



**Ural Federal  
University**

named after the first President  
of Russia B.N.Yeltsin

**Graduate School  
of Economics  
and Management**

# **GSEM INTERNATIONAL DIGEST**

## **October 2017-March 2018**

### WORLD FESTIVAL OF YOUTH AND STUDENTS 2017

*GSEM UrFU organised a part of the festival regional programme in Ekaterinburg*

On October 16, more than 200 students from 75 countries came to UrFU for a regional programme of the World Festival of Youth and Students. The students took part in the educational programme prepared by GSEM faculty, visiting professors and corporate partners.

**Bruno Sergi**, an Associate of Harvard University's Davis Center for Russian and Eurasian Studies, prominent researcher in the field of emerging markets economics, gave a lecture on Global Trends of International Economy and Sustainable Growth for the festival participants, which sparked a lively discussion with the students.

**Zhanna Belyaeva**, Head of the International Economics and Business programme at GSEM, and **Maxim Matsiborko**, Managing Partner of Ekaterinburg office, Regional Development Leader in PwC Russia, conducted a master class for the participants.

In the form of a business game, the students learnt how to present themselves on the global labour market and get a position in an international company.

*«World-class research confirm that demand for soft skills is growing in today's world of digital technologies. Ability to make decisions in a volatile business environment is an important competitive advantage of a human being over artificial intelligence. However, good-quality analytical education is necessary for a graduate. Today our graduates are trying to present themselves in the best way on the labour market considering quite difficult external conditions,» — said **Zhanna Belyaeva**. She also noted that the participants would require these skills for right positioning of their country on the global labour market.*

*«The students asked very important questions, and the room was bursting with energy. It is surprising that during the business game the majority of the participants showed that they are ready for changes and demonstrated the most in-demand competencies according to the PwC SARATOGA research results», — noted **Maxim Matsiborko**.*

The visit also included a cultural programme. The festival participants joined UrFU students to celebrate Ural Federal University on its 97th birthday. The celebration took place on the university square. The students participated in a round dance of friendship and a flash mob; they formed a flower – a symbol of the World Festival of Youth and Students.



### *World Festival main venue in Sochi*

In Sochi UrFU and Systema Charitable Foundation held a series of events in the framework of the track The Future of Science and Global Education.

The participants from all over the world found out how to be a sought-after graduate, what business priorities in the digital age are and how to avoid fatal errors of start-ups. The speakers included the start-up manager **Juan Carlos Reyes**, the president of the Massachusetts Association of Hispanic Attorneys **Alexander Rodriguez**, Navarra University Representative for Russia **Magdalena Gaete**, Deputy General Director for Human Resources at CROC **Polina Khabarova**, Head for Recruitment of Staff at PwC **Elena Kabanova**, and other prominent experts from academia and business.

The participants showed great interest in the panel discussion «University-Graduate-Business: How to

Build a Constructive Interaction» chaired by UrFU Rector **Victor Koksharov**. Discussion panel members exchanged opinions on key trends that shape the labour market in Russia and abroad, how technological transformations influence our life, how the demands for graduates change, and what new forms of interaction between universities and employers are appearing today.



#### **Magdalena Gaete, Navarra University Representative for Russia:**

*«Young people today, millennials, challenge the existing employment system. They are professional wanderers, always striving for change, they feel comfortable this way. Millennials are becoming stronger in cooperation. Their flexibility, quality of work and social responsibility should make universities, as well as employers change the strategies and think whether they are doing their duty to this generation»*



## ANNUAL INTERNATIONAL CONFERENCE «RUSSIAN REGIONS IN THE FOCUS OF CHANGE»

On November 16 – 18 the XII International Conference «Russian Regions in the Focus of Change» was held in Ekaterinburg. The team of co-organisers included GSEM, UrFU and Analytical Centre Expert.

In 2017, the key topic was: «How to Provide Noticeable Economic Growth?».

The conference brought together more than 500 participants from all over the world.

The list of keynote speakers included:

— **Marek Dabrowski**, prominent Polish economist, co-author of the late 80's economic reforms in Poland, Professor, Non-Resident Scholar at Bruegel (Brussels European and Global Economic Laboratory), Belgium, Co-Founder and Fellow at CASE (Center for Social and Economic Research), Poland

— **Evgeny Yasin**, Academic Supervisor at the National Research University Higher School of Economics, Former Minister of Economic Development of the Russian Federation

— **Andrei Klepach**, Deputy Chairman (Chief Economist) – Member of the Board at Vnesheconombank

— **Yuri Simachev**, Director for Economic Policy at the National Research University Higher School of Economics

— **Leonid Limonov**, Director General of IC SER «Leontief Centre»  
And others.

The programme was comprised of business and academic days and included plenary sessions and round table discussions in the Sverdlovsk Region Governor's Residence, research workshops with participation of high-level international scholars, more than 20 thematic sessions, youth research forum, open lectures and master classes of visiting experts.



### **Victor Koksharov, UrFU Rector:**

*«Successful decisions are always local, but comprehensive analysis of specific regions' success factors allows to summarise these decisions, scale them up and eventually give a new development trajectory for the whole country»*



### **Natalia Zubarevich, Regional Program Director of the Independent Institute for Social Policy; professor at the Faculty of Geography, Moscow State University:**

*«The role of regional policy is becoming inconsiderable, apart from big projects like Summit in Vladivostok, the Olympics, and the Crimea Bridge. However, these projects have a horribly low return. They are not about development, but about geopolitical priorities»*

## BLOCKCHAIN SCHOOL FOR DEVELOPERS

In October 2017, the educational project Blockchain School started in Ekaterinburg. It is organised by UrFU Graduate School of Economics and Management, Ural Blockchain Association with the support of BlockchainHack and Boris Yeltsin Presidential Center.

The programme participants got acquainted with the architecture of blockchain platforms such as Ethereum, Bitcoin, GOLOS, and developed their own projects based on them.

This is the first educational project of this kind in the Urals and the largest in the country. During the first month of the school's work, about 200 students attended the training. The training is free of charge. The most authoritative school speakers are:

— **Nikita Zhavoronkov**, the founder of the project Blockchain

— **Maxim Averin**, the leading programmer of smart contracts of the Zerion project;

— **Mikhail Komarov**, developer of the GOLOS, and others.

The project is implemented at Boris Yeltsin Presidential Center and UrFU.

**Anton Ryabin**, President of Ural Blockchain Association, noted that demand for developers who know the basics of blockchain technology exceeds the supply by ten times. Having completed this

school, developers will have raised their market value as they will understand how to integrate blockchain in a specific company's operations.

### **Pavel Belyaev, Andrey Chukharev, students of the school:**

*«We are members of the development team of the Academic Department of Systems Analysis and Decision Making, a couple of months ago we had a basic idea of blockchain technology, and now we are trying our hand at the WorldSkills Hi-Tech 2017. Being the youngest and the most inexperienced team, we found wide support from the organisers and colleagues, which ultimately allowed us to reach the final of the competition and issue a conditionally ready blockchain product. Our aim was to issue a smart contract with a wide range of additional options for monitoring, managing and securing a network. Within the framework of the championship, master classes and meetings with experts and other teams were held, which served to form close professional contacts within the blockchain community of UrFU and corporate partners of the department».*

A series of events, which took place in October and November, ended with a large Hackathon with a prize fund of \$ 3,300 and a conference on November 20 summarising the results of training at the Blockchain School and the Hackathon.



### **Marina A. Medvedeva, Head of programmes Business Informatics and Applied Informatics in Economics at GSEM:**

*«We believe that the topic is interesting not only to students studying business informatics and applied informatics in economics, but also to students of other areas of training, and to current IT professionals. Our students have repeatedly expressed interest in blockchain technology, primarily to events of such format, where existing and newly obtained theoretical knowledge could be turned into practical skills. In connection with these needs, we carefully chose the panel of speakers. This event is also valuable because it gives an opportunity to communicate with existing players of the digital market, and with those who form the trends of its development».*



### **Yakov Sitnikov, PhD student at GSEM, Head of the Blockchain School:**

*«The School allows us to engage young researchers and students of different UrFU institutes, as well as prospective students who can become first-year GSEM students in 2018».*

## EFMD ACCREDITATION SEMINAR



On November 17-18, EFMD Accreditation Seminar was held in Graduate School of Economics and Management for the first time in Russian regions.

Director of EFMD Quality Services, **David Asch** and Associate Director for Central and Eastern Europe, **Ivana Marinkovic** told about the factors that significantly affect management of business schools.

Leaders of accredited schools and programmes presented their cases and accreditation tips:

**Mark Thomas**, Associate Dean and Director of International Affairs at Grenoble Ecole de Management

**Thomas Froehlicher**, Former Dean of KEDGE Business School

**Zhanna Belyaeva**, Director of BA programme International Economics and Business at GSEM UrFU.

The experts explained that it is impossible not to take into account when managing a business school such factors as global competition, digitalisation, rapid changes in learning technologies, transformation of the labor market, request for new competencies. Such international accreditations as EPAS or EQUIS are helping to meet international standards and manage continuous quality improvement in the area of business education.

The Seminar took place in the new GSEM building at 25 Gogolya st.

## ROUND TABLE «VALUE AND TALENTS CO-CREATION IN EDUCATION AND BUSINESS»

On November 16, international business schools and corporates gathered at the round table in Ekaterinburg to discuss what skills should a business employee have and what is missing in the educational agenda of business schools.

The experts also discussed standards of quality assurance between East and West, influence of globalization and digitalization on reducing the gap between graduates' skills and market demands and creating talents in universities and businesses.

The round table was moderated by Director of EFMD Quality Services **David Asch** and Director of BA «International Economics and Business» of GSEM UrFU **Zhanna Belyaeva**.

The experts emphasized importance of both soft skills and traditional qualifications:

*«Who is a business looking for? Now there is a struggle for people with soft skills who are interested and have creative approach and leadership qualities»* — commented the Head of Staff Selection in Regional Offices of PwC **Elena Kabanova**. — *«However, universities should not train such specialists — university as an institution should give primarily professional qualification, and only then pay attention to the development of soft skills».*

*«There is experience of assessing the effectiveness of business schools and universities: the career and wages are evaluated. If we talk about what affects the starting salary of a graduate, it is, for example, combination of studies and work. Formation of real skills at work gives a premium of 20%»*, — said the Vice-Rector of NRU Higher School of Economics **Sergey Roshchin**.

The event united experts of business schools and companies from China, Croatia, France, Germany, Spain, Switzerland and Russia.





## INTERNATIONAL AUTUMN SCHOOL «SUSTAINABLE BUSINESS DEVELOPMENT»

40 students from 16 countries took part in the International Autumn School «Sustainable Business Development: Responsible, Agile, Analytical» held by GSEM in November 2017.



The study programme included interactive classes, case based field visits to corporates, workshops and team project work.

The students visited Unilever, Coca-Cola International Bottlers, Ural Mining and Metallurgical Company, Ural Locomotives (joint venture of SINARA and Siemens) and IceCream Company № 3. The students studied the processes of copper cathode production, got master class on corporate social responsibility from the beverage manufacturer, reviewed the case for the implementation of 17 sustainable goals of the United Nations in international business during their visit to Unilever and thought about promotion of the ice cream brand abroad.

Group projects accumulated the knowledge that students had gained during 2 weeks of the school and included analysis of CSR for the above-mentioned companies.

**Kalina Dimitrova** from University of Applied Management Studies (Mannheim, Germany) stressed that Ural Mining and Metallurgical Company was taking care of the environment and successfully processing waste products:

*«I visited a metallurgical company for the first time. I liked that they are very responsible for the environment, they are investing significant resources in the preservation of nature».*

Annual autumn school of BA programme International Economics and Business was held for the 4th time and brought together students from China, Croatia, the Czech Republic, Gambia, Germany, India, Italy, France, Portugal, Russia, Slovakia, South Korea, Switzerland and other countries.



### **Bondyрева Anna, a 1st-year student of the programme International Economics and Business:**

*«I took part in the Autumn School as a student and co-organiser. Our task was to facilitate the School lectures and other events, as well as help our international guests in adaptation. Every day we spent with an international team: we attended lectures together, went to field trips, worked on a project, and hung out. It was a wonderful opportunity to acquire new useful knowledge, develop communication skills, and learn new things about different countries. And it was amazing! Lectures and workshops were especially good. We learnt from professors from different countries in unusual and interesting formats. You can say that the Autumn School combined business with pleasure. As a result, I got new topical knowledge, intercultural communication and unforgettable experience!»*

## RESEARCH WORKSHOP OF THE LABORATORY FOR INTERNATIONAL AND REGIONAL ECONOMICS

Within the framework of the XII international conference «Russian Regions in the Focus of Change» the Laboratory for International and Regional Economics held a seminar «Smart business models: triggers, drivers and social responsibility». The main topic of the seminar was the influence of innovations on the new business models creation. In today's world, great attention is given to continuous development of technologies and information systems: big data, IT industry, e-commerce, and robotics. They are used virtually in all spheres of society and influence the formation of a smart business model. The aim of the seminar was to show the importance of interdisciplinary research of the new technologies and other fields of knowledge.

This event was visited by both Russian and foreign students, experienced and young researchers from different countries, among them **Jols Stoffers**, PhD, Professor at Zuyd University of Applied Sciences; **Riad Shams**, Dr, MBA, Researcher at GSEM UrFU; **Alberto Ferraris**, Postdoc Researcher at the University of Turin and GSEM UrFU, students of the programmes International Economics and Business, International Management, IT Innovations in Business and others.

The following topics were proposed for discussion: corporate social responsibility and sustainable development, competencies and skills of professionals, smart cities, and global media market in the framework of technological innovations. Participants discussed the creation of new business models, difficulties and opportunities arising from the development of technology.



New semester at GSEM started with International Get-Together Day that was held by GSEM on February 14.

In the first part of the event, the students from all over the world presented their countries and cultural traditions. The participants not only made presentations of their cultures, but also performed with national songs, dances and played traditional instruments.

The event held in UrFU Museum was moderated by Director of BA programme International Economics and Business **Zhanna Belyaeva** and Associate Professor of the programme **Elizaveta Golousova**.

In the second part, the students learnt more about economy and cross-cultural features of Russia, as well as events for international students during Spring semester and opportunities to do sport at Ural Federal University. The students checked the learnt information by interactive game in the end of the event.

The students also took part in the opening of the first GSEM co-working space and left their wishes to Graduate School of Economics and Management.





## A NEW CO-WORKING ZONE AT GSEM

A modern co-working centre was opened at GSEM. UrFU thanks to the support of SKB-BANK.

On February 14, 2018 students of GSEM received a real gift. The co-working centre at UrFU Graduate School of Economics and Management was opened thanks to the efforts of the leadership of the university, the Student Union and SKB-BANK. The new centre created a single accessible interactive platform for students for extra-curricular activities in a separately organised place. The co-working is equipped with tables, chairs, sofas and charging devices for phones and tablets.



### Dmitry Tolmachev, Director of Graduate School of Economics and Management

*«Comfortable conditions have been created for students who will be preparing for examinations at our business school, engage in public and project activities, "— You can find like-minded people, share experiences and develop your ideas in the new co-working centre. I congratulate everyone on the appearance of the first student co-working centre of Graduate School of Economics and Management. I am very grateful to our partner, SKB-BANK, for their help in equipping the centre»*



### Dmitry Ivanov, Deputy Chairman of the Board of SKB-BANK

remembered his student years at the opening of the center and wished that comfortable places in the university would become as much as possible:

*«When I studied, there was nothing like this, it was often difficult to find free windowsills. About six months ago, we set up a separate IT-company in the bank, where people work in slippers. Workplaces there are very similar to those that are now here in the new co-working centre of Graduate School of Economics and Management. You can even work on the couch, unlike us, bankers – we are forced to wear a tie and suits as work in a quite different environment. This is very cool, and I hope that in the future there will be more such comfortable centres where you can communicate with each other, with colleagues and teachers. Well done, that you are keeping pace with the progress!»*

## CERGE-EI TEACHING METHODS SEMINARS AT GSEM

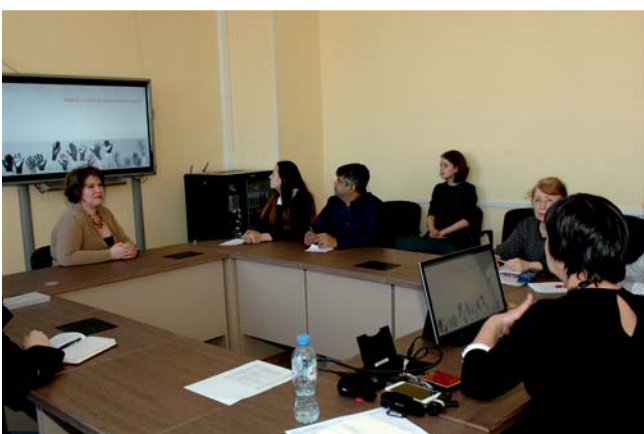
On February 12-18, 2018 lecturers from CERGE-EI (Center for Economic Research & Graduate Education — Economics Institute, the Czech Republic) **Deborah Novakova** and **Andrea Downing** taught a series of lectures on modern teaching methods. GSEM faculty of various programmes (International Economics and Business, International Management, IT Innovations in Business, International eBusiness, and others) took part in the programme.

The seminars participants discussed special features of teaching today's students, problems of cheating and plagiarism, difficulties of working with large classes, and effective communication with students in English.

Using the newly acquired skills, faculty members prepared and presented a small sample lecture to get feedback from their colleagues and the lecturers. The participants received certificates of successful completion of the programmes.

### Deborah Novakova, Head of Academic Skills Center at CERGE-EI

*«I have enjoyed delivering a pedagogical development course to professors of Graduate School of Economics and Management. Sharing knowledge and ideas about ways we can all meet the challenges of teaching in today's rapidly changing world is always interesting and helpful. We appreciate this opportunity to work with Ural Federal's professors!»*



## EFMD PEER REVIEW TEAM VISIT



International Commission of European Foundation for Management Development (EFMD) conducted an audit for re-accreditation of the programme «International Economics and Business» at GSEM UrFU.

*«The team consisting of four TOP-management representatives of the world's leading business schools, assessed the quality of the programme implementation and its compliance with modern international standards, strategic aspects of GSEM development, teachers' work, the level of students and graduates, and many other aspects», explained GSEM Director **Dmitry Tolmachev**.*

The result of the team's work — a decision on re-accreditation — will be known in June (after the vote of EPAS Accreditation Board).

According to the preliminary assessment, experts noted qualitative changes in the programme management system, in particular, transparency, leadership and dynamics of positive changes, as well as optimisation of the programme content. Such points as increase in the number of courses taught in English, development of career opportunities for students, integration of practical and research skills into the programme subjects, compliance with international criteria were indicated. Internationalisation, qualitative improvements in international marketing, cooperation with corporates, application of online learning methods, focus on the strategic development and other aspects were also noted.

The bachelor's degree programme «International Economics and Business» received EPAS accreditation in 2015, confirming the compliance of the Bachelor's degree level with the standards of European Foundation for Management Development. About 1% of business schools in the world and only 2 degree programmes in Russia have such a high rating.

## RESEARCH WORKSHOP



On February 22, 2018 GSEM Laboratory for International and Regional Economics held a research workshop «Economic Modelling: Concepts, Models and Policy Implications»

Workshop participants discussed theoretical and methodological aspects to modelling special and regional development in the Russian economy, specifics of modelling economic processes in conditions of uncertainty, and issues of raising efficiency of national economic policy.

Keynote speakers at the workshop were esteemed invited experts. **Jochen Jungelges** from the University of Adger (Norway) presented a report «Output Volatility and Savings in a Stochastic Goodwin Economy». Representative of Higher School of Economics (Moscow) **Sergey Pekarsky** gave a talk about financial repression public finance in a calibrated general equilibrium model. **Artem Ranter** from the Ural Branch of the Russian Academy of Sciences presented results of his research «Modeling of international economic cooperation potential». Representatives of municipal government – Verkhnyaya Pyshma Administration – gave insights on innovation-driven transformation of monotowns. Researchers of Graduate School of Economics and Management also took part in the workshop presenting their work in the field of economic modelling.

The participants showed results of development of theoretical econometric models that sparked a lively discussion after each report. Especially captivating were the presentations of **Sergey Pekarsky** and **Jochen Jungelges** devoted to development and calibration of macroeconomic models. Beside renowned speakers, Master, PhD students and young researchers interested in modelling economic processes at different levels took part in the workshop.

## PEAK-IT

Peak-IT is an open-doors day of the IT industry held at Ural Federal University on March 14, 2018. It is a unique expert and presentation platform for schoolchildren, students, developers and all those who are interested in the world of high technologies. Here students could find educational and career opportunities, form a holistic view of an IT specialist and find a niche in the IT world.

The day featured the following events: lectures of invited experts of the IT world; introduction to UrFU institutes that provide IT education; master classes and presentations for advanced IT specialists and newcomers; panel discussions of the professional community; presentations of employers; visits to scientific laboratories and offices of IT companies; business communication and networking



### Evgeny Eroshenko, Deputy Vice-Rector for Information Policy on Partnerships (UrFU)

*«You can safely say that the Peak-IT was a success. More than 1000 participants and thousands of online broadcasts of the event at the university allow us to say boldly that the topic of education in the field of information technology is in demand, and UrFU has something to offer. Together with partners - leading companies in the IT industry, we organised more than 20 events.*

*Information technologies and digitalization are practically everything that surrounds us: telephones, the Internet, social networks, information security systems and much, much more. And we are glad that the university and its partners - the leading companies in the field of information technology - are ready to offer interesting projects on the relevant topics».*



### INTERVIEW WITH A POSTDOC RESEARCHER AND A VISITING PROFESSOR

GSEM Research Fellow and Researcher at the University of Turin **Alberto Ferraris** and Visiting Professor **Rudiger Kaufmann** (University of Applied Management Studies) share their opinion on what is needed for the Russian research and explain why UrFU is a strong brand abroad.



— **First of all, we want to ask general questions. Where are you from? Where did you study? Where are you working now?**

**R.K.:** My name is Hans Ruediger Kaufmann. I'm a native German. I studied PhD programme in England. Then I worked in Budapest for two years. Therefore, I changed back to Germany for short period of time to work as a consultant. From Germany I went to Lichtenstein. There I was Academic Director of Private Banking and Associate Professor at University of Liechtenstein, Head of the Competence Centre in International Management. Then from Lichtenstein I changed to Cyprus and was invited as an Associate Professor to the largest private university – at the University of Nicosia. From 2016 I moved to Germany. Since 2012, I have been cooperating with GSEM UrFU.

**A.F.:** I'm Alberto Ferraris. I'm from Italy. Now, I am a postdoc researcher at the University of Turin and research fellow at Graduate School of Economics and Management. My main research areas of interests are innovation and multinational management. Recently I also investigated the MNC development.

— **As worked in many countries, what can you say especially about Russian science?**

**R.K.:** First of all, Russia, of course, is a very famous academic country. I think that most probably there should be a stronger focus on business and

innovation management. I think is important for the students, too. That is what I teach them in my classes here. Today you need creativity. You need marketing. You need soft business skills. I think that is the important point.

**A.F.:** Yes, I also support this idea. The difference of business education in Russia and Italy, for example, is that we have more established connection with firms and banks. Italians invite many managers from banks and leading firms to be guest speakers to the students and try to gain knowledge from each other for the future. But we are implementing the same practical approach in Russia. The younger people know that they will be managers in the future. Moreover, the students get ready to approach business in the future.

— **What are the differences between UrFU and your home university? What should UrFU do to develop as international cluster, in your opinion?**

**R.K.:** What you have here is a kind of international learning ambiance to attract more students that are international. Even the weather, I think, this is something special. We always talk about this minus degrees and it is more about warm people that makes the difference. Russian people are very warm hearted and very friendly to us. I think you should have a stronger focus on international networking and even more research culture. I mentioned publications and high ranked journals accredited journals. There could be significantly stronger focus on entrepreneurship, on to how to train students to become entrepreneurs.

**A.F.:** I agree with Ruediger. I was invited as a postdoc researcher to UrFU due to my indexed publications and research experience. I didn't know this university before. Now I see a very sophisticated university, I work for the International Lab, headed by Professor Hans Wiesmeth, at the Research Unit of Professor Belyaeva. I think you should create more than this. For example, attracting researchers could be improved with more promotion of your university abroad. Probably, the best way is to to organize this kind of international schools with people from different part of the worlds. Here in GSEM I enjoy meeting people from different countries, both from Western Europe and CIS.

**— What differences do you see between Russian and international students?**

**A.F.:** I would start to speak about students of the Autumn School of GSEM and IRIT-RTF with 10 nationalities in the group, because I can see some differences between students. For example, the Germans are very proactive, don't have fear to speak with new people. Russians work very hard, but probably they are not used to speak a lot with other students in classes. This is also a problem for big universities in Italy. For example, Italians are probably more creative, focus on building social relations. Russians are not prepared to fight for their opinion. Nevertheless, I think that putting different cultures together could help overcoming these communication gaps. It is very important to cooperate within different cultures.

**R.K.:** I teach two classes: in Russian class and mixed international class. First, all students currently are distracted by social media. I talk about every student in the whole world. I agree that I find Russian students very open minded, very trustful, honest and reliable. Really very nice to see that Russian students have very warm character, I ought to say. From knowledge point of view, they are still a little shy of proactive speaking English. It is only left part of the brain that is logical, rational, mathematical. Right part is creativity, innovation. I think this need to be unlocked, to be more creative in business, start finding business opportunities in practice.

**— What about Ekaterinburg? Do you like it? What impression do you feel about the city?**

**A.F.:** I like the city. I think it becomes more international like with skyscrapers. Parks, old and new buildings, restaurants – I find it great. I hope Russia will overcome a slowdown due to economic and political tensions and will continue economic growth again to become more touristic. It is very well developed. Many things are international in culture, some are unique like opera, ballet. I think this is important. I don't know about the connection between Ekaterinburg and Easter part of the world (China), but the connection between Ekaterinburg and Europe should be improved, there should be more flights. We need to fly from Western Europe to Moscow and then change flight to Ekaterinburg.

**R.K.:** I think the city has room for improvement, but considering that you can see many new apartment

houses, just the streets of new apartment blocks, comfortable airport, exhibition center, it is great for life and attracting investors and businesses. Maybe Ekaterinburg could become a fair city, to have this international reputation like we have in Germany (in certain district). It is a very cultural city. Young children here attend all the culture events and theaters, it is fantastic. This is not the case in Germany; some of our students have been first time in Opera and Ballet Theater here! I was also amazed by the deep culture in Russian people. It's a nice city.

## EXCHANGE SEMESTER STORY

### **Vesela Ivanova, a student from European University Viadrina (Germany), Fall Semester 2017/2018**

My name is Vesela Ivanova. I study International Business Administration (Bachelor) and it was my fifth semester, which I spent in Yekaterinburg, Russia. I applied for a semester abroad in Russia, because it was my dream to visit the country and to see their point of view concerning some economic issues.



Yekaterinburg is a cold, but very beautiful city. As it is situated near the mountains Ural, it is normal for the weather to be very cold. Although in September Yekaterinburg welcomed me with the amazing 25 degrees, only after a few days it was minus 5 degrees. On 3rd October it was already snowing. I was happy to visit the warm city Sochi where the temperature was around 20 degrees all the time.

Ural Federal University is a very prestigious university. I like the fact that there are lots of student organizations and students are responsible for all main tasks in the university. For example, they invented a student organization called "Buddy system". Their main task is to send a representative from the organization for every foreign student. As they send a representative, he/she becomes responsible for this student for the rest of his/her stay. Another student organization, which I was headed to, was called "Rent flats". I met with the founder of this organization as we were communicating in Russian. He was responsible for finding me a flat to rent. He was working really fast and thanks to this organization I successfully rented a flat the day after I arrived. Also, I liked the fact that the staff at International Affairs Office were very

friendly and were helping us with the organizational steps as creating our own schedule.

After the big opening ceremony at the university, I got familiar with all the activities which are available in the university. As I love to travel, I found interesting one organization called ESN which stands for European Student Organization. Their main task was to gather all foreign students and propose some interesting events or trips. I was active in their events as I think that it is a good possibility to meet new foreign students and know something more about their culture. Their first event was going to the zoo in Yekaterinburg as it is big and has lots of animals. Then, as we are surrounded by mountains, they decided to take us on a hiking trip to a district called Deer Creek

Another reason to like this organization is the fact that they organized a visit to a secondary school in Yekaterinburg, where I and one more student from Indonesia had the opportunity to talk about our home countries. As I am from Bulgaria, Russians were very interested in my presentation and there were lots of questions after it.

Thanks to Ural Federal University, I was a participant at the World Festival of Youth and Students situated in Sochi, Russia. There we had the chance to attend important discussions and lectures based on different fields - politics, economics, IT innovations, arts, etc. At the big opening ceremony we were pleased to see famous Russian musicians and to see the president of Russia Vladimir Putin, who had a wonderful speech about how important the youth is nowadays.





## CAREER ORIENTATION MEETING

A career orientation meeting for students of the programme «International Economics and Business» (EPAS accredited) was held on Monday October 16. Over 100 students of the programme came to learn about the opportunities for internships and employment in leading international companies operating in Ekaterinburg.

Director of GSEM UrFU, **Dmitry Tolmachev** opened the meeting. He spoke about the development strategy of GSEM in general and noted the importance of the EPAS accreditation system operated by EFMD not only for the programme, but also for the institution as one of the components of this strategy. The head of the programme «International Economics and Business», **Zhanna Belyaeva** presented the main faculty from 6 countries including Russia. **Zhanna Belyaeva** presented the characteristics of the competencies that are formed as a result of students' learning for "transforming" them into a world-class management elite. This is how the mission of the programme sounds. The main educational tracks presented for achieving the status of an "international business shark", as well as possible career tracks of the graduates of the programme interested not only students but also partners of the programme.

Within the framework of the meeting, honorable badges of distinction were awarded to 12 students of the programme «International Economics and Business» who achieved academic excellence. Director of GSEM International Affairs Office, **Liudmila Pliner** invited students to participate in student exchange programmes with international partners of GSEM and told how to choose the country and university for the trip, how to prepare for the programme, and in which grant competitions students can participate. Corporate partners told about the labour market points that are important for young specialists:

### **Maxim Matsiborko, PwC:**

*«So-called "soft skills" can not be learned in 2 weeks like financial accounting in order to develop these competencies, it may take up to several years. In addition, passion is very important in what you do».*

### **Roman Zubov, Raiffeisenbank:**

*«The student who determined their career interests in the second year, passed relevant internships and practices, where they met their future colleagues, has the greatest chance of a career success».*

### **Asya Nafikova, Unilever:**

*«In the modern world of globalization and digitalization there are no borders, the coverage of the activities of various specialists, for example, brand managers, is constantly expanding and requires, first of all, flexibility and leadership; these competences can and should be trained in daily life; it is important to become an active participant, the leader of one's life responsible for it».*

### **Andrey Tukh, Sberbank:**

*«Large international corporations need not only sharks who win in "bloody competitive battle", but also professionals who can find "blue oceans", niches without competition. It's important to talk about competencies, but right at the moment of our conversation the information grows old: do not forget to "synchronize your watches" when you are graduating from the university. Now, in the first place now there is the competence of team development and cooperation; in the modern world it is impossible to work alone, only in cooperation with a team of professionals».*

### **Alexey Baranov, «Philip Morris Sales & Marketing»:**

*«Since 2018, our company is staking on innovation, as the tobacco business requires a new approach to maintain efficiency. Business is moved by dreamers, but developed by entrepreneurs. The most popular competence is agility».*

### **Maksim Kuznetsov, MGM-Group, ASI:**

*«If by the time of graduation you haven't done three internships, you will not be employed by my company; my fellow graduates are now entrepreneurs (about 30%) and top managers (about 25%)».*

Students actively asked questions about the requirements of specific companies (to get on internship and practice), about strategic changes in companies and new technologies, about career prospects, and many other topics.

## KEY COMPETENCES FOR INTERNATIONAL MARKET

A series of activities jointly with corporate partners was held at Graduate School of Economics and Management.

### **Philip Morris International held a course for students of bachelor's programme International Economics and Business**



The lecturers of the course «Competences for international business» were the current managers of the international company. For example, the Director Human Resources, **Elena Krashennikova**, gave practical skills in building a personal brand, passing evaluation activities and effective presentations. Within the framework of the course, a business game on sales was held together with HR department.

Students noted the high practical importance of such a training format. At the end of the semester they have to defend their projects in front of the corporate jury.

#### **Dmitry Trofimov, a student:**

*«The course required logics, team work skills and decision-making... Of course, there was complexity, misunderstanding and even small conflicts, but thanks to the professional help of our trainers it became possible to analyse our mistakes and draw the right conclusions! Such unusual classes, conducted by professionals of big business in a relaxed and friendly atmosphere, not only remain a vivid memory of student life, but also provide an opportunity to apply theoretical and practical knowledge and rethink them».*

### **A Member of the Board of Tieto Norway AC, business analyst Alexandra Arystova held an online seminar and business game with more than 50 students of the degree programmes Energy and Hi-Tech Management and Global Energy Business.**

The reasons for the current dominance of oil and gas in the global structure of energy supply, forecasts of changes in the world energy balance were discussed, as well as the policy of pricing for oil and natural gas. The speaker presented a generalized picture of the chain of oil and gas business and its main players on the world arena.

Students participated in the interactive game that builds a model of a city with limited resources, increasing energy consumption and the possibility of using alternative energy sources in the construction of special installations. The participants were tasked with forming a strategy for achieving the balance between energy production, local budget, public opinion and environmental impact factor.



### **GSEM Career Centre jointly with UrFU Centre for Cooperation with Corporate Partners organised a seminar on Basics of Career Planning.**

GSEM students learnt about current trends of the labour market, employer-applicant communication, professional and personal self-determination. The speakers and students also discussed approaches for preparing a CV, holding a phone interview and employability tips.

## VISITING PROFESSORS

More than **15 invited professors** taught and gave open lectures at GSEM in October-December 2018, among them:



**Sasa Zikovic, Vice-dean of the Faculty of Economics, University of Rijeka (Croatia)** conducted a module of lectures on personal finance management. The students assessed the range of financial risks and approaches to hedging risks in an interactive seminar.

**Marek Dabrowski, the research fellow at Bruegel (Brussels European and Global Economic Laboratory),** met with students of Ural Federal University and spoke about currency crises in the post-Soviet countries. He noted that in Russia this phenomenon could be considered a regularity, because there is a need for political reform.

**Viktor Polterovich, Member of the Russian Academy of Sciences,** delivered a lecture on institutional development. The academic trusted that to understand the trends, it is necessary to consider the evolution of coordination institutions — competition, power and cooperation. This point of view allows to work out a more appropriate view of the past.

**Evgeny Yasin, Academic Supervisor of NRU HSE, Ex-Minister of Economic Development of the Russian Federation** told about economic situation in Russia over the past 20 years: what problems the government faced in those years and when the crisis is over in Russia. He held a meeting-dialogue with students and faculty in the new building of Graduate School of Economics and Management.



**Mark Thomas, Associate Dean and Director of International Affairs at Grenoble Ecole de Management (France),** gave a master-class on case study. Students were engaged in solving the case of the strategy of RyanAir.

**Yaroslav Kuzminov, Rector of National Research University – Higher School of Economics,** met with students to discuss further trends in education and labour market.



[gsem.urfu.ru/en](http://gsem.urfu.ru/en)

## CONTACTS

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