Map of CIS Business Schools Internationalization

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International student mobility growth

Long-term growth of tertiary-level international students worldwide, 1975–2013

- 0.8m (1975)
- 1.1m (1985)
- 1.7m (1995)
- 2.8m (2005)
- 4.1m (2013)

Forecast:
Number of students enrolled in universities abroad could double to 8 million by 2025.

Number of foreign full-time students forecast by 2034/2035 academic year in Russia, in thousands

Source: Center for Social Forecasting and Marketing, Moscow, 2017
Russia among other countries in terms of incoming students mobility

Total inbound internationally mobile students between 2011 and 2016, in thousands of persons
(Russia among leaders)

- USA
- Russia
- Ukraine
- Czechia
- Poland
- Belarus
- Kazakhstan
- Japan
- China

Source: UNESCO

Total inbound internationally mobile students between 2011 and 2016, in thousands of persons
(Russia, CIS, and Eastern Europe)

- Russia
- Hungary
- Ukraine
- Czechia
- Poland

Source: UNESCO
Incoming students in Russia: profile

Structure of incoming students in Russia according to specialization in 2015/2016 academic year, %

- Economics and Management: 14.1%
- Liberal arts: 11.2%
- Medicine: 18.6%
- Engineering and technical specializations: 22.8%
- Russian courses: 8.2%
- Education and Pedagogy: 3.9%
- Law: 3.3%
- Others: 17.9%

2013/2014 academic year -16.5%

Structure of incoming students of "Economics and Management" specialization in Russia according to country of origin in 2015/2016 academic year, %

- CIS: 61.4%
- Asia: 24.3%
- Africa (ex. North Africa): 5.2%
- Western Europe: 3.7%
- Middle East and North Africa: 2.2%
- Others: 3.1%

Source: Center for Social Forecasting and Marketing, Moscow, 2017
Rating research in the field of business education

<table>
<thead>
<tr>
<th>Rating purpose</th>
<th>Geography</th>
<th>Data sources</th>
<th>Russia and CIS BS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Times European business school</td>
<td>Europe</td>
<td>Comprehensive assessment: level / growth of graduates' income, level of internationalization, research component</td>
<td>St Petersburg State University Graduate School of Management (57) ↑, Grenoble Ecole de Management (IBS-Moscow, RANEPA), Stockholm School of Economics (SE / RU / LV)</td>
</tr>
<tr>
<td>Bloomberg Businessweek</td>
<td>World</td>
<td>The effectiveness of training graduates for employment evaluation</td>
<td>n/a</td>
</tr>
<tr>
<td>Forbes (The Best International MBAs: One-Year Programs)</td>
<td>World</td>
<td>The rate at which investment in education pays off</td>
<td>n/a</td>
</tr>
<tr>
<td>QS (Business &amp; Management)</td>
<td>World</td>
<td>Integrated assessment of business schools from the point of view of the scientific community, employers, scientific productivity</td>
<td>MSU (151-200) ↑, HSE (151-200), SpbSU (201-250) ↓</td>
</tr>
<tr>
<td>Narodny Ranking of business schools - MBA.su</td>
<td>Russia</td>
<td>Integral assessment of the increase in income, career growth, business ties, personal and professional development</td>
<td>Surveys of graduates</td>
</tr>
</tbody>
</table>

**Russia and CIS BS**
- St Petersburg State University Graduate School of Management (57) ↑
- Grenoble Ecole de Management (IBS-Moscow, RANEPA), Stockholm School of Economics (SE / RU / LV)
### «International visibility» determinants

#### Key determinants of the «international visibility» of business schools

1. **Supranational program and institutional accreditations**
   - AACSB, EQUIS/EPAS, AMBA

2. **Publications in top journals**
   - 50 FT, Q1-Q2 SciMago, ABS and ABDC top lists

3. **Partnership with foreign business schools with «first level accreditations»**
   - QTEM, CEMS, double degree programs, etc.

#### Other determinants of the «international visibility» of business schools

1. **Other international institutional / program accreditation**
   - CEEMAN, ACBSP, ECBE, etc.

2. **Institutional membership**
   - AACSB, EFMD, CEEMAN

3. **Case development**
   - Case Center, HBR, emeraldgrouppublishing

4. **Professional accreditation**
   - ACCA, CIMA, CIM, RICS, etc.

5. **Availability of online courses**
   - Platforms Coursera, EdX, etc.
Description of the research

• **Goal:** to identify business schools that set and successfully implement internationalization tasks

• **Geography:** CIS countries

• **Entry criteria:**
  
  — Institutional accreditation: EQUIS, CEEMAN, AACSB and / or
  
  — Program accreditation: EPAS, AMBA and / or
  
  — Publication activity: Over 25 publications in journals of *ABDC Journal Quality List*, excluding predatory publishing for the period 2015-2017

• **Sources:** websites of accreditation organizations, websites of business schools, Scopus

• **Participants in terms of geography:**

  - Russia: 26 (22 in 2017)
  - Kazakhstan: 3 (2 in 2017)
  - Ukraine: 5 (5 in 2017)
  - Belarus: 1 (1 in 2017)
Business schools’ accreditations: CIS region

22 CIS business schools (15 business schools from Russia)
**Exclusion of predatory publications: Analytical Center “Expert” approach**

Principles:

1. Non-indexed or inactive journals in Scopus
2. Discrepancy of origin between the journal and majority of its articles
3. Dramatic changes in publication activity

Examples of excluded journals:

1. Campus-Wide Information Systems
2. Cross Cultural Management
3. Academy of Marketing Studies Journal
4. Asian Social Science
9. Journal of Derivatives and Hedge Funds
10. Journal of Internet Banking and Commerce
11. Journal of Socio-Economics


The list of predatory journals was made up within the «University rating of scientific productivity»
Publication activity

ABDC (Australian Business Deans Council) list of journals: 2927 were written by Russian authors from 2015 to 2017, almost 50% (1453 publications) fell on top-15 journals. 913 publications were made in predatory journals.

2017:
- 2508 publications,
- 886 in BEALL'S LIST OF PREDATORY JOURNALS AND PUBLISHERS

ТОП-15 ABDC journals for Russia

1. Asian Social Science (363)*
2. International Journal Of Economics And Financial Issues (292)*
5. Theory Of Probability And Its Applications (82)
6. Applied Econometrics (71)
7. Journal Of Internet Banking And Commerce (68)*
8. International Journal Of Economic Perspectives (63)*
10. Academy Of Marketing Studies Journal (44)*
11. Technological Forecasting And Social Change (38)
12. Journal Of Optimization Theory And Applications (31)
13. Australian Journal Of Political Science (30)
14. Bioinformatics (30)
15. Statistics And Probability Letters (27)

* Predatory journals (Analytical Center “Expert” approach)
<table>
<thead>
<tr>
<th>Rank</th>
<th>School</th>
<th>Publications</th>
<th>Citations</th>
<th>Authors</th>
<th>Field-Weighted Citation Impact</th>
<th>Citations per Publication</th>
<th>International collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Higher School of Economics, Moscow (4 faculties, 5 institutes, 1 school, 1 chair)</td>
<td>550 (499)</td>
<td>967</td>
<td>484</td>
<td>1.16</td>
<td>1.8</td>
<td>48.2%</td>
</tr>
<tr>
<td>2</td>
<td>St. Petersburg State University (3 faculties, 1 institute)</td>
<td>216 (179)</td>
<td>582</td>
<td>173</td>
<td>1.59</td>
<td>2.7</td>
<td>53.9%</td>
</tr>
<tr>
<td>3</td>
<td>Moscow State University (3 faculties, 6 schools)</td>
<td>116 (119)</td>
<td>152</td>
<td>106</td>
<td>0.65</td>
<td>1.3</td>
<td>42.2%</td>
</tr>
<tr>
<td>4</td>
<td>Higher School of Economics, Spb (2 schools)</td>
<td>61</td>
<td>57</td>
<td>64</td>
<td>0.81</td>
<td>0.9</td>
<td>39.3%</td>
</tr>
<tr>
<td>5</td>
<td>Kyiv National Taras Shevchenko University (2 faculties)</td>
<td>58 (39)</td>
<td>110</td>
<td>44</td>
<td>1.12</td>
<td>1.9</td>
<td>56.9%</td>
</tr>
<tr>
<td>6</td>
<td>St. Petersburg National Research University of Information Technologies, Mechanics and Optics (ITMO) (2 faculties)</td>
<td>54 (51)</td>
<td>266</td>
<td>35</td>
<td>2.36</td>
<td>4.9</td>
<td>77.8%</td>
</tr>
<tr>
<td>7</td>
<td>Nazarbayev University (3 schools)</td>
<td>54</td>
<td>104</td>
<td>50</td>
<td>1.09</td>
<td>1.9</td>
<td>77.8%</td>
</tr>
<tr>
<td>8</td>
<td>Novosibirsk State University (1 faculty)</td>
<td>53 (44)</td>
<td>66</td>
<td>58</td>
<td>0.95</td>
<td>1.2</td>
<td>33.3%</td>
</tr>
<tr>
<td>9</td>
<td>Ural Federal University (1 school)</td>
<td>52 (38)</td>
<td>101</td>
<td>40</td>
<td>1.36</td>
<td>1.9</td>
<td>61.5%</td>
</tr>
<tr>
<td>10</td>
<td>Plekhanov Russian University of Economics (1 institute, 7 faculties)</td>
<td>49 (30)</td>
<td>55</td>
<td>69</td>
<td>1.73</td>
<td>1.1</td>
<td>10.2%</td>
</tr>
</tbody>
</table>

The values of the previous year are given in parentheses

**Pie Charts**

- **HSE Moscow**
  - International collaboration: 24%
  - Only national collaboration: 48%
  - Only institutional collaboration: 16%
  - Single authorship (no collaboration): 3%

- **SPBU**
  - International collaboration: 21%
  - Only national collaboration: 9%
  - Only institutional collaboration: 54%
  - Single authorship (no collaboration): 13%

- **MSU**
  - International collaboration: 27%
  - Only national collaboration: 18%
  - Only institutional collaboration: 13%
  - Single authorship (no collaboration): 42%

Source: Scopus, 27.04.2018
Participants’ partnership network

- 3 foreign partners each: Mexico, Portugal, Chile, Turkey.
- 2 foreign partners each: Slovenia, Ukraine, Japan, South Africa, Singapore, Norway, Croatia, Austria, Taiwan, Australia, Brazil, India, Ireland.
- 1 foreign partner each: Latvia, Estonia, Kazakhstan, Monaco, Czech Republic, Greece, Hungary, Denmark, Argentina, Colombia, Lithuania, Peru, Uruguay, Indonesia, Venezuela, Lebanon

225 foreign business-school — partners with «first-level accreditations»

50 countries

55 partner business schools with “triple crown”

2017 212 foreign business-school — partners with «first-level accreditations»

2018

- USA
- France
- UK
- China
- Germany
- Finland
- Belgium
- Canada
- Russia
- South Korea
- Hong Kong
- Netherlands
- Poland
- Spain
- Sweden
- Italy
- Switzerland
- Others

50 countries
|| 2018 | 2017 | Business school                                                                 | Number of partners | Number of “triple accredited” partners |
|------|------|---------------------------------------------------------------------------------|--------------------|--------------------------------------|
| 1.   | 1.   | Graduate School of Management (SPBU)                                            | 70 (66)            | 27 (27)                              |
| 2.   | 2.   | IBS-Moscow (RANEPA)                                                            | 47 (45)            | 15 (14)                              |
| 3.   | 4–5. | Almaty Management University                                                    | 36 (24)            | 8 (6)                                |
| 4.   | 3.   | MIRBIS - Moscow International Higher Business School                           | 29 (31)            | 8 (7)                                |
| 5.   | 6.   | IBS Plekhanov                                                                   | 28 (22)            | 15 (13)                              |
| 6.   | —    | St. Petersburg School of Economics and Management (HSE SEM)                    | 28                 | 7                                    |
| 7.   | 4–5. | Lomonosov MSUBS                                                                 | 25 (24)            | 8 (6)                                |
| 8.   | 7.   | Graduate School of Economics and Management (UrFU)                              | 18 (14)            | 3 (2)                                |
| 9.   | 8.   | Faculty of Business and Management (HSE)                                        | 14 (13)            | 4 (4)                                |
| 10.  | —    | School of Public Policy (RANEPA)                                                | 13                 | 3                                    |

The values of the previous year are given in parentheses.
### Ranking of business schools by double degree programs with «first-level accredited» partners

<table>
<thead>
<tr>
<th>Business school</th>
<th>Degrees</th>
<th>Number of programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>IBS-Moscow (RANEPA)</td>
<td>Bachelor / Master / MBA / EMBA</td>
<td>14 (14)</td>
</tr>
<tr>
<td>IBS Plekhanov</td>
<td>Bachelor / Master</td>
<td>10 (10)</td>
</tr>
<tr>
<td>Faculty of Business and Management (HSE)</td>
<td>Bachelor / Master</td>
<td>6 (5)</td>
</tr>
<tr>
<td>Almaty Management University</td>
<td>Bachelor / MBA / DBA</td>
<td>4 (11)</td>
</tr>
<tr>
<td>Graduate School of Management (SPBU)</td>
<td>Master</td>
<td>3 (3)</td>
</tr>
<tr>
<td>St. Petersburg School of Economics and Management (HSE SEM)</td>
<td>Bachelor / Master</td>
<td>3</td>
</tr>
<tr>
<td>School of Public Policy (RANEPA)</td>
<td>Bachelor / MBA / EMBA</td>
<td>3</td>
</tr>
<tr>
<td>Graduate School of Economics and Management (UrFU)</td>
<td>Bachelor / Master</td>
<td>3 (0)</td>
</tr>
<tr>
<td>IPM Business School (Belarus)</td>
<td>EMBA</td>
<td>1 (1)</td>
</tr>
<tr>
<td>International School of Business (RUDN University)</td>
<td>Master</td>
<td>1</td>
</tr>
<tr>
<td>Institute of Industrial Management, Economics and Trade (SPbPU)</td>
<td>Master</td>
<td>1</td>
</tr>
<tr>
<td>Higher School of Finance and Management (RANEPA)</td>
<td>Bachelor</td>
<td>1 (1)</td>
</tr>
<tr>
<td>International Institute of Management LINK</td>
<td>MBA</td>
<td>1 (1)</td>
</tr>
<tr>
<td>Department of Finance and Banking (RANEPA)</td>
<td>EMBA</td>
<td>1 (1)</td>
</tr>
</tbody>
</table>

The values of the previous year are given in parentheses.
Basic conditions for business schools international visibility: visualization

Accreditations, alliances and double degree programs

- EQUIS + AACSB + AMBA
- EQUIS + AMBA
- AMBA / EPAS + DD ↔
- QTEM or/and DD ↔
- CEEMAN or/and DD

Publication activity

Graduate School of Management, SPBU
Graduate School of Management, HSE
Faculty of Business and Management, HSE
School of Economics and Management, HSE - St. Petersburg
Lomonosov MSUBS
Plekhanov Business School Integral
Graduate School of Corporate Management, RANEPA
School of Public Policy, RANEPA
School of Business and International Proficiency, MGIMO
Higher School of Business, KFU
IBS-Moscow, RANEPA
School of Economics and Management, UrFU

- Almaty Management University (KZ)
- IBS, NARXOZ University (KZ)
- Lviv Business School, UCU (UA)
- IPM Business School (BY)
- Institute of Industrial Management, Economics and Trade, SPbPU
- International School of Business, RUDN University
- • LINK
- • IMISP
- • MIM-Kyiv (UA)
- • MIRBIS
- • IIB (UA)
- Synergy

- • Faculty of Technological Management and Innovations, ITMO University
- • Faculty of International Business and Law, ITMO University
- • Graduate School of Business, Nazarbayev University (KZ)

DD - double degree programs with «first-level accredited» partners;
DD ↔ - bilateral student mobility
## Trajectories of CIS business schools advancement

### I. International business school

**Trajectory of advancement:** multidimensional

- Graduate School of Management, SPBU

### II. Business schools, actively advancing on the international market

- **Trajectory of advancement:** accreditations / partnership
  - Almaty Management University (KZ)
  - Institute of Business Studies (IBS-Moscow), RANEPA
  - Graduate School of Economics and Management, Ural Federal University
  - School of Public Policy, RANEPA
  - International Institute of Management LINK
  - IMISP, International Management Institute St. Petersburg
  - MIM-Kyiv - International Management Institute (UA)
  - Lomonosov Moscow State University Business School
  - Plekhanov Business School Integral
  - Graduate School of Corporate Management, RANEPA
  - Higher School of Business (MBA Higher School), Kazan Federal University
  - School of Business and International Proficiency, MGIMO
  - The Higher Business School (HBS GUU), State University of Management
  - Synergy Business School
  - MIRBIS - Moscow International Higher Business School
  - IIB - International Institute of Business (UA)

- **Trajectory of advancement:** research
  - Faculty of Business and Management, National Research University - Higher School of Economics
  - Graduate School of Management, National Research University - Higher School of Economics

### III. «Internationally visible» business schools

- **Trajectory of advancement:** not defined / forming
  - St. Petersburg School of Economics and Management, HSE - St. Petersburg
  - IPM Business School (BY)
  - International Business School (IBS Plekhanov), Plekhanov Russian University of Economics
  - Department of Finance and Banking, RANEPA
  - Higher School of Finance and Management, RANEPA
  - International School of Business, RUDN University
  - Institute of Industrial Management, Economics and Trade, St. Petersburg State Polytechnic University
  - Kyiv-Mohyla Business School
  - Lviv Business School, Ukrainian Catholic University
  - International Business School (IBS), NARXOZ University
  - Faculty of Economics, Kyiv National Taras Shevchenko University
  - Faculty of Technological Management and Innovations, ITMO University
  - Faculty of International Business and Law, ITMO University
  - Graduate School of Business, Nazarbayev University
  - Department of Economics, Novosibirsk State University
  - International School of Business, Financial University
Summary

• More and more business schools tend to be visible on the international market
• Number of foreign partnerships has increased
• First-level accreditations: +2 AMBAs, -1EPAS. Several business schools are on the way to getting AACSB and EQUIS
• More publications during the previous three years; proportional reduction in the number of «bad» publications, despite toughening the criteria (for the whole sample)
Thank you for your attention!
## ABDC and ABS lists comparison

### ABDC (2773 ISSN)

<table>
<thead>
<tr>
<th>Fields</th>
<th>Number of journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Management</td>
<td>425</td>
</tr>
<tr>
<td>Business and taxation law</td>
<td>278</td>
</tr>
<tr>
<td>Applied Economics</td>
<td>258</td>
</tr>
<tr>
<td>Information systems</td>
<td>104</td>
</tr>
<tr>
<td>Banking, Finance and Investment</td>
<td>94</td>
</tr>
<tr>
<td>Other Economics</td>
<td>78</td>
</tr>
<tr>
<td>Commercial Services</td>
<td>72</td>
</tr>
<tr>
<td>Statistics</td>
<td>67</td>
</tr>
<tr>
<td>Marketing</td>
<td>62</td>
</tr>
<tr>
<td>Accounting, Auditing and Accountability</td>
<td>53</td>
</tr>
<tr>
<td>Other Commerce, Management, Tourism and Services</td>
<td>50</td>
</tr>
<tr>
<td>Transportation and Freight Services</td>
<td>45</td>
</tr>
<tr>
<td>Tourism</td>
<td>27</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
</tr>
<tr>
<td>Econometrics</td>
<td>14</td>
</tr>
<tr>
<td>Economic Theory</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td><strong>1651</strong></td>
</tr>
</tbody>
</table>

### ABS (1390 ISSN)

<table>
<thead>
<tr>
<th>Fields</th>
<th>Number of journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Theory</td>
<td>8</td>
</tr>
<tr>
<td>Econometrics</td>
<td>14</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td><strong>268</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fields</th>
<th>Number of journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics, Econometrics, Statistics</td>
<td>38</td>
</tr>
<tr>
<td>Psychology (Organizational)</td>
<td>38</td>
</tr>
<tr>
<td>Psychology (General)</td>
<td>26</td>
</tr>
<tr>
<td>Operations research and management science</td>
<td>24</td>
</tr>
<tr>
<td>Information management</td>
<td>22</td>
</tr>
<tr>
<td>Operations and technology management</td>
<td>18</td>
</tr>
<tr>
<td>Social sciences</td>
<td>14</td>
</tr>
<tr>
<td>Accounting</td>
<td>13</td>
</tr>
<tr>
<td>Finance</td>
<td>13</td>
</tr>
<tr>
<td>Management development and education</td>
<td>12</td>
</tr>
<tr>
<td>Sector studies</td>
<td>9</td>
</tr>
<tr>
<td>Regional studies, planning and environment</td>
<td>8</td>
</tr>
<tr>
<td>Human resource management and employment study</td>
<td>7</td>
</tr>
<tr>
<td>International Business and Area studies</td>
<td>5</td>
</tr>
<tr>
<td>Public sector and health care</td>
<td>5</td>
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<tr>
<td>Other</td>
<td>16</td>
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<td></td>
<td><strong>1122</strong></td>
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**ABDC (2773 ISSN):** 1651 journals

**ABS (1390 ISSN):** 268 journals