched in February 2020 and is attended by healthcare executives from all over Ukraine.

In perspective for the medical management program of LvBS and the agency Be-It Health and Social Impact for 2020 are corporate programs, consulting programs, cooperation with international organizations for effectively conducting national reform of healthcare, and development of specializations for medical managers in master's programs in business and public administration.

Supporting the leaders of today's healthcare system in Ukraine is the most important task of the medical management program in 2020.

130

healthcare managers,
graduates of the program

890 000+

people who receive healthcare services in the facilities
managed by LvBS graduates

GROWING CHANGE AGENTS

LvBS supports healthcare reform in Ukraine (2019)

The implementation of healthcare reform in Ukraine requires significant changes in thinking and perception. This transformational change requires leadership skills that are not widespread or well-established in Ukraine. Many healthcare providers have also been given new functions and responsibilities regarding these reforms. For this reason, the management part of reform should focus on education and personal skill development.

In 2019, LvBS and the agency Be-It Health and Social Impact opened a separate area of study in medical management. As part of the program, the first educational session was held for 130 healthcare managers. The project was conducted within the support of World Bank and the Swiss Agency of Development and Cooperation.

Thanks to the "Leaders for Health" program, heads of medical institutions, chief doctors, directors of medical establishments, heads of departments and boards of healthcare from the regions were able to study. The main themes included medical ethics, leadership for change, communication, and global health, etc. Representatives of the Ministry of Health and the National Health Service of Ukraine were involved in the program.

After the successful conduct of the "Leaders for Health" program and in consideration of the great demand for education in such a format from employees in state medical institutions, the first stage of the study program "Management of a Medical Enterprise" started. This is a joint project of LvBS, USAID (US Agency for International Development),

Supporting Ukrainian exporters: An educational program for civil servants (2019)

Always keeping in mind our mission "Ukraine on the world business-map," the The Business School of UCU conducted the program "Export: The International Trade Team of Ukraine Works for Business," with the participation of representatives of the Ministry of Economic Development and Trade of Ukraine, Ministry of Finance of Ukraine, Ministry of Agrarian Policy and Food of Ukraine, State Fiscal Service of Ukraine, The Secretariat of the Cabinet of Ministers of Ukraine, and employees of the State Agency for Promotion of Ukraine's Export Promotion Office.

The participants had not only educational courses but also more than 20 meetings with Ukrainian companies, developers of Ukraine's export strategy, and members of clusters and policy-makers in four Ukrainian cities (Lviv, Kyiv, Kharkiv, and Mykolayiv). The meetings helped to understand the main obstacles and fears which entrepreneurs face when entering foreign markets.

In addition, program participants had an international visit to Germany, where they met with employees of the Ministry of Economy and Energy of Germany, learned about the export strategy of Germany, and also discussed the priority areas of work and possible prospects for increasing Ukrainian exports to Germany.

Every presentation had a final product – creating cluster, a platform where entrepreneurs can have the opportunity to cooperate. The project from the Export Promotion Office team on the European Strategy for Internationalization of the Ukrainian Railways will be implemented, including participation in the biggest exhibition of the machine industry, Hannover Messe 2020.

SOCIAL IMPACT

LvBS Alumni Awards: Acknowledging the best leaders in social impact (2018- 2019)

Traditionally, every year the Business School of UCU honors students and graduates who demonstrate notable impact in business, education, and the civic sector.

The LvBS Alumni Awards Ceremony each year is held as part of Alumni Leadership Day. By way of vote, graduates and the LvBS Supervisory Board honor the best in three categories: The Business Breakthrough (an outstanding breakthrough in business or development of the industry as a whole); The Inspirator (influencing society, development of the community and social responsibility); and The Supporter (contribution to the develop of UCU/LvBS).

In this way, in addition to the development of the alumni community, the School actively supports the initiatives and achievements of its graduates.



Socially important projects of LvBS graduates: latest cases (2019)

WoodLuck

The WoodLuck workshop is the business of one of our short-program graduates. It was founded as a social business, so the social component is part of its DNA. WoodLuck produces high-quality wooden and metal loft and modern furniture.

From its very beginning, the workshop has employed men who have undergone alcohol and drug rehabilitation at centers in Lviv, as well as men who have returned from the Joint Forces Operation Zone.

In addition, WoodLuck provides financial support for the Good Neighbor social program, which is aimed at helping families who, for various reasons, find themselves in difficult life circumstances.

The values of the workshop are: co-creation; readiness to take responsibility; co-helping; and a belief in personality.



Gwara Media

Serhii Prokopenko is an alumnus of LvBS's MSc in Innovations and Entrepreneurship Program, an entrepreneur and founder of the Kharkiv media institution Gwara Media. He has published audio guides and books in Braille, organized an eco-hackathon, a VR marathon, events about new sources for saving energy, and workshops with a creative enterprise, and he isn't planning to stop. Prokopenko thinks that his acquaintanceship with UCU and LvBS was a turning point in his activities.

"The few days of modular studies at LvBS always changed me: the business school has a fantastic atmosphere, interesting students, all with their own ideas and enthusiastically working on projects. The end of our studies was an operating business project, our own startup."

The summation of Prokopenko's studies is the launching of Gwara Media, a media institution whose mission is to modernize social and cultural projects. Together with partners, the organization organizes lectures and workshops on themes of social, technological, and creative enterprise.



#AccessibleFilms

Viktoria Luchka, an alumna of MSc in Innovations and Entrepreneurship Program founded and is developing in Ukraine the initiative "Accessible films", thanks to which people with limited sight and hearing can watch films. Because of this project, Luchka was nominated for the award Top30Under30 by the "Kyiv Post," a ranking of young Ukrainians who are changing Ukraine.

"For me, this honor is a sign that our team is moving in the right direction, and it's time for accessible film in Ukraine," explained Luchka. "And this is not only about individual films with soundtracks and adapted subtitles, but about systemic changes in Ukraine's film industry. Film-makers, distributors, and theaters are aware that, by making their products and services accessible to blind and deaf people, they are not only fostering inclusivity in Ukrainian culture but are attracting an entirely new audience for themselves."

LvBS was, in fact, the first institution to believe in this idea. The School gave a critique and valuable guidance, I was supported and believed in, and things moved forward. Now I feel that I'm changing the market of accessible film in Ukraine."



PRINCIPLE 3

METHODOLOGY

We are committed to creating an educational framework, materials, processes, and environments which contribute to effective academic experience aimed at developing responsible leaders.

LvBS has five master's programs accredited by the Ministry of Education of Ukraine: Key Executive MBA, MSc in Technology Management, MA in Human Resources and Organization Development, MSc in Innovations and Entrepreneurship, and MSc in Marketing Management. Some of them are unique, not found at other universities in the country.

Up to 30 open enrollment programs of Executive Education run every year in different cities. And the following programs also operate: Community LvBS, Alumni Association, LvBS Club, and Investment Club LvBS.

See detailed description in appendix.

A unique characteristic of the Business School of UCU is its five intellectual centers: Center for Leadership of UCU, Center for Entrepreneurship of UCU, LvBS Family Business Center, LvBS Business Design Center, and LvBS Center for Ethics and Technology.

The aim of establishing and operating these visionary centers is to generate new knowledge and expertise in areas relevant to the Ukrainian business environment. Currently, the centers carry out research work following methodologies developed in cooperation with our partners. And they also run awareness-raising campaigns complying with the school's values, as well as implementing academic programs following their own developed methodologies, involving the best Ukrainian and world experts.

CENTER FOR LEADERSHIP OF UCU

The Center for Leadership of UCU is a joint project of the Ukrainian Catholic University, the Business School of UCU, UCU Institute of Leadership and Management, and UCU Management School, realized thanks to partnership and collaboration with the Ivey Business School (Canada).

The Center for Leadership of UCU aims at breakthroughs in the development of methodology and instruments of teaching leadership courses: development of case studies on leadership is planned as part of the activities of the center, as well as research on the phenomenon of leadership in the business sphere, state management, military, and non-revenue sectors.

In its activities, while performing research and developing the training program, the Center for Leadership of UCU relies upon the concept "Leadership based on character" developed by researchers from the Ivey Business School.

Spreading the case method in Ukraine (2018-2019)

The Center for Leadership of UCU together with LvBS published a collection Book of Reforms. The collection contains 12 teaching cases, each of which holistically describes a concrete instance of the process of the transformations which happened in Ukraine after the Revolution of Dignity (2013-2014). Thanks to the printed publication, cases written by researchers of leading Ukrainian and international universities are more accessible, since they are distributed among Ukrainian educators at no cost.

More than 20 authors and researchers from UCU, the Center on Democracy, Development and the Rule of Law (Stanford University), and the Ian O. Ihnatowycz Institute for Leadership (University of Western Ontario) worked on the collection.

LvBS and the Center for Leadership of UCU conducted a series of presentations of the book. Each presentation promoted the case method in Ukraine. Educators from all over the country were convinced of the importance of this educational approach, and they also received access to an online platform with teaching notes. From now on, together with cases of leading world universities, we will also be able to use Ukrainian ones.

The collection is useful for teachers and specialists in the field of education who want diversity and improvement in the teaching process, and also for students and participants of educational programs of various specializations. The "Dialogue" section has more about Book of Reforms and a list of cases included in the collection.

The Ivey Business School is using teaching cases developed in cooperation with the Center for Leadership of UCU (2019)

The case Transparency International Ukraine (TIU), written by Canadian specialists Lindsay Birbrager and Lucas Monzani and the CEO of the Center for Leadership of UCU, Andrew Rozhdestvensky, was included in the collection of cases of Canada's influential Ivey Business School. (In 2019, Rozhdestvensky became a member of the board of TIU. See "Principle Partnership.") Now students of the Ivey Business School study on the basis of a case that illustrates a management situation which happened at the Ukrainian branch of Transparency International.

The case describes processes of organizational changes at TIU, obstacles that the new administration faced, and models of leadership behavior.

Working with this instructional material, students will be able to understand particularities of leadership in a volatile, uncertain, complex, and ambiguous (VUCA) environment and explain how leaders can use principles of organizational design to manage changes in the context of complicated organizations.

Research on military leadership in Ukraine (2017-2019)

The mission of the Center for Leadership of UCU is to develop a new generation of socially responsible leaders who are oriented to society's development. One of the center's target groups is Ukraine's military.

facing the ongoing war in eastern Ukraine, the massive changes taking place in the Ukrainian army and affecting a large number of current military and veterans, the Center has identified as a priority its research on military leadership, developing recommendations for the Ministry of Defense of Ukraine and the international academic community, and also implementing educational programs for the Ukrainian military.

In 2017-2019, the Center for Leadership of UCU conducted research on military leadership in Ukraine, see Principle Research.

Educational program "Management and Leadership in a Military Unit" (2019)

The goal of this program for officers at a tactical level is to provide the participants with effective instruments for managing their direct subordinates. The program was executed in cooperation with partners from the "Return Alive" charitable foundation. The target audience is officers at the lower command level: commanders of companies, batteries, and separate units of brigades. The instruction is in the format of three days of training at the brigade's permanent location in groups of 30.

Throughout 2019, seven educational programs were conducted in various units of Land, Airborne Assault, and Special Forces (approximately 190 officers).

The Center for Leadership of UCU is continuing this project and plans to conduct similar educational programs for all fighting units of the armed forces by the end of 2020.

Program "Good Leaders for Good Governance" (2018-2019)

The joint program of the Center for Leadership of UCU, LvBS, and the UCU School of Management "Good Leaders for Good Governance" aimed at changing the paradigm of leadership in Ukraine by means of joint training of representatives of various political parties. The program focused on the topics of ethical leadership, prevention of manifestations of negative aspects of leadership, teamwork, and establishing inter-party relationships.



The program assembled the members of political councils of parties, deputies and heads of local branches, and party functionaries holding leading positions. Four graduates of the program have been elected national deputies in Ukraine's Parliament.

An educational program for change agents by Harvard University Professor Dean Williams (2019)

The goal of the educational program "Leading in a Fractured World" is complex investigation of the phenomenon of leadership in the conditions of the 21st century. Participants in the project tried to discover how to be a true leader and change agent in business, politics, and the non-profit sector in today's dynamic, globalized, and changing world.

Chosen to participate in the program were 30 employees from directorates and ministries, leaders and owners of companies, and leaders of non-government organizations and analytical centers. The educational program helped the participants understand how to remain real leaders in the conditions of transformation which Ukraine is undergoing today, and in conditions of global economic and political instability.

The lecturer, Dean Williams, is professionally involved with research on the theme of leadership and was a consultant for business and the governments of the USA, India, Australia, Japan, and other countries. For five years, he was chief counselor to the president of Madagascar, managing one of the largest innovative reforms in Africa.

10

start-ups continue to work on product improvements and scaling and attracting customers

3

startups were selected to international accelerators

2

startups attracted a pre-seed investment round

50%

of the startups are registered as entrepreneurs

2550+

participants in events in five regions of Ukraine

50

alumni startups

CENTER FOR ENTREPRENEURSHIP OF UCU

The Center for Entrepreneurship of UCU is a startup accelerator and educational platform for students and young entrepreneurs in Ukraine. The mission of the Center for Entrepreneurship of UCU is to provide the university and business school with professional, high-quality educational programs and to form a network with world expertise and international contacts, developing, teaching, and uniting participants of startup ecosystems with entrepreneurs of Ukraine.

Active Social Entrepreneurship in Ukraine: An acceleration program for social entrepreneurs (2019-2020)

Active Social Entrepreneurship in Ukraine is a project implemented by the Center for Entrepreneurship of UCU in partnership with ChildFund Deutschland e.V. with the financial support of the Ministry of Foreign Affairs of the Federal Republic of Germany.

This accelerator for social entrepreneurs teaches participants how to launch a successful project and also achieve an educational goal: each team of participants is linked with one Ukrainian school, which they will visit throughout 2020 with workshops on entrepreneurship. In this way, LvBS and the Center for Entrepreneurship of UCU are working on raising the level of awareness of Ukrainian school students about the theme of entrepreneurship and launching startups.

The Center for Entrepreneurship of UCU plans to continue work on forming a startup environment in Ukraine thanks to meetups and educational programs and trips abroad which help them to adopt the experience of startup ecosystems of other countries. New Venture Competition, Traction Camp, Entrepreneur-in-Residence, and also the development and launch of an educational program with an enterprise for the training of school students is planned for 2020-2021.



LvBS BUSINESS DESIGN CENTER

The LvBS Business Design Center is a project created to research and analyze the world's best business models, which can be applied by Ukrainian companies that feel the need to change their own business model.

The Center was created in co-authorship with Adrian Slywotzky, a world-class consultant, member of the Supervisory Board and LvBS faculty, who has twice made it to the list of world business thinkers, Thinkers 50.

The Principle of Asymmetrical Competition (2018-2019)

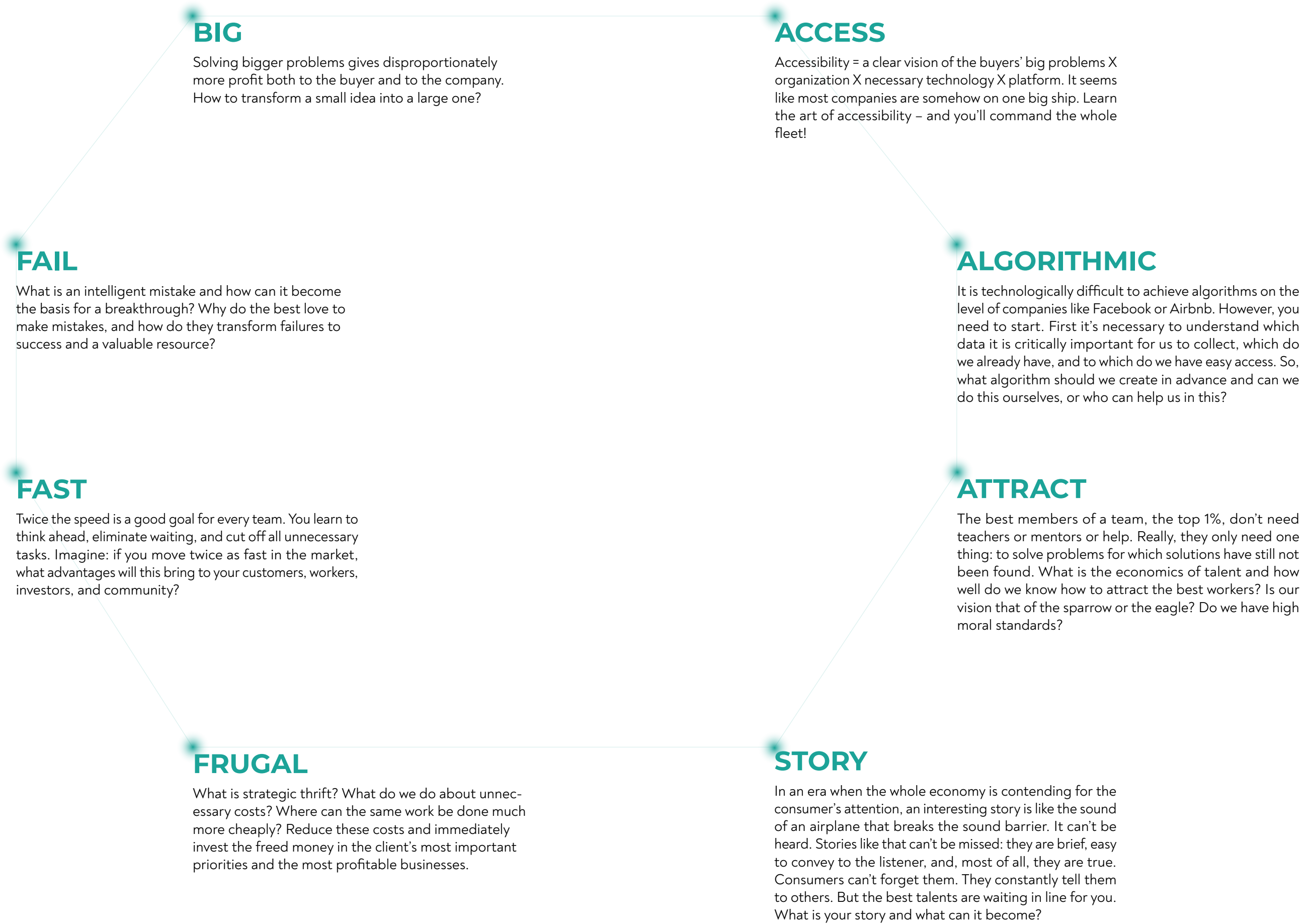
Throughout 2020, LvBS will work on Adrian Slywotzky's original online course "David Wins: Discipline of the Asymmetric Competition," which will be launched in spring 2020.

Both the online course and the recently-published book David Wins: Discipline of the Asymmetric Competition (see Principle Dialogue) describe the phenomenon of asymmetric competition in the business world, the victory of small, ambitious teams over notable giants in their industries.

The model of asymmetric competition is composed of eight key leverage points. The essence of the idea is the possibility for start-ups to compete with established giants of the market and defeat them. Asymmetric competition is about the chances of small players to win in an unequal fight. David, who was small and unarmed, managed to conquer the giant Goliath, armed with spear and shield. One stone, successfully hurled, could change the course of a duel that, at first glance, was certainly lost.

This approach tracks the business models of the companies of such well-known leaders as Steve Jobs, Jeff Bezos, Elon Musk, and others. The secret of eight key leverage points: scale, mistakes, speed, thrift, accessibility, algorithm, magnetism, and narrative.

ASYMMETRIC COMPETITION MODEL



Studying models of asymmetric competition gives an opportunity to analyze a company's existing strategy and understand the strengths which will allow you to find a new way to beat the competition in a world context.

Hackathon “How Can UCU Be Digitalized?” (2018)

According to A. Slywotzky, the Ukrainian Catholic University is one of Ukraine's most promising start-ups. The university is systematically implementing innovations in its activities. So, before developing an online course, the LvBS Business Design Center initiated the organization of a hackathon “How Can UCU Be Digitalized?” Ten teams of students, teachers, and staff of UCU took part. Together they looked for solutions on how to make the processes of entrance, instruction, and work more convenient and efficient.

The team of the Faculty of Applied Sciences won the hackathon with the idea of creating a Help Desk system to provide prompt answers by considering typical procedural questions for UCU staff. Some of the other technological solutions proposed during the hackathon are already being used in daily work, and some projects are in the process of being introduced.



LvBS FAMILY BUSINESS CENTER

The LvBS Family Business Center was created in 2012 to respond to questions of effective management of family businesses and preparing for succession in family companies in Ukraine. The Center monitors world tendencies and offers relevant, local solutions for Ukrainian business.

In 2019, the LvBS Family Business Center conducted the first research project on family business in Ukraine. (*See Principle Research.*)

Supporting the development of family businesses in Ukraine, throughout 2018 and 2019 the Center organized many lectures, workshops, and presentations. One of the largest events was the International Conference “Family Business: Responsibility across Generations.” (*See Partnership*)

Education for potential participants in boards of directors of family companies (2019)

According to the results of the survey on family businesses, boards of directors are not popular among Ukrainian family companies. One common cause is the stereotype that boards of directors are a priority exclusively for large corporations.

We, nevertheless, are convinced that effective, independent oversight positively influences the development of companies. And so the LvBS Family Business Center conducted training for potential participants in boards of directors, to further help family companies create active instruments and introduce more effective practices.

A Swiss expert in the development of family businesses, Heinrich Christen, formerly a partner at Ernst & Young and a member of advisory and supervisory boards of many companies, shared his experience on the key advantages to creating supervisory boards for the development of family businesses, the individual roles of each of the members of a board of directors, and also interaction between owners and company managers.

In addition, the Family Business Center supports the activities of LvBS partners. In particular, it works together with the association Family Business Network Ukraine (FBN Ukraine), which is a chapter of FBN International. In 2020, joint educational events will be conducted, and in December 2019 Sophia Opatska, Founding Dean of LvBS, was on the jury of the competition Family Business Awards Ukraine-2019. (*See in Principle Partnership.*)

LvBS CENTER FOR ETHICS AND TECHNOLOGIES

Center for Ethics and Technology was initiated by LvBS to study the impact of technology on society and people and popularize the ethical aspects of technological development. The project is aimed at setting up a platform for communication between technology business, society, scientific and research institutions.

“New Technologies, Social Media, and the Future of Democracy” Summer School (2018)

The UCU Philosophy Summer School combined technological knowledge, business experience, and philosophical discussions. 30 participants and 11 lecturers took part in Summer School 2018 “New Technologies, Social Media, and the Future of Democracy,” organized by the LvBS Center for Ethics and Technology together with the UCU Philosophy Department and with the support of the Konrad Adenauer Foundation and the Ukrainian Catholic University. The participants had 13 lectures, 2 seminars, and 2 workshops.

The main feature of the School was combining versatile expertise. Participants and lecturers, who represented a dozen Ukrainian universities and research institutions, discussed the impact of technologies on social life, education, and politics. At the end of the classes, all of them participated in a summary Oxford-style debate, discussing the topics “Will Ukraine become a member of the ‘oecumene’ – community of developed countries?” and “Technology and Democracy: Assistance or Danger?”

Manual “What NGOs Should Know to Protect Themselves in the Information Sphere” (2018)

The project was conducted with the support of the British Embassy in Ukraine as part of the project “Development for the Future: An Integrated Approach to Strengthening Civil Society in Donbas” implemented by the Ukraine NGO Forum.

In this manual prepared by experts of the LvBS Center for Ethics and Technology and the UCU School of Law, the authors focused on access to public information and cybersecurity issues that are critical to the activities of Ukrainian and international NGOs in the context of the conflict in eastern Ukraine. The experts of the LvBS Center for Ethics and Technology developed the section “Information and Cybersecurity.” The manual was published by the Ukraine NGO Forum (Association of NGOs) for free sharing among the NGOs. After publishing the manual, the experts provided training for NGO leaders (a total of 25 NGO representatives) who, in turn, became the information security trainer for their organizations.

Part of the Course “Ethical aspects in Human Resource management” (2019)

Within the LvBS Center for Ethics and Technology there was created the course for MA in Human Resource Management and Organization Development that covers issues of business ethics in HR management.

The course aims to analyze the ethical aspects of Digital Transformation (using AI, blockchain, VR/AR, big data, etc.) and Sustainable Development Goals. The implementation of the SDG is already an evidence of the strategic thinking of managers and business owners, and in the near future it will become a sort of a pass into the business “major league”. The students learn why SDG implementation is a promising investment and what is the role of an HR specialist in transforming a company towards sustainable development.

PUBLIC DISCUSSIONS AND OTHER EVENTS

Open lecture “Privacy vs. Safety” (2018)

Open lecture of Stephen Russo, Member of Advisory Board of Center, Global Director for Cognitive City Solution at IBM. He has analyzed the following issues: are we ready to give up privacy for safety? Are new technologies capable of securing the privacy of private data?



How do technologies of immersion change us? (2019)

Panel discussion on the state and prospects of gaming, virtual and augmented reality technologies, their impact on humans and the economy.

Panel discussion: How the technology impact on Ukrainian politics? (2018)

It was a discussion about the role of emerging technologies in Ukrainian politics. The participants, who represented business, government and think tanks, discussed whether the politicians would exploit the cutting-edge technology in the election and other political processes.





Leadership school for managers of Lviv colleges and universities (2018-2019)

LvBS offered the educational program “University Management Leadership School” for directors and faculty of other universities in Lviv. The project’s research question: How to develop a marketing strategy for the country’s largest universities and effectively manage international projects? The program was initiated by Taras Kytsmey, head of the Advisory Council of Ivano Franko National University of Lviv, Senator of the Ukrainian Catholic University, and co-founder and member of the Board of Directors of SoftServe, Inc.

The thematic focuses of the six educational modules of the program were: the university as a system, leadership in a period of changes; strategic thinking and marketing; project management, building educational programs; finances for an educational institution; managing people and team work; and effective communication aiming at results.

The course culminated in realistic projects which the program’s participants could implement in their institutions, using knowledge, business instruments, and strategy acquired during their studies at LvBS.

Training for Trainers: investing in the development of the faculty (2019)

Regardless of ongoing and sometimes fairly radical changes in formats and approaches to acquiring knowledge and the educational process, the lecturer still remains one of the most important elements of the educational system. Despite the teacher’s changing role – from the single bearer of knowledge, as it once was, to a facilitator or mentor, as it is today – it is difficult to deny the importance of the person who teaches.

And so, in 2019 the program “Training for Trainers” was implemented. The program’s goal was to create possibilities to develop the necessary competencies of an academic today and support an appropriate level of teaching mastery for members of the teaching staff of LvBS and UCU. Participation in the program was free of charge.

As part of the educational modules, the participants had the opportunity to improve their mastery of public speaking and also more deeply immerse themselves in the particularities of student-centered teaching, differences between teaching and learning in a business school, and characteristics of writing cases and teaching by the case method.



“Business as a Military Strategy” – a unique program for Ukrainian businessmen and their families (2018-2019)

For the fourth year in a row, LvBS has had a tradition of teaching business strategy through the experience of the fateful decisions of famous military leaders. A feature of the program is that it is conducted directly at sites of military activities. LvBS was the first business school in Ukraine to offer this kind of teaching of management theory.

Through two days of study of the experiences of the battle of Berestechko (2018) and the siege of Zbarazh (2019), the participants tried to find something common among the ancient Chinese, military Ukrainian Cossacks, and business strategies, and also to use experience of wars to develop their own matters.

According to Sergii Lesniak, LvBS faculty, co-founder of the program and director of RR Commodities in Shanghai, businessmen in the Far East very often benefit from military strategies: “Through such analogies, it is possible to take very much of use to business. We should study Ukrainian military and historical experience and use the main lessons for strategic planning in our companies and projects.”

The Mentoring Program for Alumni LvBS (2018-2019)

In 2018, LvBS launched an annual program “Effective Mentoring through the Prism of Emotional Intelligence.” Through the nine-month project, the program’s participants – owners and top-managers of businesses who are alumni of any of the master’s programs of LvBS – not only study with but have access to a professional mentor for individual work.

As a result, the participants receive an understanding of instruments and skills of mentoring. Practical experience is acquired during work with current participants of LvBS master’s programs. Gaining such knowledge and experience, LvBS alumni can be mentors for anyone: helping friends, colleagues, and subordinates on their professional path.



Alumni as LvBS faculty (2018-2019)

The alumni of master's programs develop their own training courses and teach them at LvBS. They had a unique opportunity to share the knowledge and expertise they gained at LvBS and their companies. The combination of theoretical knowledge and practical experience helps them become valuable lecturers and reinforces the efficiency of the Business School of UCU.

For LvBS, this is an opportunity to work with teachers who understand the School's values and goals. One of the faculty, Ihor Blystiv, shared his impressions: "I am very grateful to the School. Once I studied at the Key Executive MBA program, and this was perhaps one of the best things that happened to me in many years. I feel great respect for the School, its team and faculty, and so my teaching is a way to give back part of what the School once 'invested' in me. I'm grateful for the opportunity and proud that I can now share my knowledge and experience with LvBS students."

Expert Community of LvBS

Each year, LvBS invites its alumni to be experts at interviews with candidates for studies and presentations of participants' projects, as well as at conferences and other events organized by LvBS or our partners.

International study tours of LvBS – exchange of experience and practical knowledge (2018-2019)

An inseparable part of studying at business schools is international study tours and visits to foreign companies. LvBS priority organises visits to socially-responsible companies: those which care about ecology, have an effective and influential CSR policy, and create not only capital for themselves but added value for the community and society.

For example, in 2019 participants of the Key Executive MBA Program visited Emery Silfurtun Inc in Canada, which prepares cardboard packing with the main mission of replacing plastics. A year earlier, in China our students saw the operations of Shenzhen Energy Environment, a high-tech company involved in projects of waste incineration, using leading ecological technologies.

LvBS will continue to focus on getting acquainted with such companies on international educational tours, to acquaint Ukrainian entrepreneurs with leading ideas and inspire them to introduce innovations into their companies.

Choosing new members for the LvBS Alumni Council (2019)

The LvBS Alumni Council is a volunteer structure whose main mission is to encourage the development of the community of LvBS graduates and cooperate with the LvBS team to implement projects that are important for the development of the community and for society in general. In addition, this spreads knowledge of UCU and supports the university's initiatives.

The Alumni Council began operating in 2017, and in March 2019 the graduates chose new members, including representatives of four master's programs of LvBS.

"World history knows examples of alumni who influence the policies of countries. These institutions are over 100 years old, but they started like us today. The main thing is not to lose contact and remember that each generation of graduates of LvBS programs are a new, unique story. And also, this is the next brick in a strong foundation on which the community of the like-minded LvBS alumni stands," said a member of the Council, Key Executive MBA alumnus Yuriy Samets.

Among the community's projects are social projects with UCU, like "Mentoring an UCU Student" and "Job Search 2.0." (See *Principle Partnership*).

\$145 000

donated by alumni LvBS for UCU



PRINCIPLE 4 RESEARCH

We commit to do conceptual and empirical research to improve our understanding of the role, dynamics and influence of corporations on the development of sustainable social, environmental and economic value.

According to LvBS's vision, the School has as its goal to be a center of excellence that produces highly-qualified intellectual content on themes of responsible management, leadership, etc.

Researching military leadership in Ukraine by Center for Leadership of UCU (2017-2019)

As part of research on the character of leadership in Ukraine's military, a model of leadership developed by Canada's Ivey Business School was analyzed, and a correspondence was also determined among three virtues of military leaders (accountability, humility, collaboration) and their social and psychological welfare.

Participating in the research were representatives of the Armed Forces of Ukraine and volunteer battalions, which allowed an opportunity to note differences in the structure of characters of representatives of these two organizations.

The research went on for two years, the methodology was "leadership based on character." The second stage of the research confirmed and refined the earlier results, which allowed discussion of the high level of reliability of our conclusions.

The research revealed that the leadership virtues of military leaders developed approximately at the level of virtues of leaders in the civilian sector. But there was an exception in two indicators – humility and humanity – which developed in military leaders at a critically lower level.

The results of the research give us more understanding of aspects which should receive particular attention in the development of educational programs for the Ukrainian military. We are convinced of the need to accent attention on the development of ethical leadership, awareness of an integrated and value-oriented personality, and also the development of emotional intelligence in the military.

Research "Culture of Character in Organizations in Ukraine" (2018-2020)

A large-scale research project on the character of leadership in Ukraine started in 2018 and ended in 2020. The research was based on the methodology of Leadership Character Insight Assessment, and the subjects were more than 50 representatives of top-managers in the government and private companies. This project was done in conjunction with the Center for Leadership of UCU and the I. O. Ihnatowycz Institute for Leadership, Richard Ivey Business School, University of Western Ontario.

As a result of the research, the Center for Leadership of UCU expects to receive a maximally precise portrait of a leader in Ukraine, which is composed of self-assessment and the assessments of subordinates and leaders, which will allow the development of more effective educational programs and a better understanding of algorithms for developing leadership in the country, in general.

Ukraine's first Family Business Survey (2019)

Family businesses are the backbone of most economies in the world, but they need analysis, support and training. The LvBS Family Business Center, together with the Fama Sociological Agency, conducted a survey on the particularities of the functioning of family businesses in Ukraine.

Among the graduates of the Key Executive MBA Program of the Business School of UCU, 55 % are owners or heirs to family businesses: "For many years, we have noticed the growth of family companies, where special attention is given to the values of trust, responsibility, and long-term planning, which these companies spread to their own teams and environments," stated the CEO of the Center Roksolyana Voronovska in a public presentation on the survey results.

Owners of family businesses (small and medium-sized) operating in Ukraine (Lviv, Ivano-Frankivsk, Kyiv) took part in the survey for the study "Family Business in Ukraine: Features of Starting, Running, and Succession to the Next Generations."

Conclusions: family business and responsibility. During in-depth interviews, we were able to determine interesting details about the values of family businesses and key benefits of running a family business compared to other types of ownership structures.

Most respondents referred to trust as a key asset in a family business. Among the important features of a family business is also the priority of values and strategic goals over material and financial factors (the opportunity to earn here and now).

TRUST AS A KEY ASSET IN A FAMILY BUSINESS

PRIORITY OF VALUES AND STRATEGIC GOALS OVER MATERIAL AND FINANCIAL FACTORS

It is obvious that the factor of responsibility is always present in family companies: responsibility for common goals, for the values of the company, which are preserved for generations; responsibility to the heirs, as well as to the society within which the company operates and develops. Most family-owned companies, in one way or another, join or initiate social projects themselves, invest in NGOs, and regularly make charitable contributions to various initiatives.

RESPONSIBILITY: INITIATING SOCIAL PROJECTS

The survey "Family Business in Ukraine: Features of Starting, Running, and Succession to the Next Generations" was conducted with assistance from the German government as part of the project "Improving Framework Conditions for Trade in Ukraine," undertaken by the German federal company Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.



Design thinking for the LvBS Team by conducting a survey of alumni and students (2019)

How can a business achieve maximum impact with the help of business education? The LvBS team sought an answer to this question during a corporate educational marathon "Design Thinking," with LvBS faculty, Stanford University graduate Oleksandr Akymenko.

Gaining new knowledge, and also an understanding of the development of new ideas and use of methods of design thinking, the LvBS team conducted 70 deep interviews with graduates and participants of the School's master's programs.

At the basis of the interviews were main themes in which the business school can be more useful and influential: how companies determine the mission, vision, and corporate values of the company; how, with the help of digitalization processes and a system of leadership virtues one can make the choice of educational programs simpler; etc.

As a result of collective study, a number of valuable conclusions were made as to improving the School's work and the thematic on which it still needs to work more – in particular, regarding the introduction of digital decisions that correspond to the demands of the times and the state of development of innovative approaches.

PRINCIPLE 5

PARTNERSHIP

We are committed to interacting with managers of business corporations in order to enhance our knowledge of the challenges they face as part of their social and environmental responsibility, as well as to jointly studying effective approaches to overcome those challenges.

Partnership and a “win-win” approach is a foundation of any successful initiative, project, or business. It is no accident that this principle is one of the SDGs, goal N°17 “Partnership for the goals,” one of the keys to solving problems in economic, ecological, or social spheres.

Partnership has been a relevant theme for LvBS from the moment of the School’s founding: the school was founded on the basis of, and jointly with the Ukrainian Catholic University; the founders of the School are entrepreneurs and in each of the academic councils of the master’s programs there are representatives of business.

Building effective partnerships and gathering people around common goals and values are central tasks of LvBS. The majority of LvBS’s projects were created and implemented, above all, thanks to cooperation with businesses and partner organizations.

Membership in international organizations – sharing values and principles

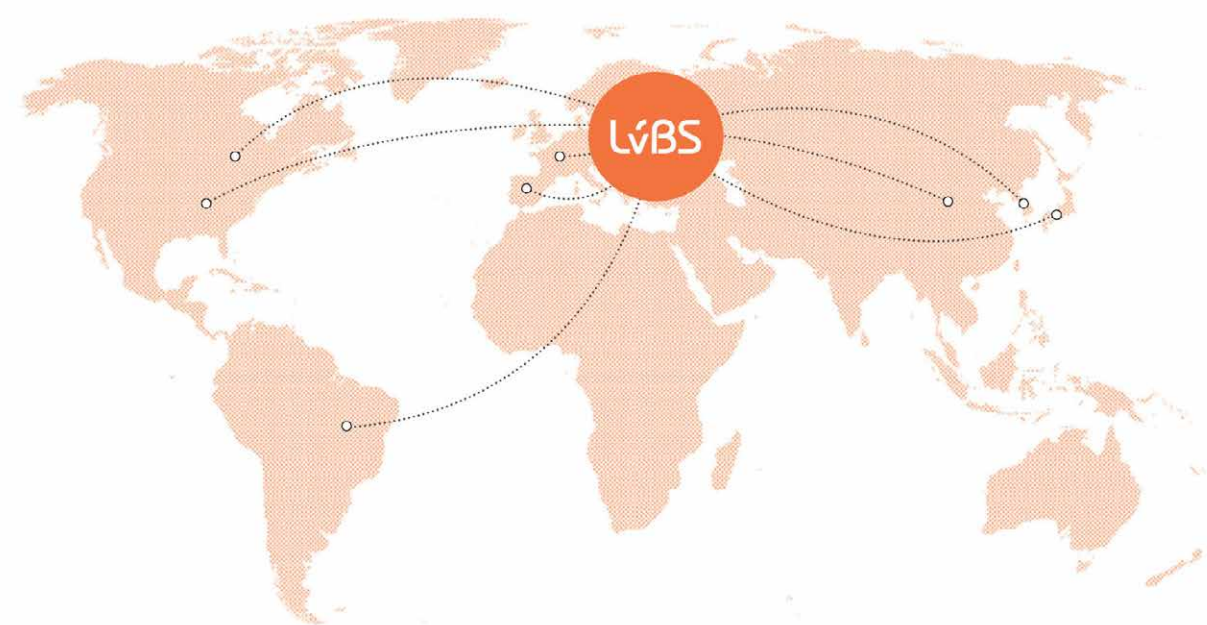
Because there is a crucial need for responsible management in business organizations, LvBS is committed to implementing the Principles for Responsible Management Education, focusing on curriculum innovation and faculty development. This is the real challenge – how to take the major topics of PRME across the curriculum, keeping them from being isolated and disconnected from each other. Our partnership with PRME encourages us to promote an institution-wide commitment to ethics, social responsibility, sustainability, and civic engagement, engaging all the internal and external stakeholders.

An important component of this commitment is international accreditation and the presence of the institution in international ratings. In particular, LvBS has the international accreditation CEEMAN IQA (Central and East European Management Development Association).

Participation in leading international organizations and the many years of partnerships of the Business School of UCU allows participants and graduates of the School to take part in international educational events, to jointly implement entrepreneurial projects, and to take advantage of the benefits of an international network.

LvBS is a member of the following international organizations:

As part of partnerships, we implement the principles and bases of those initiatives and provide detailed reporting and cooperation.



ACC

CEEMAN



NUCC

PRME
Principles for Responsible
Management Education



BMDA

Partnership with the Ukrainian Catholic University

The creation and development of LvBS became possible thanks to partnership with the Ukrainian Catholic University. A special feature of LvBS’s organizational format is that the business school plays the role of a social business for the university – part of the school’s income goes to the university’s general budget.

In addition, LvBS is a division of the Faculty of Social Sciences of UCU. And so, in our activities we clearly follow the academic requirements and operate according to the general policies and share the common vision of the educational process and development of the faculty, and of the university in general.

SERVICE LEARNING

UCU is the first university in Ukraine which is implementing the educational approach Service Learning (2018-2019)

Education today is significantly more than simply transferring knowledge. It is, above all, the impact which the educational institution has on the community and the country, in general.

There is a great demand for stronger relations between university and community and, consequently, for a specific educational approach, directed at forming academic knowledge, practical skills, and a responsible attitude through solving problems in the community and jointly with the community. This approach is known as “Service Learning.” UCU officially became the first university in Ukraine to join the world’s Service Learning community and, as part of its new “UCU Strategy-2025: A University That Serves,” is starting to introduce this format of education.

An LvBS representative is part of the Service Learning working group on the implementation of this educational format at the university and the business school .

In 2020, a pilot Service Learning project will be implemented, as will mapping projects, which were earlier executed at UCU and have features of this approach. The immediate objectives are to involve business, improve interdisciplinary relations among UCU’s various faculties, and form a Service Learning-environment in Ukraine and Eastern Europe.



MENTORING AND SUPPORTING THE YOUNGER GENERATION

Internships for UCU students at companies of LvBS alumni (2017-2019)

Starting in 2017, LvBS alumni regularly take part in the project of the UCU Department of Student Careers “Mentoring a Student.” In fall 2019, a new season of the project was launched for students from the 2nd to 6th years of educational programs.

Now 17 graduates of LvBS programs are mentors for UCU students. One of them, Roman Savchenko, a graduate of the first class of the MSc in Technology Management Program, shared his impressions: “For me, this is a way not simply to share knowledge but to be sure that I have been helpful to a person or, in a certain way, changed his or her life. In addition, this is another opportunity to return to LvBS and pay back a certain debt to this educational institution. UCU and LvBS have a strong community: there are interested people here who are ready to invest in the most talented Ukrainian students.”

Job Search 2.0 (2019)

Every year, LvBS and UCU execute a joint project for students, Job Search 2.0. This is a five-module course during which representatives of the LvBS community share with students knowledge and skills that will help them find work.

At certain events, LvBS alumni explain how to correctly prepare a CV, what is the best algorithm for finding a first job, how to write motivational letters, what are the basic pre-requisites for a successful interview, etc. The general goal of the project is to acquaint potential UCU graduates with the real context of the market.



**“ONLY BY CHANGING
EDUCATION CAN WE
CHANGE THE WORLD”**

Pope Francis

Partnership with impact investment project Promprylad.Renovation (2018-2019)

Promprylad.Renovation was envisioned as an innovation center on the premises of what was once a giant sophisticated manufacturing facility in the center of the city of Ivano-Frankivsk. Its mission is to establish and sustain an urban ecosystem to promote societal transformations by fostering collaboration between Promprylad.Renovation's residents and the broader community around it.

The cooperation of the Business School of UCU with Promprylad.Renovation is a bright example of bringing to life LvBS's mission and strategy. The School became a partner in the project in 2018. Throughout the year, a number of public lectures, discussions, and educational programs were organized for entrepreneurs of Ivano-Frankivsk city and region.

LvBS is actively participating in forming the local business community that is assembling around Promprylad. We are sure that, in the strategic perspective, the development of the community will have a positive influence on the city's innovative ecosystem, and the region's economic potential in general.

The next step is to organize large-scale affiliate projects with Promprylad and joint work on planning the project's horizons.



Expert support of international organizations (2019)

In June 2019, the CEO of the Center for Leadership of UCU, Andrew Rozhdestvensky, became a member of the board of a leading anticorruption organization, Transparency International Ukraine.

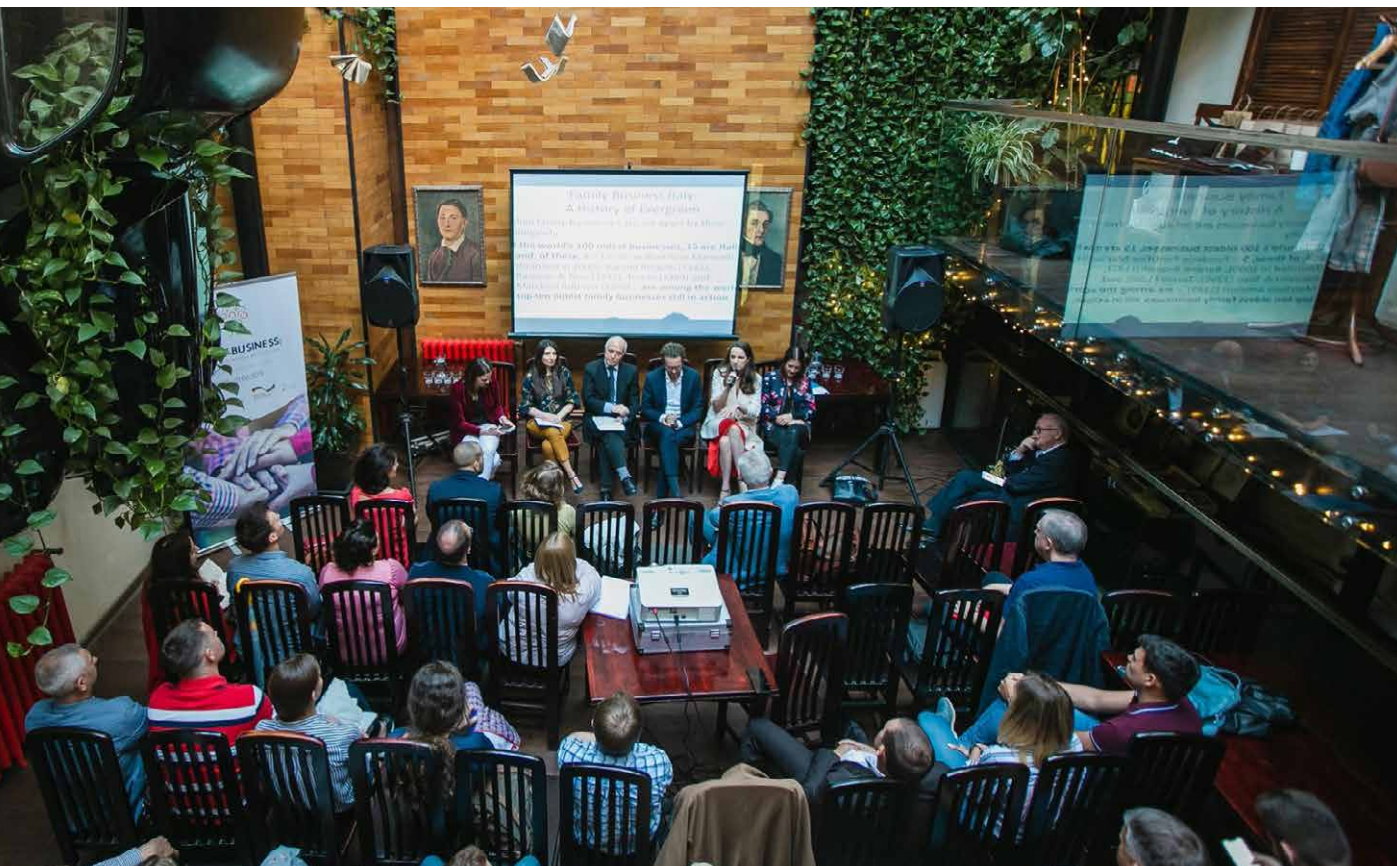
The board of TI Ukraine is the ruling structure of the organization, which monitors and confirms the organization's direction of activity, the annual budget and work plan, and approves program documents.

Cooperation with this international organization will encourage the implementation of ideas of ethical leadership in various components of the government's anticorruption policy.

Partnership with Family Business Network Ukraine (2019)

The founding dean and head of the Supervisory Board of LvBS, Sophia Opatska, as a jury took part in awarding Ukraine's best family companies in Family Business Awards Ukraine 2019. The competition was initiated by Family Business Network Ukraine, the Association of Owners of Family Companies of Ukraine (FBN Ukraine), and LvBS, as the only Ukrainian business school that conducts educational programs for family businesses, supported this event as a partner.

FBN Ukraine is a chapter of FBN International, which ensures access to knowledge and interaction with recognized leaders in family businesses in the world. As for Family Business Awards Ukraine-2019, according to world trends in family business, an important criteria for selection were the responsibility and social impact of family companies, which was introduced in particular in the nomination "For social contribution to the development of society."



International Conference “Family Business: Responsibility across Generations” (2019)

In Ukraine, 80% of small businesses are family businesses. As world experience shows, these companies are successful, strong, and reliable for partnerships. What is the long-term perspective for family businesses? What is better: management from the outside or from a circle of relatives? What are the main challenges for family corporate governance and what is the responsibility of such a business across the generations and for society? These and other topics were discussed at the International Conference “Family Business: Responsibility across Generations” in Lviv, on June, 2019.

The conference was organized by LvBS in partnership with the German government as part of the project “Improving the Framework for Trade in Ukraine.”

Participants of the conference had a unique opportunity to attend lectures and hold discussions with experts from France (EDHEC Family Business Center), Switzerland, Germany (Mittelstand Enterprises, Center for Family Business and Entrepreneurship Mannheim, and Hamburg Centre for Family Business), and Italy, with experts who have been working with successful European and American family companies for many years.



Eastern partnership programs (2019)

The ultimate goal of the project was to coach Ukraine Confidence Building Initiative (UCBI) business partners to apply for micro investments, raising their knowledge and competences.

In order to achieve these goals, LvBS has implemented a four-module training program for representatives of small and medium-sized businesses from the Donetsk and Luhansk regions (part of the Joint Forces Operation Zone). Participants had in-class lectures and workshops, site visits, and open discussions. The program included the following courses: financial management, marketing, personal efficiency, HR management strategy, team building, site visits to successful companies, communication: external and internal, trust, negotiations, partnership, dialoguing; cooperation (business-business, business-public, business-state), major aspects of company management, and strategic planning.

Also LvBS had conducted a two-week intensive for young start-ups: a unique acceleration program designed for the needs of the target audience. Participants had 13 courses. In total, we engaged 25 of LvBS’s best experts to teach and mentor within the program. As a result, we received 18 projects from participants of the program for SME and 21 business projects from the participants of the accelerator.

PRINCIPLE 6

DIALOGUE

We commit to promote and maintain a dialogue and debate between educators, students, business, authorities, consumers, mass media, civil society organizations and other stakeholder groups and persons on important issues related to global social responsibility and sustainability.

One of the prerequisites for achieving goals in today's world is the ability to build a dialogue. We are convinced that it is dialogue, not simply providing information, that is the foundation of productive interaction and effective results in the work of any organization. Quality dialogue helps build community. It also mobilizes all interested stakeholders. This minimizes the likelihood of conflict situations and always leads to a search for "win-win" decisions.

At LvBS, we build dialogue with partners through public events and by conducting joint research, creating intellectual products, collaborating with government institutions and civic organizations, etc.



"I AM VERY HAPPY THAT UKRAINIAN ACADEMICS AND REFORMERS HAVE TAKEN UP THE CHALLENGE OF WRITING THEIR OWN CASES AND ADOPTING THEM AS TOOLS FOR FUTURE LEARNING"

Francis Fukuyama, director of the Center on Democracy, Development and the Rule of Law (CDDRL) at Stanford University

Publishing of a collection of teaching cases *Book of Reforms* (2019)

The Center for Leadership of UCU together with the Business School of UCU published the collection *Book of Reforms*, which contains 12 teaching cases, each describing a concrete instance of the process of transformations which happened in Ukraine after the Revolution of Dignity (2013–2014). These cases describe management decisions made in different areas and institutions in Ukraine such as: the police patrol, public broadcasting, state-owned enterprises, anticorruption initiatives, health care system, etc.

More than 20 authors and editors were involved with work on the collection, including from: the Ukrainian Catholic University; the Center on Democracy, Development and the Rule of Law (Stanford University) and the Ian O. Ihnatowycz Institute for Leadership (Richard Ivey Business School, University of Western Ontario).

LvBS and the Center for Leadership of UCU organized four presentation events in 2019 and more to come in 2020.

Publishing of the book *David Wins* by Adrian Slywotzky (2019)

The book *David Wins: Discipline of the Asymmetric Competition* was the author's first work written in Ukrainian language and so, above all, its goal is to support Ukrainian companies in the world competition. The work reveals in detail the principles of asymmetric competition with examples of global companies and demonstrates how small companies and start-ups can win in large markets and defeat corporations.

A. Slywotzky is convinced that, to succeed, it's not worth worrying about mistakes but to make them quickly; he writes about this in the chapter "Fail." For, the more quickly we make a mistake, the more chances we have to move forward in the right direction.

This is particularly important for the Ukrainian (and Eastern European) reader, because in the post-Soviet space fear of mistakes, fear of risk and experiments, has been "genetically" preserved. It is now fairly difficult for Ukrainians to accept the principle "failure is ok," and so everyone needs to learn to take risks in global competition for great achievements.

Another valuable aspect of the book is that each module contains practical assignments and the author's recommendations. Thanks to this, each reader has the opportunity in his or her team to work on their own challenges, to find answers to the most relevant questions, and to assess the most important benefits.

Above all, the book *David Wins: Discipline of the Asymmetric Competition* is interesting and relevant for all Ukrainian companies and teams which want to think and act globally.



Publishing the book and releasing the audiobook about Andrey Sheptytsky and the "win-win" strategy, financed by graduates of LvBS (2019)

The book *Metropolitan Andrey Sheptytsky and the Principles of 'Positive Sum'* comprises a substantial analysis of the intellectual heritage of Metropolitan Andrey Sheptytsky through the prism of four aspects: theological background, economic relations, national sphere, and interfaith and interreligious areas.

The author, famous civil activist and Vice-Rector of the Ukrainian Catholic University Myroslav Marynovych, undertakes a valuable analysis that helps apply the doctrine of Sheptytsky, who focused much on shaping "win-win" thinking and applying it to geopolitics and current affairs in Ukraine, Europe, the USA, and the whole world.

It is worth noting that the costs of publishing and the audio recording were financially supported by LvBS alumni, who also became promoters of the not yet very popular "win-win" approach in Ukraine.





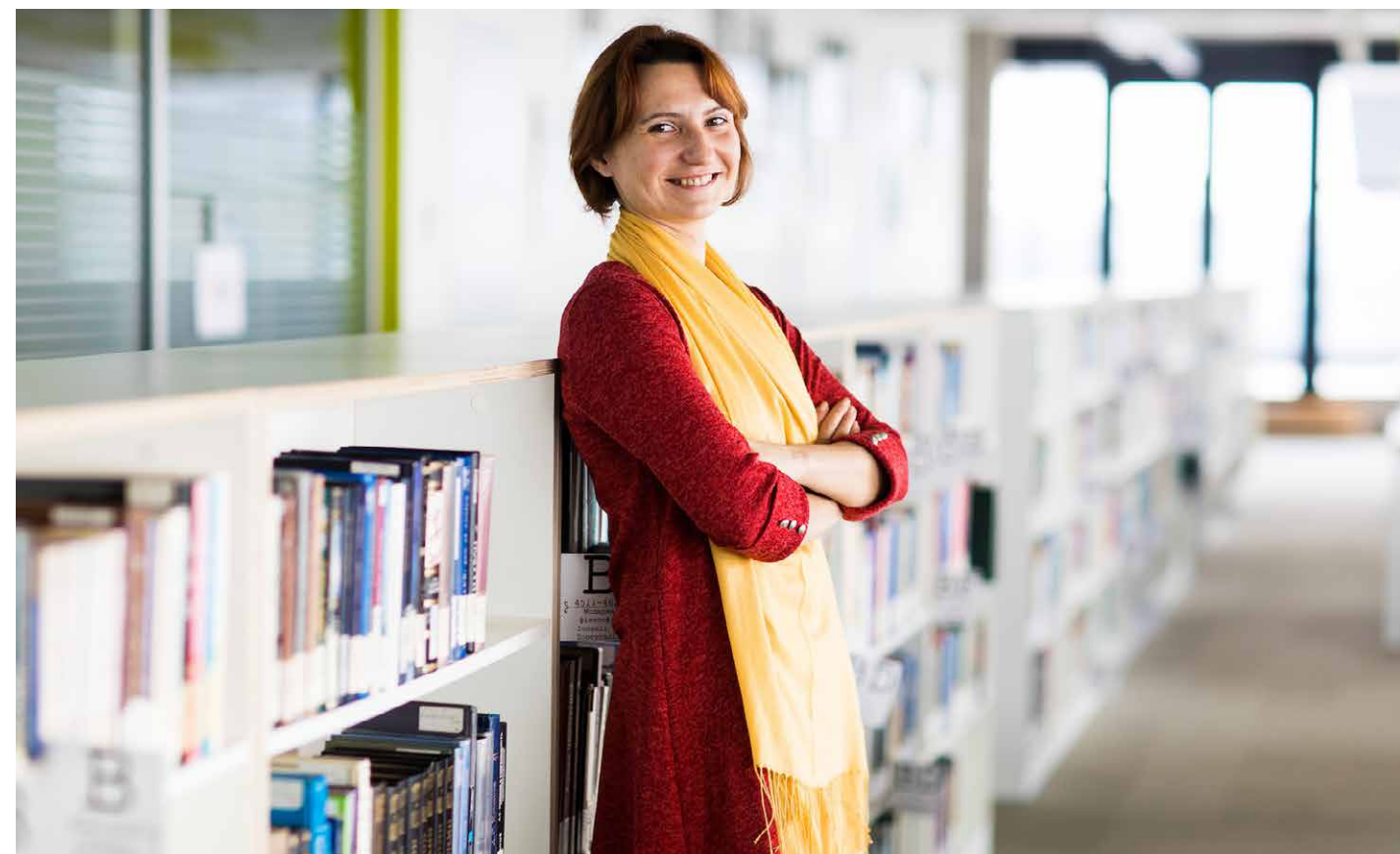
LvBS Founding Dean at Ukraine House Davos (2019)

Large international events are effective and valuable platforms for LvBS to convey key messages and spread its values.

In recent years, LvBS Founding Dean Sophia Opatska has participated in Ukraine House Davos within the World Economic Forum in Davos (Switzerland). In 2019 she took part in the panel discussion «Character in Leadership.»

In Opatska's opinion, when defining a leader today, it is important, above all, to pay attention to basic values: *“Leadership in today's world of quick changes is also changing quickly. Every day has hundreds of large and small tasks: to motivate, inspire, take risks, and make decisions. Tension grows, fatigue accumulates. It eventually turns out that these competencies are not enough to cope with all the challenges and preserve integrity. And here character comes into play – your basic values, the qualities and virtues that keep you afloat and also enable effective cooperation with others.”*

It is important to note that the Business School of UCU was the only Ukrainian educational institution whose representatives took part in the main program of Ukraine House Davos.



Partnership with the media: Impact stories (2018-2019)

In collaboration with the online media project The Ukrainians (whose founder is an LvBS alumnus), we conducted a project aimed at raising the topic of business development in the eastern part of the country. The heroes of the media project were participants of the program “Instruments of Effective Management” for entrepreneurs of the Donetsk and Luhansk regions, implemented as part of the project “Strengthening Civic Trust” (UCBI II), which is financed by the US Agency for International Development (USAID).

For LvBS, these programs gave a very important and valuable experience – we may say that all the participants were extremely motivated to grow, develop, and scale their businesses.

CONCLUSIONS

The Business School of UCU and the Ukrainian Catholic University have a reputation as educational institutions that not only provide knowledge and skills but are places where certain social impact and social change is created. From the moment of entrance exams, students join the community with a broader purpose, and later they create it together with us.

We have a lot of challenges, most likely significantly more than at other European business schools. But we will never deviate from our path – Ukraine on the world business-map, combining this path with the Sustainable Development Goals.

Our approach is values-driven education. We are aware that, by continuing to implement this principle for many decades, we must be concerned about a sustainable future, by teaching our students to change themselves and their environment.

LvBS works at the crossroads of theology, innovation, and business. We teach students to work in synergy, because we believe that only in collaboration can we influence global processes and solve global problems.

The small university and small business school will continue to make a big impact on Ukraine. And membership in PRME and the network of PRME communities only strengthens our conviction in this great idea. Always keeping in mind PRME Agenda 2030, there is a clear understanding that we can influence our students and help create a more sustainable future for us all.



NEW GOALS

1. IMPLEMENTING THE PRINCIPLES OF SDG IN EDUCATIONAL PROGRAMS.

We will work so that each faculty is aware of the need and sees how to align the goals of sustainable development with his/her course.

2. ESTABLISHING RESPONSIBILITY-RELATED LEARNING GOALS.

We will stimulate student-entrepreneurs to consider maximally the potential consequences of their management decisions on the environment, analyzing factors of influence in their diploma and research projects.

3. SPREADING THE CULTURE AND INSTRUMENTS OF A SUSTAINABLE APPROACH.

We will raise awareness and give entrepreneurs instruments for building and developing their businesses thanks to a sustainable approach and partnerships.

4. BEING A ROLE MODEL FOR OTHER UKRAINIAN EDUCATIONAL INSTITUTIONS.

As a professional team, as a community of entrepreneurs, and as an educational institution, we will become more sustainable and an example of the effective introduction of SDG in daily activities.

APPENDIX

LvBS has five master's programs, accredited by the Ministry of Education of Ukraine. Some of them are unique and some exist in no other universities in the country:

Key Executive MBA – This is a program for business owners and managers who make strategic decisions about the company's future. (This is a program in strategic management, called to form in its participants skills, knowledge, and competencies at a level which will allow effective management of a whole company as a system.)

MSc in Technology Management – A program unique in Eastern Europe, for senior-level leaders of technology companies. (This program was developed for owners and top managers of technology companies who want to develop a visionary approach to doing business, polish management and leadership skills, and spread the vision of the strategic development of technology in today's fast-moving environment.)

MA in Human Resources and Organization Development – The only master's program in Ukraine at an international level in personnel management and organizational development. (This is a comprehensive program for those who have experience in personnel management and want to attain a new level of personal and professional development. Participants in the program are HR specialists who want to structure their own experience, acquire HR and business expertise at an international level, and develop the professional competencies of the future.)

MSc in Innovations and Entrepreneurship – For ambitious people ready to create and launch their own business projects. The result of study at the program is the creation of a new business project, "from nothing," or the introduction of innovative approaches in the activities of a company or enterprise which already exists.

MSc in Marketing Management – A modern European master's program in marketing for those with bachelor's degrees who want to implement extraordinary projects and build their career. It is also for beginners in marketing interested in systemic knowledge. The program combines the best practices of world business and the marketing experience of Ukrainian and international companies.

EXECUTIVE EDUCATION PROGRAMS

The Business School of UCU has many programs in management development and corporate programs to raise the expertise of managers and owners of companies. International experience and Ukrainian practical cases are at the basis of the program.

ASSOCIATIONS AND CLUBS

Alumni Association

Among the main values of LvBS is the development of personalities. This development continues even after participants complete their programs of study. In order to better understand the needs of graduates, to involve them more in the life of the School and support a high level of cooperation, the LvBS Alumni Association was created. It is a community of people united by trust.

LvBS Community

The LvBS Community is an innovative, intelligent platform for business development and continuous personal development for company representatives.

Throughout the year, the LvBS Community conducts more than 12 events in the format of conferences, thematic meetings, master classes, cafe-seminars, and working on teaching cases.

LvBS Club

The Business School of UCU unites graduates of the programs "Effective Small Business Management" and "Management for Leaders" – more than 450 entrepreneurs and managers – in the LvBS Club. The club's activities include regular meetings on themes relevant for business in various formats, and also access to closed events of LvBS and other special offerings.

REPORT TEAM



Sophia Opatska,
Founding Dean and
Chairman of the
Supervisory Board LvBS



Svitlana Kyrylchuk,
PR & Partnership
Manager LvBS



Roksolyana Voronovska,
CEO LvBS Consulting



Lyudmyla Kryzhanovska,
Head of Development
Projects Department
LvBS



Yaryna Stepanyuk,
Manager Center for
Leadership of UCU



Olena Kryzhanovska,
International Projects
Manager LvBS



Volodymyr Khitsyak,
CEO LvBS Center
for Ethics and Technology



Oksana Matiykiv,
Event & PR Manager
Center for Entrepre-
neurship of UCU



Ihor Zastavnyi,
Head of Medical
Management
Department LvBS



Krystyna Dolna,
Academic Director
of LvBS



Solomia Savruk,
Manager LvBS Business
Design Center



Kateryna Kukhtyak,
MA in HR and Orga-
nization Development
and HRM in Business
Program Manager



Taras Ishchyk,
Brand Manager LvBS



CONTACTS

Kozelnytska Office

Ukraine, Lviv, 79026

Kozelnytska 2a str., office 312

Business School of UCU (LvBS)

+38 0983-50-35

Sakharova Office

Ukraine, Lviv, 79026

Sakharova 35 str., office 6101

Business School of UCU (LvBS)

+38 (067) 675 66 08

+38 (067) 673 18 76