

PRiME

an initiative of the
United Nations Global Compact



2025 Sharing Information on Progress (SIP) Report

KROK Business School

September 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*”

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about your organization, including key details and basic institutional data. These elements serve as a starting point for your SIP report, can be copied annually, and typically require minimal updates from year to year.

1. Mission

1.1 Mission of KROK Business School

Subjects

- Entrepreneurship
- Ethical Leadership
- Creative and Innovative Management
- Creativity
- Responsible Management Education
- Business Administration
- Business leaders
- Conflict Management

Provide supporting context

We create mindset of business leaders, responsible for the future.

2. Vision

2.1 Vision of KROK Business School

Subjects

- Business Administration
- Entrepreneurship
- Ethical Leadership
- Responsible Management Education

Provide supporting context

KROK Business School is a recognized and influential player in the global business education market.

3. Strategy Alignment

3.1 Strategy Alignment

Subjects

- Business Administration
- Responsible Management Education
- Sustainable Development
- Human Resources
- Social Entrepreneurship
- Corporate Social Responsibility (CSR)
- Entrepreneurship

Provide supporting context

Since 2020, the KROK Business School has been a member of the Principles for Responsible Management Education (PRME), therefore, in 2020, the KROK Business School began to directly monitor trends, tendencies and its own process of integrating the Sustainable Development Goals. During this period, the organizational potential and needs of the KROK Business School have changed for various reasons - from the dynamic positive development of the KROK Business School to the stagnation of business in Ukraine caused by the full-scale war. Despite the difficulties, the KROK Business School integrates the Sustainable Development Goals with its potential and forms a personal philosophy of development, defining the mission, goal and priorities of the KROK Business School's activities in the field of sustainable development.

To facilitate the integration of sustainable development principles into the activities of the KROK Business School, the principles of organizing high-quality and relevant management education at the KROK Business School have been defined, including:

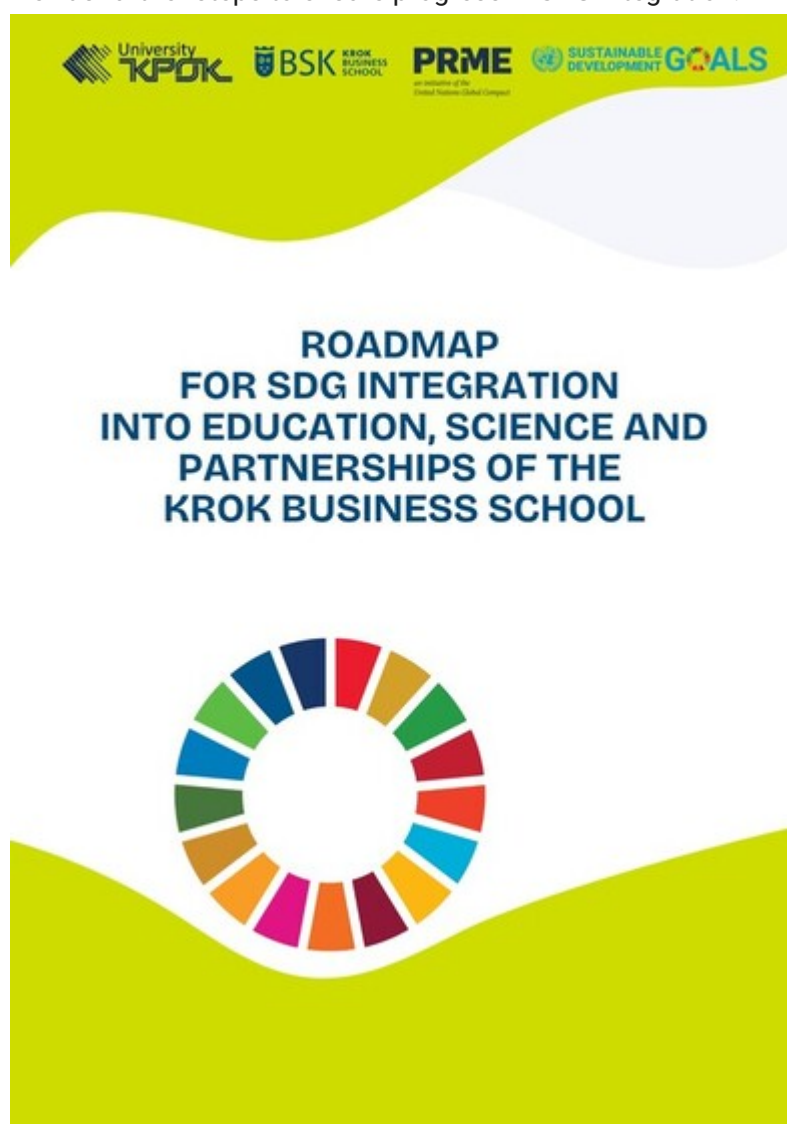
1. *Integration of sustainable development principles into curricula.* Regular review of educational and professional programs and curricula to develop special components in academic disciplines that contribute to sustainable business development.
2. *Sustainability of the economy and business. Support for projects aimed at the development of local and regional businesses.* Dissemination of information about the importance of adhering to the principles of sustainable development. Organization of projects and initiatives aimed at supporting the principles of sustainable development.

3. *Social justice and inclusion.* Ensuring equal access to education. Fostering respect for cultural diversity, inclusion and tolerance.

4. *International cooperation.* Cooperation with international organizations on responsible business education and sustainable development. Participation in international rankings.

5. *Resilience in wartime.* Supporting students and teachers in wartime. Implementing risk management and business recovery programs. Cooperation with national and international organizations to ensure security and support the educational process.

KROK Business School has developed a ["Roadmap for Integrating the Sustainable Development Goals \(SDGs\) into Education, Research, and Partnerships"](#), which outlines the pathway for embedding the SDGs into its educational activities. The document defines key approaches and implementation tools, a system for monitoring and reporting the process, as well as further steps to ensure progress in SDG integration.



4. Institutional History

4.1 Historical tour KROK Business School

Subjects

- Business Administration
- Responsible Management Education

Provide supporting context

2011 - KROK Business School was established - founder of KROK University of Economics and Law

2011 - Launch of the Master of Business Administration (MBA) program and the training of the first group of students specializing in IT management.

2012 - KROK Business School signs a cooperation and partnership agreement with Swiss Montreux Business School. Students of the MBA program had the opportunity to study remotely at a Swiss business school (with a corresponding diploma), a Mini MBA course was launched for management personnel, managers, owners of small and medium-sized businesses.

2014 - Launch of the General MBA program

2014 - Launch of the International MBA program, a dual diploma jointly with the Swiss Montreux Business School

2015 - Opening of new programs in the area of Executive Development: Sales Management, School of Knowledge Management, Academy of Mastery and Procurement

2016 - KROK Business School entered the rating of the 10 best business schools of Ukraine according to the version of "New Voice".

2017 - KROK Business School entered the rating of the TOP 5 best business schools of Ukraine according to the version of the magazine "Focus"

2018 - Launch of the English-language Master of Global Business Management program

2018 - Obtaining the status of an exclusive partner of IIBLC® in Ukraine with the right to conduct the LEAN IIBLC® certification exam - Lean Manufacturing.

2018 Creation MBA Advisory Board

2018 – Acquisition of membership in CEEMAN

2019 - Obtaining the status of Unicert partner (Germany).

2019 - Start of the implementation of the MEDIATS project within the framework of the EU ERASMUS + program

2019 - Launch the Master of Mediation and Conflict Resolution program

2020 - Start of the joining the annual World Week of Creativity and Innovation under the auspices of the United Nations

2020 - Signing of the Memorandum of Cooperation with the company TM CIOneer, which opens up new opportunities for participants of the MBA program with specialization in IT

2020 - Joining PRME

2021- The Master of Global Business Management program of the KROC Business School took 20th place in the field of international management in the Eastern Europe region according to EdUniversal

2022 - The MBA program entered the Top-100 - world ranking and took the 69th place in MBA part-time worldwide according to EdUniversal

2022 – Launch of the Master of Project and Process Management program

2023 – Acquisition of full membership in EFMD

2024 – Obtaining the status of a partner of the International Certification of Baltum Büroo OÜ

2025 – has been a year of distinction: KROK Business School was named “Business School of the Year”. It won the EFMD Excellence in Practice Silver Award in the Leadership Development category for the joint project with Credit Agricole Ukraine: “Managerial School for Bank Leaders Responsible for the Future”

5. Graduates

25

6. Degrees Offered

- Master of Business Administration (M.B.A.)
- Master of Mediation and Conflict Resolution
- Master of Global Business Management
- Master of Science (M.Sc. or M.S.)

7. Faculty & Staff at the University

392

8. Faculty & Staff at the Institution

70

9. Student Enrollment at the University

2809

10. Total Student Enrollment at the Institution

32

11. Graduate Student Enrollment at the Institution

32

12. Certificate, Professional Development, Continuing Education Student Enrollment at the Institution

804

13. Masters Degree Programmes

13.1 MBA Degree Programme

Degree Type

- Master of Business Administration (M.B.A.)

Department

- Department of Management and Innovative Development

Degree Programme Subject

- Business Administration

Director Full Name

Tetyana Mosiychuk

13.2 Project and Process Management Degree Programme

Degree Type

- Master of Science (M.Sc. or M.S.)

Department

- Department of Management and Innovative Development

Degree Programme Subject

- Project and Process Management

Director Full Name

Andriy Koreyba

13.3 Mediation and Conflict Resolution Degree Programme

Degree Type

- Master of Arts (M.A)

Department

- Department of Management and Innovative Development

Degree Programme Subject

- Mediation and Conflict Management

Director Full Name

Oksana Sedashova

13.4 Global Business Management Degree Programme

Degree Type

- Master of Business Administration (M.B.A.)

Department

- Department of Management and Innovative Development

Degree Programme Subject

- Global Business Management

Director Full Name

Oleksandr Kalinin

14. Certificates, Professional Development, or Associate Programmes

14.1 Mediators Basic Skills

Degree Type

- Certificate

Department

- KROK Business School

Degree Programme Subject

- Mediators Basic Skills

Director Full Name

Olga Karpova

14.2 Baltum Büroo OÜ international certification

Degree Type

- Certificate

Department

- KROK Business School

Degree Programme Subject

- Management

Director Full Name

Olga Karpova

14.3 LEAN IIBLC® Certification - Lean Manufacturing

Degree Type

- Certificate

Department

- KROK Business School

Degree Programme Subject

- Management

Director Full Name

Olga Karpova

14.4 Training Program for Insurance Agents and Intermediaries

Degree Type

- Certificate

Department

- KROK Business School

Degree Programme Subject

- Commerce and Short-Term Insurance

Director Full Name

Olga Karpova



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

15. Letter of Commitment

15.1 Letter from CEO Karpova

Upload or select a document

CEO_Karpova_PRME 2025

View document  Download document 

16. Define Purpose

In the conditions of educational transformations, war and global challenges, KROK Business School continues to create mindset of business leaders, responsible for the future.

17. Institutional Engagement

26% - 50%



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



18. RME Lead

- Interdisciplinary efforts across business school
- Interdisciplinary efforts across parent organization
- Sustainability Development Centre of the KROK Business School

19. Define Values

We are the community of free people who are aware of responsibility towards present and future generations. We believe in a responsible choice and in the fact that each person can reveal his talent and develop abilities, choosing his own direction of development. Therefore we create opportunities for realizing the potential of each member of society. Our Values is Adaptability, Integrity, Creativity, Global Perspective, Cooperation, Freedom, Responsibility.

20. Student Awareness

26% - 50%

21. Student Voices

21.1 Student Voice of Bohdan Hretchenko

Subjects

- Project and Process Management

Provide supporting context

[Student Voice of Bohdan Hretchenko](#), Chief technology officer at GlobaHub AG

Studying at KROK Business School has become an important and very valuable stage of my professional growth. I received a second degree in Project and Process Management and gained not only solid theoretical knowledge but also practical skills that I am already applying in my work.

I would like to emphasize the flexibility of the program, the relevance of the training modules, and the practitioners who shared real cases, not just academic theory. I am glad that I chose KROK Business School for my master's degree. This is a place where they not only teach, but also inspire you to think strategically, see wider and manage change with confidence.

21.2 Student Voice of Maksym Savenets

Subjects

- Business Administration
- MBA IT
- managerial skills

Provide supporting context

[Student Voice of Maksym Savenets](#) - Project Manager, Head of the Environmental Protection Department at SE "DIYA", MBA IT student at KROK Business School

I have been working in the IT sector for over 20 years. I started as an assistant system administrator, and now I manage projects of national importance. At some point, I realized that in the IT sector of Ukraine there are many highly qualified specialists in various fields, but there is a significant shortage of experienced managers who combine technical expertise with managerial skills.

What to do to gain the necessary knowledge? For myself, I chose the MBA IT course at KROK Business School - as the one that best meets my needs for knowledge and development and has an excellent reputation. What was especially attractive was that in addition to the management diploma and MBA diploma, there is an opportunity to complete the CIO Open the Future PRO program from CIOneer, where the best CIOs and CTOs of leading Ukrainian companies study.

After the first MBA classes, I gained knowledge and skills that I was able to effectively apply in my daily work, increasing the team's performance. It is especially worth noting the acquaintances with teachers and classmates - experienced and practicing managers and entrepreneurs, who later become important business partners or even good friends.

21.3 Student Voice of Tetiana Sokolovska

Subjects

- Mediation
- Management
- Leadership
- Conflict Management

Provide supporting context

Student Voice of Tetiana Sokolovska, a graduate of the Master's program in Mediation and Conflict Management, 2024, project manager at the Passenger Company branch of JSC "Ukrzaliznytsia."

I made a STEP that changed my life and I started studying in the "Master of Mediation and Conflict Resolution" program at KROK Business School (BSK). And it was one of my best decisions. It was a path of deep personal growth, development of new skills, and discovery of interesting perspectives in the field of peaceful conflict resolution. I want to share my achievements and thoughts on why this choice became so valuable to me:

Gained practical knowledge for real life. The program provided me not only with a theoretical foundation but also with skills that I can apply daily – from working with emotions to building constructive dialogue even in the most challenging situations.

Learned to maintain balance and promote understanding. The ability to help people find common ground and resolve conflicts constructively is an invaluable resource that makes us useful to society.

Became more empathetic and learned to listen. Mediation is about understanding different points of view. The training allowed me to become more attentive, open to others and their stories, learning to hear what usually remains behind the scenes.

Enhanced leadership qualities. Thanks to conflict resolution skills, it is possible to unite people and find common solutions. This is a valuable resource for both personal and career growth.

Increased stress resistance in communication. Now conflicts are perceived not as a threat but as an opportunity for constructive changes. This helps to maintain calm and efficiency in stressful situations.

Improved personal effectiveness. Thanks to the ability to listen, analyze situations, and build trust, the results of any activity related to interaction with people have become more effective and stable.

22. Celebrating Values

22.1 2024 World Creativity and Innovation Week at KROK Business School

Subjects

- Creativity
- Mental health
- Sustainability

Provide supporting context

[2024 World Creativity and Innovation Week at KROK Business School](#)

On April 15-19, 2024, the World Creativity and Innovation Week of traditionally takes place in Ukraine. KROK Business School has been holding this large-scale event for the 5th year, supporting the UN global initiative. The purpose of the World Creativity and Innovation Week of is to popularize around the world the ideas of developing creative thinking and the ability to create innovations to achieve the goals of sustainable development, caring for the planet, and improving the quality of life.

This year, the KROK Business School held a week of creativity under the slogan "Creativity for the mental health."

Some statistics about the event:

- - More than 200 participants
 - 5 countries: Ukraine, USA, Great Britain, Italy, Slovakia
 - 10 webinars
 - 10 speakers-experts in creativity, psychology, coaching, entrepreneurship
 - 1 International ambassador for creativity in Ukraine

Why did we choose this topic? Supporting the mental health of Ukrainians through the activation of creativity is extremely important in the third year of the full-scale russian invasion of Ukraine.

The World Creativity and Innovation Week of in Ukraine - 2024 was opened by the International Creativity Ambassador in Ukraine, Oksana Sedashova, associate professor of the KROK Business School, corporate psychologist, researcher-practitioner of creativity and spoke on the topic "Sustainability, creativity and adequate perception of problems", during which she explained creative mechanisms of vitality formation and helped to believe in the personal creative powers of everyone.



22.2 2025 World Creativity and Innovation Week at KROK Business School

Subjects

- Corporate Social Responsibility (CSR)
- Sustainability
- Sustainable Development
- Responsible Management Education

Provide supporting context

[2025 World Creativity and Innovation Week at KROK Business School](#)

Traditionally, on April 15, 2025, the World Creativity and Innovation Week 2025 started, bringing together 160 countries around the world, and the event took place in Kyiv for the fifth time thanks to the efforts of the KROK Business School, the official partner of the UN global initiative in Ukraine.

The main theme of this year's event was "Blue Creativity", which combines creativity, ecological thinking, mental health care and innovation for sustainable development.

Several events took place as part of this extraordinary event:

- - Panel discussion "Blue Creativity in Business: Business Models of the Future", where representatives of Ukrainian companies and public organizations shared real cases of transformations and innovative solutions. Among the speakers were representatives of such companies as Nova Poshta, MHP, Kernel, Recast Plastic, as well as ASDE - the Association of Sustainable Development Experts. The event was moderated by Olga Karpova, CEO of the KROK Business School. "This year's motto is dedicated to water, because water is the embodiment of all life on earth, and we must appreciate this resource that nature has given us. We should all be like water: adaptive, alive, deep. And today, creativity is not only about ideas, but also about sustainability and renewal," said Olga Karpova.
 - A creative workshop on creating business models of the future, focused on sustainable development. The event was conducted by Oksana Sedashova - associate professor of the KROK Business School, International Creativity Ambassador, initiator of projects for the development of creativity thinking in business. Workshop participants had the opportunity not only to get acquainted with the components of a modern sustainable business model focused on responsible entrepreneurship, but also to experience it through practical business cases, interaction and improvisation. "Participants did not just listen, but created: communication, ideas, solutions. It was a deep dialogue, a lively exchange and an honest search for answers, what the business of the future should be," shared Oksana Sedashova.
 - Creative lecture "Blue Minds", where scientists who study the body, brain and climate gathered to talk about creativity as a resource. The following shared their vision: Svitlana Krakovska – climatologist, member of the Intergovernmental Panel on Climate Change (IPCC), Petro Chornomorets – psychophysicologist, Kateryna Shavanova – biologist, popularizer of science. They talked about how to think not by inertia, but considering environmental changes, how creativity affects neuroplasticity, why "brain ecology" is no less important than the ecology of the planet, and science for business is an important driver of development.
 - Dialogues about creativity in the club bookstore "Nash Format", where meetings were held with writers Slava Svitova and Yulia Syromolot. They talked about the power of stories and creative confidence, reviewed the best books on creativity and innovation and activated their own creativity through storytelling.



23. Student Engagement

26% - 50%

24. Values Voices

24.1 Support of KROK Business School community to Armed Forces of Ukraine

Subjects

- Human Resources

Provide supporting context

[Support of KROK Business School community to Armed Forces of Ukraine](#)

Andriy Korejba, a teacher at the KROK Business School, is actively involved in volunteer activities and supports our defenders. For him, as for our entire community, volunteering is not just charity, but an important civic position and conscious participation in the joint struggle for victory.

Seven laptops were donated to the servicemen of the Bohdan Khmelnytsky Separate Brigade. This equipment will be useful for performing important tasks on the front line and in headquarters.



24.2 ProDobro A Joint Humanitarian and Educational Project by KROK Business School and the Charity organization “Charity fund “HUMANOID”

Subjects

- Human Resources
- Sustainability
- Sustainable Development

Provide supporting context

[ProDobro A Joint Humanitarian and Educational Project by KROK Business School and the Charity organization “Charity fund “HUMANOID”](#)

The KROK Business School launched a joint humanitarian and educational project "ProDobro" with the Charity organization “Charity fund “HUMANOID” about inclusion, ethics of support, entrepreneurship, and learning.

The initiator and inspiration behind the project is Tetyana Hrybachova, an MBA graduate, member of the MBA Advisory Board, and a person with a big heart and a bright soul who helps the most vulnerable endure and survive.

The project features short podcasts that leave plenty of room for questions and reflections—on how each of us can help and not walk past those in need. Even a kind word holds great magic.

24.3 Against the war. Women's power of Luhansk region

Subjects

- Human Resources
- Sustainable Development
- Sustainability
- Mental health

Provide supporting context

[Against the war. Women's power of Luhansk region](#)

Oksana Sedashova, associate professor of KROK Business School, international ambassador for creativity in Ukraine, took part as an invited speaker at the forum for women entrepreneurs of Luhansk region who have moved their business or plan to rebuild "Despite the war. Women's power of Luhansk Region". The event took place in Kyiv on April 5-6, 2024.

Forum "Despite the war. The Women's Power of Luhansk region" aims to unite women, provide them with support and tools for business development even in difficult times of war. The initiator and organizer of the Forum is the public organization "Zrostai Foundation" with the support of the Center for International Private Entrepreneurship (CIPE).

During the forum, women entrepreneurs immersed themselves in key topics - entrepreneurship, leadership, recovery and opportunities in war conditions, and in two days in a circle of like-minded people, they gained new knowledge, inspiration, confidence to develop their businesses and orientation to search for new opportunities.

Oksana Sedashova spoke on the topic "Psychology of creative thinking. Sustainability", telling about how:

- - learn to be resilient
 - find out which thoughts reduce confidence and destroy supports within yourself
 - to form an adequate perception of problems and learn to formulate them effectively
 - to activate one's own creative potential to solve problems.

It's great when women come together in communities and in a safe circle to receive support, quality practical knowledge for business development. KROK Business School supports similar initiatives and contributes to the development of small and medium-sized entrepreneurship, as well as women's entrepreneurship and leadership, in particular from regions affected by the occupation of the Russian invaders.



24.4 MBA Students Meet with Chisom Udeze, DEIB Consultant

Subjects

- Business Administration
- Sustainability
- Sustainable Development
- International Business
- Innovative Business

Provide supporting context

[MBA Students Meet with Chisom Udeze, DEIB Consultant](#)

On December 15, 2024, MBA students studying "International Business" had the opportunity to speak online with Chisom Udeze, a thought leader and author of publications on DEIB - Diversity, Equity, Inclusion, and Belonging, and the founder of "Diversify and HerSpace." KROK Business School places great emphasis on issues related to sustainable development.

In her presentation, Chisom explained why diversity and inclusion in the workplace are essential for a sustainable, competitive, and innovative business and society. Diversity also goes beyond the outward perception of a company – it includes the functioning of internal structures and signals the value systems of an organization's management or leadership team. During the meeting, the topic of cultural nuances in business conduct was also touched upon, as well as why it is important for companies to develop and have a DEIB strategy.

The administration and MBA program students are grateful to Chisom for the productive and engaging lecture, the time spent in conversation, answering questions, and her dedication to such an important topic as equality and inclusion.

24.5 KROK Business School Presented Ukraine's Experience in Sustainable Development in Education at an International Conference in the Netherlands

Subjects

- Sustainability
- Sustainable Development
- Responsible Management Education

Provide supporting context

[KROK Business School Presented Ukraine's Experience in Sustainable Development in Education at an International Conference in the Netherlands](#)

On June 13–14, 2025, the final conference “Innovating Business Education for Responsible Global Minds” took place in Maastricht, Netherlands, as part of the international ERASMUS+ project IBE-RE-GLO-MI. The event brought together representatives from leading European business schools, researchers, educators, and practitioners from over 10 countries. One of the key themes was the integration of sustainable development principles into business education. Among the invited speakers was a delegation from Ukraine – the team from KROK Business School, including Olha Karpova, Diana Levchenko, and Oksana Sedashova, who delivered a presentation titled:

“Sustainable Development Strategy in Times of Challenge: The Experience of KROK Business School.”

In their presentation, the KROK team highlighted several key aspects:

KROK Business School's sustainability strategies the foundation for transforming the educational process, aimed at shaping a new generation of leaders with responsible global thinking.

The concept of “sustainable pedagogy”— a new teaching approach that combines flexibility, ethics, systems thinking, and a focus on long-term impact.

Patterns of systemic sustainable thinking— cognitive models that help educators develop students' ability to understand the interconnections between economic, social, and environmental processes.

Facilitative learning— an innovative educational approach that fosters independent thinking, critical reflection, and teamwork.

Examples of creativity and innovation— in building sustainable businesses in Ukraine, even amid war and uncertainty.





24.6 KROK Business School – the voice of ukrainian business education in the UN PRME CEE CHAPTER

Subjects

- Sustainable Development
- Sustainability
- Responsible Management Education

Provide supporting context

[KROK business school – the voice of ukrainian business education in the UN PRME CEE CHAPTER](#)

On April 16-17, 2024, KROK Business School, the only Ukrainian business school, took part in the meeting of the Central and Eastern European division of the UN Principles of Responsible Business Education initiative (UN PRME CEE Chapter). The Meeting took place in Budapest, hosted by Corvinus University.

The meeting of representatives of several dozen business schools in the region was dedicated to the relaunch of the regional strategy, deepening the understanding of the updated principles of responsible business education of the UN, integration into the I5 initiative.

Special attention was paid to building an effective educational community in the region, which will allow business schools that adhere to the principles of responsible management education and educate responsible leaders to interact more effectively, exchange experience and have their own signature in international standards of business education.

We are proud that Lyudmila Kosovych, a representative of KROK Business School, was elected one of the vice-presidents of the CEE Chapter board for 2024-2026. For the next three years, among other things, she will take care of the development of applied research and interaction between business schools in the region in this area.

The vice-presidency of Ukrainian Business School, namely KROK Business School in the UN PRME CEE Chapter is of great importance for a number of reasons:

1. **International cooperation and exchange of experience:** Work in the CEE Chapter opens up for Ukrainian business education, and in particular for KROK Business School, the possibility of active exchange of experience and best practices with other educational institutions from Central and Eastern Europe. This will not only enrich the school's curriculum with new knowledge, but also contribute to the expansion of international partnerships.
2. **Increasing prestige and recognition:** Representation in such an influential international organization as the UN PRME CEE Chapter recognizes the prestige of KROK Business School and makes it more internationally known. With the help of our business school, the voice of Ukrainian business education is beginning to sound louder in the region.
3. **Opportunities for students and instructors:** Active involvement in CEE Chapter activities opens up new opportunities for KROK business school. This will expand participation in international conferences, seminars and projects, access to an international network of contacts and experts in the field of sustainable development and corporate responsibility.
4. **Support for sustainable development:** The vice-presidency of KROK Business School in the CEE Chapter will allow to actively spread the principles of sustainable development in Ukraine and the region, and the educational practices of the business school in this direction will be an important contribution of Ukrainian business education to the global implementation of the UN sustainable development goals.



24.7 “Growth Mindset” for the Ukrainian Business Brotherhood

Subjects

- Entrepreneurship
- Management

Provide supporting context

[“Growth Mindset” for the Ukrainian Business Brotherhood](#)

Effective entrepreneurship is impossible without training and development - this is the opinion of the Ukrainian Business Brotherhood - an association of entrepreneurs with common values of sociality, unity, business conduct, patriotism and personal development. Working together for the development of our country, members of this community strive to become one of the key players in building a new Ukraine, namely, to make Ukraine a worthy and economically beneficial partner with which other countries want to build friendly and long-term relations. Therefore, at the end of September, members of the Ukrainian Business Brotherhood attended a two-day "Growth Mindset" training from KROK Business School, which was conducted by Oksana Sedashova - associate professor of KROK Business School, business trainer. The event took place in Lviv in the conference hall of the Grand Hotel Lviv.

During the program took place:

- - Formation of a growth mindset
 - Development of emotional intelligence and self-management

- Increasing efficiency in business
- Development of individual action plans.

The participants not only learned about the concept of "growth mindset", but were able to reformat their thinking, as well as plan specific steps to implement the Growth Mindset culture and performance indicators in their enterprises.

KROK Business School continues to train entrepreneurs and teams of top-managers of national and international companies in a corporate format, improving skills, creating an atmosphere for powerful personal development to bring new and effective solutions to business, raising Ukraine to a new level of innovation.



24.8 Action "Books for brave hearts"

Subjects

- Human Resources
- Quality Education

Provide supporting context

KROK Business School joined the "Books for Brave Hearts" project. The purpose of the campaign was to collect books that can support our defenders and cheer them up and help keep morale high.

Where there is no stable Internet, and quite often there is no light, where it would seem that reading is not possible, the book itself is a savior. Each book donated is our contribution to the victory and support of our heroes.

In August 2024, doctors and psychologists of the 66th separate mechanized brigade named after Prince Mstislav the Brave received the first 100 books from the KROK University team, including from the KROK Business School. We sincerely hope that lines from these books will give our Heroes moments of peace and rest, albeit short-lived.





Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



25. Define Teach

Quality education, as the fourth of the Sustainable Development Goals, is one of the main activities of KROK Business School. When developing programs for adults, managers, specialists, entrepreneurs, and leaders of various levels, we proceed from an understanding of modern transformational processes taking place in the world, the introduction of new technologies, and the third important factor - business globalization.

26. Teaching Awards

26.1 Red Kalyna Award

Award Granter

European Institute of Innovation and Technology

Award Grantee

Oksana Sedashova

Description of Award

Oksana Sedashova, Associate Professor at KROK Business School, on receiving the Red Kalyna Award – an initiative of the European Institute of Innovation and Technology (EIT) Community and the EIT Strategic Regional Innovation Cluster. Each year, an independent European Commission selects 10 Ukrainian female innovators who lead innovative businesses, contribute to the country's reconstruction, and stimulate the local economy. As a symbol of their strength and resilience, they are honored with the Red Kalyna Award. For the second year in a row, the EIT Red Kalyna Awards were given to ten Ukrainian role models – innovators, leaders, and entrepreneurs – who have demonstrated that building an innovation ecosystem is possible even in the most challenging circumstances. This year's ceremony, which took place in Budapest during „The next of innovations for the future of Europe” on 28 November 2024, was a testament to the resilience and ingenuity of Ukrainian innovators, bringing together leaders from across sectors to honour the individuals and organizations who are pushing boundaries and sparking change. The response to the Red Kalyna 2024 nominations significantly increased compared to 2023. This year, the awards received more than twice the number of applications compared to the inaugural edition, reflecting the growing visibility and value of the initiative, as well as the expansion of its community. The selection process was no easy feat, with so many inspiring stories and accomplishments to consider. It was an exciting and challenging task to choose from such an impressive pool of talent.

[Award link](#)

Provide supporting materials...

Red Kalyna Award

[View document](#)  [Download document](#) 

27. Educator Recognition

- Faculty promotion and tenure consideration
- Professional development opportunities
- KROK University Award

28. Teaching Voices

28.1 Teaching Voices - Oksana Sedashova

Subjects

- Management
- Conflict Management
- Creative and Innovative Management
- Creative Problem Solving
- Creative and Innovative Management
- Creative Problem Solving

Provide supporting context

Oksana Sedashova – Associate Professor and Program Manager at KROK Business School. A PhD in Education and Creativity, I am specializing in creative thinking, organizational psychology, and mediation. I am a guarantor of the master's program "Mediation and Conflict Management" and a lecturer in other master's programs at the KROK Business School. I teach the following courses: "Creative and Innovative Management in Projects", "Design Thinking", "Psychological Aspects of Conflictology. Typology and Diagnosis of Conflicts", "Visual Psychodiagnostics. Psychology of Deception and Manipulation", "Facilitation", "Organizational Behavior".

To help students develop skills to achieve the global goals of sustainable development, I use a facilitative teaching method. Students gain new knowledge through traditional lectures, analysis of practical experience and real cases, and the use of interactive tasks and digital tools. For example, in the program "Mediation and Conflict Management", when studying the topic of facilitation, students activate their critical and creative thinking through studying the

CPS methodology – Creative Problem Solving, which includes 4 stages – Clarify (identify the challenge), Ideate (generate ideas), Develop (implement ideas to life), Implement (giving ideas legs).

As the International Creativity Ambassador in Ukraine, I have led initiatives like the World Creativity and Innovation Week. In 2025, as part of the World Creativity and Innovation Week in Ukraine, I organized a workshop on creating business models of the future, focused on sustainable development. Workshop participants had the opportunity not only to get acquainted with the components of a modern sustainable business model focused on responsible entrepreneurship, but also to experience it through practical business cases, interaction, and improvisation. Participants did not just listen, but created: communication, ideas, solutions. It was a deep dialogue, a lively exchange, and an honest search for answers about what the business of the future should be.

My contribution is that I create innovative educational models, helping to develop businesses in Ukraine.



Sincerely,

Oksana Sedashova,

Associate Professor and Program Manager at KROK Business School Kyiv, Ukraine

28.2 Teaching Voices - Diana Levchenko

Subjects

- Sustainability
- Sustainable Development
- Quality Education

Provide supporting context

Diana Levchenko – PhD, Senior Lecturer at the Department of Management and Innovative Development, Project and Program Manager at KROK Business School. One of the courses taught is the course "Mediation in the field of intellectual property". The course is dedicated to revealing the role of mediation as a strategic tool for conflict management in the field of intellectual property. The course combines legal analytics, applied issues of mediation for resolving conflicts in the field of intellectual property and the features of communication with business, creative industries and the startup environment. One of the topics of the course is mediation for sustainable partnerships in the field of intellectual property, because in the conditions of the development of modern society, it is important for me, as a teacher of the KROK Business School, to provide knowledge for facilitating long-term relationships.

In addition to teaching, I am engaged in scientific work at the KROK Business School. Scientific activity brings positive changes to the field of teaching, because we comprehensively cover the results of scientific work among masters and actively involve them in joint projects. One of these was a joint project with Olga Karpova, Oksana Sedashova and Mariia Kobets on the implementation of educational innovations in peacebuilding education. The project was on the topic: "Possibilities of artificial intelligence for conflict management, peacebuilding and mediation" and received the Jean Monnet project award under the ERASMUS+ program.

In general, I would like to summarize that the activities of the KROK Business School are aimed at developing business leaders responsible for the future. Sustainable development is an important component of educational and scientific work of the KROK Business School and a direction for forming partnership relations.



Sincerely,

Diana Levchenko,

Senior Lecturer at the Department of Management and Innovative Development, Project and Program Manager at KROK Business School

29. Barriers to Innovative Curriculum

- Collaboration barriers
- Faculty expertise gaps
- Limited interdisciplinary collaboration

30. Barriers to Innovative Pedagogy

- Collaboration barriers
- Limited faculty development opportunities

31. Fostering Innovation

A lot

32. Experiential Learning

To a great extent

33. Learning Mindset

To a great extent

34. Method of Teaching and Learning

In person



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

35. Define Research

We create new meanings and reveal the potential of each individual, transforming thinking and freeing from patterns. We are an innovative space for mutually beneficial growth, in the center of which is the spirit of entrepreneurship and assistance in solving business problems.

36. 2024 Publications

7

37. Research Barriers

- War
- Blackouts
- Limited financial resources
- Limited teaching and student mobility due to restrictions on men going abroad
- Technology and resource access

38. 2024 Publications on Sustainable Development and/or RME

4

39. Research Funding

- National

40. Socializing Research

- Public events and lectures
- Open-access platforms

41. Research Projects

41.1 Resilience of small and medium-sized businesses

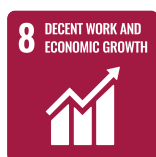
Who is involved in the project

- Faculty
- Masters students
- Small and medium-sized businesses
- Managers
- Entrepreneurs
- Scientists
- Educational institutions
- Non-governmental organizations

Department

- Department of Management and Innovative Development

This research project covers:



Period covering

May, 2025 - May, 2028

Describe the research project

Resilience of small and medium-sized businesses

Small and medium-sized businesses (SMEs) are an important component of the economy of any country, as they contribute to economic development, job creation and innovation. However, SMEs often face numerous challenges that can affect their ability to adapt to changes in the context of globalization, economic crises, social changes and technological innovations. For the third year in a row, it has been demonstrating an example of economic resilience by showing flexibility and courage and finding ways to preserve and develop businesses during the war. That is why KROK Business School, one of the leading business schools in Ukraine, is launching an up-to-date study to find out what factors influenced the

ability of SMEs in Ukraine to adapt and maintain their stability in the face of change. The viability of business allows you to preserve not only existing enterprises but also create conditions for their further development. The study will cover the study of aspects such as the impact of business education, innovation and creativity, risk management, as well as the ability to effectively resolve conflicts.

Research work is carried out at the Department of Management and Innovative Development of the Business School of the KROK University of Economics and Law "KROK" "Resilience of Small and Medium-Sized Businesses" (state registration number 0125U002614).

To identify the key factors that determine the resilience of small and medium-sized businesses in Ukraine and the world, as well as to determine the impact of:

- Business Education for the Development and Stability of SMEs
- Innovation and creativity on the ability to adapt business
- Risk management as a strategy to reduce negative impacts on business
- Conflict resolution through mediation

The main objectives of the study are:

1. To investigate the theoretical foundations of the concept, principles and factors of development of the resilience of organizations.
2. To analyse the factors of resilience of small and medium-sized businesses in Ukraine and the world.
3. To assess the impact of business education on the ability of SMEs to adapt and develop.
4. Identify the role of innovation and creativity in increasing the ability of businesses to adapt to change.
5. Assess the importance of risk management for the stability of SMEs.
6. To investigate the impact of mediation and alternative conflict resolution methods on maintaining business resilience.

41.2 ArtNoConflict

Who is involved in the project

- Masters students
- Undergraduate students
- PhD students
- Postdoc students
- Faculty

Department

- Institute of International Education
- NETHERLANDS BUSINESS ACADEMY
- V. N. Karazin Kharkiv National University

- Shota Rustaveli State University
- Ukrainian Youth Councils Association
- Youth for the world Non-Entrepreneurial
- Mykolas Romeris University
- KROK University

This research project covers:**Period covering**

February, 2024 - January, 2027

Describe the research project**The Art of Negotiation and Conflict Resolution (Mediation)**

The aim of the project is to provide students and young people who are not studying with access to a new level of international and cross-cultural and inclusive education through the implementation of virtual exchanges on the art of negotiation and mediation in EU countries, Georgia and Ukraine to enhance democracy, cultural diversity and objective problem resolution by acquiring best European practices.

Specific Project Objectives:

1. To conduct trainings for youth workers and University representatives on critical thinking, negotiation, and mediation skills development.
2. To develop and implement online-course "The Art of Negotiation and Conflict Resolution (Mediation)".
3. To conduct a set of virtual activities for students and youth.
4. To establish sustainable cross-cultural communication network in EU countries, Georgia and Ukraine,
5. To reduce level of conflicts in Ukrainian and Georgian societies through sharing mediation values.

Main activities:

- to develop training programs both for students and youth, and for Universities' staff and youth workers
- to conduct trainings for trainers and facilitators
- to conduct virtual trainings, workshops, mediation simulations, negotiation fights, final dissemination conference
- to organize virtual visits to partner universities for exchange of experience, etc.

- to organize dissemination of project values and results.



Co-funded by
the European Union



[Additional materials](#)

41.3 CLIMAN

Who is involved in the project

- Undergraduate students
- Masters students
- PhD students
- Postdoc students
- Faculty
- Universities
- Stakeholders

Department

- Netherlands Business Academy
- KROK University
- Mykolas Romeris University
- HTW Berlin - University of Applied Sciences
- Akaki Tsereteli State University Kutaisi
- Batumi Shota Rustaveli State University
- Hultgren Nachhaltigkeitsberatung UG
- Lviv Polytechnic National University
- West Ukrainian National University
- Kharkiv National Automobile and Highway University

This research project covers:



Period covering

November, 2020 - November, 2024

Describe the research project

CLIMAN – Erasmus + Capacity Building in Higher Education

Synergy of educational, scientific, management and industrial components for climate management and climate change prevention.

The aim of the project is to help the universities of Georgia and Ukraine to become centers for the development of research of climate management to accelerate integration into the global climate market and to meet global climate regulation requirements by acquiring best European practices in the field of climate change prevention, adaptation and mitigation.

The specific objectives of the project are as follows:

1. Update the existing master degree programs by developing an interdisciplinary training module "Climate Management".
2. Establish consulting Climate Management Centers at partner universities and ensure their sustainable development.
3. Facilitate the development and strengthening of institutional capacity of partner universities aiming to develop recommendations for the industrial, transport, energy, tourism sectors and local authorities in the sphere of climate change prevention, adaptation and mitigation.

Activities:

Learning of the EU experience in scientific and practical activities on climate management.

Development of the Training Module "Climate Management" at Partner HEIs.

Establishment of the Climate Management Center.

Implementation of the updated Master Degree Program at Partner HEIs.

Quality Management.

Dissemination and sustainability.

Project Management.



[Additional materials](#)

42. Research Awards

42.1 Peace Education for a Consolidated and Human-Centered Europe

Award Granter

Erasmus+

Award Grantee

KROK Business School

Description of Award

The KROK Business School Team Wins Project Competition within the Erasmus+ Jean Monnet Module "Peace Education for a Consolidated and Human-Centered Europe" The project titled "Artificial Intelligence Opportunities for Conflict Management, Peacebuilding, and Mediation", co-authored by Olga Karpova, Master of Mediation and Conflict Management, Executive Director of KROK Business School; Oksana Sedashova, PhD, Associate Professor at the Department of Management and Innovative Development; Diana Levchenko, PhD, Senior Lecturer at the same department; and Maria Kobets, Master of Law and Master of Mediation and Conflict Management at KROK Business School, promotes the integration of nonviolent communication values, the formation of a dialogue culture, and the development of mediation practices in the educational environment. KROK Business School once again demonstrated a high level of project thinking, creativity, and a value-oriented approach to establishing effective communication within organizations using artificial intelligence. The School's participation in the project highlights its leadership in implementing innovations, fostering social responsibility, and integrating the Sustainable Development Goals.

Provide supporting materials...

BSK_Jean Monnet

View document  Download document 

43. Research Presentations

43.1 Sustainable Development Strategy in Times of Challenge: The Experience of KROK Business School

This is a

- Conference paper/proceedings

Authors

- Olga Karpova, Executive Director of KROK Business School
- Oksana Sedashova, PhD, Associate Professor and Program Manager at KROK Business School
- Diana Levchenko, PhD, Senior lecturer, Program and project manager at KROK Business School

Date of publication

August, 2025

What conference was this presented at?

- International ERASMUS+ project “Innovating Business Education for Responsible Global Minds”

Abstract or Summary of Publication

On June 13–14, 2025, the final conference “Innovating Business Education for Responsible Global Minds” took place in Maastricht, Netherlands, as part of the international ERASMUS+ project IBE-RE-GLO-MI. The event brought together representatives from leading European business schools, researchers, educators, and practitioners from over 10 countries. One of the key themes was the integration of sustainable development principles into business education. The KROK Business School presented research on the topic “Sustainable Development Strategy in Times of Challenge: The Experience of KROK Business School.” KROK Business School offers vision for the educational implementation of the SDGs, which is an innovative and relevant approach in business education. The innovative educational activities of KROK Business School aimed at equipping students with skills directed towards achieving sustainable development goals. Science activities was primarily related to the practical implementation of the results of student research projects. BSK has undertaken a series of methodological measures for teaching sustainability. According to the roadmap for integrating SDGs into the educational process, lecturers are recommended to include best practices related to SDGs in syllabi and educational materials for courses.



What would be the ideal impact of this research in the field and/or in society?

The KROK team highlighted several key aspects:

- - **KROK Business School's sustainability strategy** as the foundation for transforming the educational process, aimed at shaping a new generation of leaders with responsible global thinking.
 - The concept of **"sustainable pedagogy"**— a new teaching approach that combines flexibility, ethics, systems thinking, and a focus on long-term impact.
 - **Patterns of systemic sustainable thinking**— cognitive models that help educators develop students' ability to understand the interconnections between economic, social, and environmental processes.
 - **Facilitative learning**— an innovative educational approach that fosters independent thinking, critical reflection, and teamwork.
 - **Examples of creativity and innovation**— in building sustainable businesses in Ukraine, even amid war and uncertainty.

International Business
School MaastrichtZU
YDTechnology
Arts Sciences
TH KölnKEDGE
BUSINESS SCHOOL

KOZHINSKI UNIVERSITY

EFMD
GLOBALHAW
HAMBURGESSR
EUROPEAN SCHOOL

iusdrp



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CERTIFICATE OF PRESENTATION

It is hereby certified that the paper

KROK Business School Kyiv's vision of a sustainable development strategy

was presented at the **Innovating Business Education for Responsible Global Minds** held at Zuyd University of Applied Science, Maastricht /The Netherlands, from 11th to 12th June 2025.

Authors: Olga Karpova & Oksana Sedashova

Maastricht/The Netherlands, June 12th, 2025.

Professor Jeanine Hermans,
Chairman of the Organising Committee



Co-funded by
the European Union

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44. Share Publications

44.1 Bortnik, A., Moleiro Martins, J., Nuno Mata, M., Boichenko, K., & Dantas, R. (2024) Assessing the impact of architecture efficiency on the business model competitiveness

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Anastasiia Bortnik, PhD, Associate Professor at KROK Business School
- José Moleiro Martins
- Mário Nuno Mata
- Kateryna Boichenko
- Rui Dantas

Date of publication

March, 2024

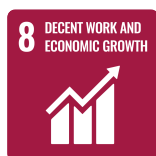
Abstract or Summary of Publication

The purpose of this research is to develop a methodological approach to assessing the impact of the architecture effectiveness of the enterprise business model on the level of its competitiveness. The study methodology suggests the author's approach to assessing the architecture effectiveness and the level of enterprise competitiveness. The scenario approach was used in order to evaluate the connection between competitiveness, business model potential and enterprise architecture based on the economic-mathematical method of solving the nonlinear optimization problem through the use of hierarchical synthesis. The study was conducted according to the materials from 15 private clinics in Ukraine. The analysis of the obtained indices of architecture efficiency, competitiveness and potential level of the business model of the private clinics under study was carried out. It is determined that the level and growth rates of the enterprise architecture efficiency of private clinics have significant distinctions, which affect the level of their competitiveness. A group of leading companies in terms of the level of business model potential is singled out based on the definition of the correlation between the level of business model potential and the enterprise architecture efficiency. It is established that the level of business model potential of private clinics is substantially dependent on the level of enterprise architecture efficiency. It is proved that the efficiency of enterprise architecture has a significant influence on the potential and competitiveness of the business model. The novelty of the study consists in the methodological approach to assessing the impact of business model architecture on the level

of its competitiveness, taking into consideration the identification of functional rather than strictly parametric correlation between variables. This research can be useful for professionals, scientists and researchers involved in developing and implementing effective business models and designing the enterprise architecture in order to achieve the company's strategic intentions and to create and maintain competitive market positions.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.2 Danchenko O., Kryskun I. (2024) The impact of artificial intelligence on flexible project management methodologies

This is a

- Conference paper/proceedings

Authors

- Danchenko Olena, Doctor of Technical Sciences, Professor, Trainer-Teacher of the KROK Business School
- Kryskun Ivan

Date of publication

April, 2024

What conference was this presented at?

- Modern Organizational Management: Origins, Realities and Development Prospects: Conference of the KROK University

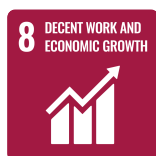
Abstract or Summary of Publication

The rapid development of artificial intelligence (AI), which has been taking place in recent years and will obviously intensify in the future, is increasingly affecting various sectors of the economy. The integration and use of artificial intelligence (AI) in flexible project management

methodologies can significantly affect current practices and the efficiency of teams. By optimizing resource allocation, predicting potential risks, and facilitating more effective communication, agile methodologies powered by AI serve not only project managers and teams, but also stakeholders and end users, ensuring more reliable and successful project outcomes. Beneficiaries of AI integration and use can include representatives from various industries and different roles such as project managers, product managers, product owners, scrum masters, and others.

This research covers (Department):

- Management

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.3 Danchenko O., Koreiba A. (2024) Analysis of the influence of biological factors on the project team

This is a

- Regular article

[DOI](#)

Authors

- Olena Danchenko, Doctor of Technical Sciences, Professor, Trainer-Teacher at the KROK Business School
- Andriy Koreiba, Senior Lecturer at the KROK Business School

Date of publication

September, 2024

Abstract or Summary of Publication

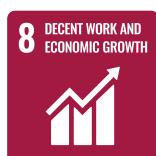
In today's world, the effectiveness of project teams is becoming a key success factor in many industries, from high-tech to business. But it is impossible not to notice the important role self-organisation plays in this success system. The notion of self-organisation as part of many

components of the development and formation of society raises the question of transferring the experience of self-management from the biological world to the world of human practice. Much attention has so far been paid to the psychological and organisational aspects of team management, but the understanding of the biological factors that influence team performance remains limited. Scientific research is increasingly indicating that biological aspects, such as genetic characteristics, physiological rhythms and biochemical processes in the body, can have a significant impact on team performance and synergy. This opens up new prospects for optimising project team management. However, there is still a great need for a deeper and more systematic study of how these biological factors interact with project team dynamics and what methods can be used to improve project management to take these influences into account. Drawing on analogies with synergies in nature, we aim to understand how biological factors can facilitate or hinder effective teamwork and how this knowledge can be applied to improve project management. This research is based on an in-depth literature review and empirical data obtained through a rigorous.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.4 Dolyanovska I. (2024) Restitution as a component of transitional justice

This is a

- Regular article

[DOI](#)

Authors

- Inna Dolyanovska, PhD, Associate Professor, Trainer-Teacher of the KROK Business School

Date of publication

May, 2024

Abstract or Summary of Publication

The article is devoted to an in-depth analysis of the concept of transitional justice, focusing on its key element – restitution, which is an important tool for restoring the violated rights of victims of serious violations of human rights and international humanitarian law, such as war crimes, genocide and mass repressions. Four main components of transitional justice are described. Particular attention is paid to restitution, which consists in restoring the initial situation of victims of serious violations of human rights or international humanitarian law. It is determined that restitution not only compensates for the harm caused, but also restores social justice and ensures the return of victims to their original state, including the return of property, restoration of citizenship, human rights, identity, family life and compensation for the harm caused. The article examines how restitution contributed to the restoration of property rights, the return of land, reinstatement at work, and the payment of compensation to victims, which allowed to ensure justice and prevent the recurrence of similar violations in the future.

This research covers (Department):

- Department of State and Legal Disciplines

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.5 Dolyanovska I., Gilbert A. (2024) Mediation as a factor of changes in civil society

This is a

- Regular article

[DOI](#)

Authors

- Inna Dolyanovska, PhD, Associate Professor, Trainer-Teacher of the KROK Business School

- Arthur Gilbert, Master of Mediation and Conflict Management, graduate of the KROK Business School

Date of publication

August, 2024

Abstract or Summary of Publication

The transformation of civil society is a kind of marker of a real and practical solution to several social, economic, and political problems, including the proper provision of legal rights and human interests. Thus, civil society is a society where a person's interests are of paramount importance because it is like a person to be in a society where a person has the opportunity to satisfy his personal needs. At the same time, the existing institutions of civil society are designed to ensure a balance between social and political forces, and with the help of legal norms regulate the relevant relations. The formation of a civil society is complex and contradictory, marked by its duration. We can say that this process is endless since changes in social life (political and economic crises, wars, revolutions) directly affect the development of civil society. The most desirable prospect for the development of Ukrainian society is the only possible one - the creation of a democratic civil society.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.6 Dolyanovska I. (2024) Mediation as one of the ways to protect the rights and freedoms of a child in the educational environment**This is a**

- Regular article

[DOI](#)

Authors

- Inna Dolyanovska, PhD, Associate Professor, Trainer-Teacher of the KROK Business School

Date of publication

July, 2024

Abstract or Summary of Publication

In the modern higher education system, constant reforms are taking place, which are connected with military, political, and European integration challenges, which are present both for the country as a whole and for the educational sphere in particular. Currently, a new culture is being formed, which is based on building a peaceful educational space and reducing conflicts in pupil and student environments, respecting the personality of each participant in the educational environment, but most of all concerning minors. Modern educational institutions of various levels are the main link where students acquire knowledge and skills in various subjects and how to behave in a social environment and react to various life situations. Today, in the process of reforming the education system, the problematic issues of conflicts, bullying, and violence in school/student environments can be an obstacle to achieving the goal of comprehensive child development.

This research covers (Department):

- Department of State and Legal Disciplines

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.7 Kalinin, O., Gonchar, V., Zakharchenko, O., Darushyn, O., Maltsev, M., & Datsiuk, P. (2024) A Comprehensive Methodology for Evaluating Economic Security in the Digitalization of Investment Processes

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Oleksandr Kalinin, Doctor of economics, Professor, Head of the Department of Management and Innovative Development at the KROK Business School
- Viktoriya Gonchar
- Oleg Zakharchenko
- Oleksandr Darushyn
- Maksym Maltsev
- Pavlo Datsiuk

Date of publication

March, 2024

Abstract or Summary of Publication

Purpose: This article aims to present a methodology for evaluating economic security within digitalized investment processes, addressing the evolving financial landscape's demands for innovative assessment approaches.

Methods: The methodology developed integrates key components, indicators, and measurement techniques to offer a holistic evaluation of economic security. Case study countries are analyzed to identify common patterns, trends, and best practices, enriching the methodology's robustness.

Results and discussion: The methodology provides valuable insights into maintaining economic security in digitalized investment environments, emphasizing factors such as legal and regulatory frameworks, technological infrastructure, data security, and investor protection. The analysis facilitates a nuanced understanding of economic security dynamics in digital transformation.

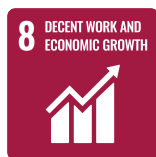
Implications of the research: This research has significant implications for policymakers, researchers, and industry practitioners by offering a comprehensive tool to navigate the complexities of economic security in the digital era. It enables stakeholders to adapt effectively to digitalization challenges and opportunities, ensuring investor protection and financial system stability.

Originality/value: This research contributes to the discourse on economic security and digital transformation by presenting a reliable and efficient evaluation methodology. It fills a critical gap in current methodologies, enhancing the ability of stakeholders to address the intricacies of digitalized investment processes and safeguard economic security.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.8 Kalinin, O., Gonchar, V., Abliazova, N., Filipishyna, L., et al. (2024) Enhancing Economic Security through Digital Transformation in Investment Processes: Theoretical Perspectives and Methodological Approaches Integrating Environmental Sustainability

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Oleksandr Kalinin, Doctor of economics, Professor, Head of the Department of Management and Innovative Development at the KROK Business School
- Viktoriya Gonchar
- Nataliia Abliazova
- Liliya Filipishyna
- Oleh Onofriichuk
- Maksym Maltsev

Date of publication

May, 2024

Abstract or Summary of Publication

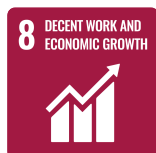
This article delves into the role of digital transformation in bolstering economic security within investment processes, emphasizing the integration of environmental sustainability. It discusses theoretical perspectives and methodological approaches that illuminate how digital technologies can enhance investment practices while ensuring environmental responsibility. The authors emphasize that leveraging digital transformation can not only mitigate risks and vulnerabilities but also bolster efficiency and transparency in investment decision-making while promoting sustainable practices. Through a review of pertinent literature, the article scrutinizes

the advantages of digitalization in realms such as data analytics, automation, and artificial intelligence, highlighting the dual benefits of economic security and environmental stewardship.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.9 Kalinin O. (2024) Investment Security in the Development of the Digital Economy

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Oleksandr Kalinin, Doctor of economics, Professor, Head of the Department of Management and Innovative Development at the KROK Business School

Date of publication

June, 2024

Abstract or Summary of Publication

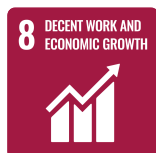
Obstacles to digitalisation in European countries include an aging population, which contributes to a low level of skilled labour availability and disparities in the adoption of digital technologies. There is a need for continuous monitoring of the implementation of digital transitions in European countries. Digitalisation serves as the main driver of technological innovations and services, productivity growth in economic sectors, and reduced efforts in data analysis and decision-making. Investment security in the digital economy should promote the acceleration

of digital transitions in regions with low-capacity levels. The rationality of investment decisions can expedite the development of digital infrastructure as the primary potential for the growth of less-efficient industries on the path to sustainability.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.10 Kalinina N. (2024) Why are negotiation skills important in business or how to make a manager's basic competence part of the company's DNA?

This is a

- Peer-reviewed article

Authors

- Natalia Kalinina, PhD, Associate Professor at KROK Business School

Date of publication

December, 2024

What conference was this presented at?

- Communication as a factor of transparency of social interaction : psychological, historical, legal, economic and political dimensions. New realities in the conditions of war and in the post-war perspective (University of Warmia and Mazury)

Abstract or Summary of Publication

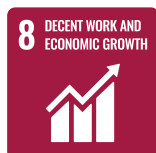
The article discusses negotiations as a core tool for resolving internal and external corporate disputes and conflicts in building a high corporate culture. The company's corporate culture today indicates not only its economic success in the market of goods and services but also the level of society and responsibility to society. The author provides examples of corporations that have preserved their resources by resolving disputes through negotiations rather than litigation.

The author emphasizes the importance of introducing negotiation competence into the corporate culture and of a company's DNA and, as a result, of training managers in effective negotiation at the corporate level.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.11 Levchenko D. (2024) Determining The Nature of Digital Communication in Public Law Sphere

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Diana Levchenko, PhD, Senior Lecturer at KROK Business School
- Artem Zubko
- Maksym Sokiran
- Anna Danylenko
- Vitaliy Oksin

Date of publication

April, 2024

Abstract or Summary of Publication

The aim of the article is to disclose the content of a new view on the essence of digital communication, caused by changes in various aspects of social development and the need to draft effective management practices for digital technologies, digital communication, and artificial intelligence. Providing such an opportunity combines a complex and interdisciplinary approach, which represents a combination of methods and means of various scientific

disciplines. The authors substantiate the thesis that the mandatory nature of the implementation of certain rules and norms arising from public law relations by State agencies and citizens creates special conditions for conflict in the context of digital communication. This is explained by the fact that the interests of the State and private individuals do not always coincide, especially regarding access to information, transparency of management processes and interaction with the public through digital channels.

This research covers (Department):

- Digital Technologies

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.12 Levchenko D. (2024) Artificial Intelligence as an Object of Global Digital Governance

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Levchenko Diana, PhD, Senior Lecturer at KROK Business School

Date of publication

December, 2024

Abstract or Summary of Publication

The article offers the author's understanding of the essence of artificial intelligence as a phenomenon of the digital society. The features of artificial intelligence as conditions for the transformation of global digital governance are determined. The relevance of the adoption of the Global Digital Agreement within the framework of the UN as a normative step in the creation of a worldwide system of principles and mechanisms for the transparent and accountable use of artificial intelligence is highlighted. The ethical challenges of introducing

artificial intelligence into global digital governance are revealed. Attention is focused on ensuring access to digital technologies and resources (including artificial intelligence) for developing countries as a direction for the development of global digital governance.

This research covers (Department):

- AI

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.13 Lemeshchuk R. (2024) Improving the process of newcomer adaptation from the perspective of neuromanagement

This is a

- Regular article

[DOI](#)

Authors

- Lemeshchuk Ruslan, Trainer-Teacher at the KROK Business School

Date of publication

October, 2024

Abstract or Summary of Publication

The article presents the findings of research on the prospects of using neuromanagement as a scientific approach to the adaptation of new employees. The adaptation process is viewed as one of the key elements in ensuring the effective performance of an enterprise, with the goal of quickly and efficiently integrating new employees into the company. The author has developed a list of internal barriers that may hinder employees from successfully integrating into a new company, along with practical recommendations for overcoming these barriers from the perspective of neuromanagement.

This research covers (Department):

- Management

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.14 Lemeshchuk R. (2024) The concept of personnel adaptation at enterprises: onboarding and e-learning**This is a**

- Regular article

[DOI](#)

Authors

- Lemeshchuk Ruslan, Trainer-Teacher of the KROK Business School

Date of publication

June, 2024

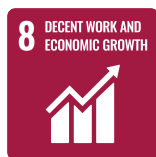
Abstract or Summary of Publication

It is substantiated that the basis of the successful activity of any enterprise today is its personnel potential. From the qualification level of personnel, his general experience and motivation depends on the effectiveness of the enterprise. It is proved that possessing specific operational and strategic functions, the staff provides a leading role in the development of any enterprise. Until recently, such concepts as "personnel adaptation system" and "personnel management" were completely absent in the practice of management at enterprises. It is analysed that modern conditions of management require HR management to improve the system of adaptation of personnel at enterprises. This is the most important factor in the system of ensuring the efficiency of staff.

This research covers (Department):

- Human Resource Management

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.15 Kalinin O., Mosiychuk T., Lukovina L. (2024) Investment management in sustainable development of green energy

This is a

- Regular article

[DOI](#)

Authors

- Oleksandr Kalinin, Doctor of economics, Professor, Head of the Department of Management and Innovative Development at the KROK Business School
- Tetyana Mosiychuk, PhD, Dean at the KROK Business School
- Larysa Lukovina, Graduate at the KROK Business School

Date of publication

December, 2024

Abstract or Summary of Publication

The article examines effective investment management in the sustainable development of green energy, which is a key direction for ensuring energy independence, reducing greenhouse gas emissions, and fulfilling Ukraine's international climate commitments. Changes in energy investment volumes by region and fuel categories are analyzed, allowing for identifying key trends in the global and regional distribution of financial resources. The challenges of replacing nuclear generation in Ukraine are investigated, including the limitations of hydropower, the environmental risks of thermal generation, and the technical constraints of alternative energy sources. International experience in implementing modern energy technologies, such as small modular reactors (SMRs), which ensure energy supply stability and contribute to reducing the carbon footprint, is highlighted.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):**Is this available through open access?**

- Yes

[Publication link](#)

44.16 Rudenko, E., Andriienko, V. (2024). Development of an intelligent model for management of the requirements of marketing projects of the pharmaceutical industry**This is a**

- Regular article

[DOI](#)

Authors

- Elena Rudenko, PhD, Trainer-Teacher af the KROK Business School
- Volodymyr Andriienko

Date of publication

October, 2024

Abstract or Summary of Publication

The object of research is the processes of managing the requirements of the marketing project using means of intelligent data analysis and artificial intelligence systems. Marketing projects include a large number of projects of various types, formats and scales. The work considers projects that are initiated at an existing pharmaceutical enterprise that produces drugs for the local market. Over a period of time, the company needs to introduce new dosage forms to the market. It is not about the development of new innovative drugs. Usually, these are new mixtures of known components, but according to the results of global research, adding new components to the formulation gives a new, additional effect.

This research covers (Department):

- Management

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.17 Sedashova O., Pakhomchuk T. (2024) Models of creative and innovative management in banking institutions

This is a

- Regular article

[DOI](#)

Authors

- Oksana Sedashova, PhD, Associate Professor at KROK Business School
- Tetyana Pakhomchuk, Master of Science, graduate of the KROK Business School

Date of publication

November, 2024

Abstract or Summary of Publication

The analysis of existing approaches to creative management confirmed the importance of forming a corporate culture that promotes innovation, supports creative initiatives, and adapts to changes in the external environment. The integration of modern technologies, such as Big Data, artificial intelligence, digitalization of processes, and automation of operations, is an important factor in optimizing banks' activities, improving the quality of customer service, and strengthening consumer trust.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.18 Sedashova O., Kobets, M. (2024) Using artificial intelligence to predict and prevent conflicts in organizations

This is a

- Conference paper/proceedings

Authors

- Oksana Sedashova, PhD, Associate Professor at KROK Business School
- Mariia Kobets, Master of Mediation and Conflict Management, graduate of the KROK Business School

Date of publication

November, 2024

What conference was this presented at?

- XXI International Scientific and Practical Conference "Conflictological Expertise: Theory and Methodology"

Abstract or Summary of Publication

AI algorithms can analyze large amounts of data, identifying patterns that precede conflicts. However, the implementation of such technologies requires adaptation and improvement, taking into account the specifics of organizational structures and the dynamics of interaction. The challenge is to develop and implement effective AI models that can not only predict conflicts, but also offer solutions to prevent them. It is necessary to determine which algorithms are most suitable for this task, and develop methodologies for their integration into the management processes of organizations.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.19 Karpova O., Sedashova O. (2024) Experience in implementing the Master of Mediation and Conflict Resolution program at the KROK Business School

This is a

- Conference paper/proceedings

Authors

- Olga Karpova, Executive Director of KROK Business School
- Oksana Sedashova, PhD, Associate Professor and Program Manager at KROK Business School

Date of publication

November, 2024

What conference was this presented at?

- Mediation & Universities 1.0: Proceedings of the International Scientific and Practical Conference

Abstract or Summary of Publication

The abstracts reveal the experience of implementing the Master of Mediation and Conflict Resolution program at the KROK Business School. The focus is on the quality of the Master of Mediation and Conflict Resolution program.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.20 Sedashova O., Lyshchuk I. (2024) Mediation skills of the head of a private educational institution as a factor of effective management

This is a

- Conference paper/proceedings

Authors

- Oksana Sedashova, PhD, Associate Professor at KROK Business School
- Iryna Lyshchuk, Master of Mediation and Conflict Management, graduate of the KROK Business School

Date of publication

November, 2024

What conference was this presented at?

- XXI International Scientific and Practical Conference "Conflictological Expertise: Theory and Methods"

Abstract or Summary of Publication

Since private educational institutions exist solely at the expense of investments by owners and payments from clients (parents of students) for educational services, conflicts can cause negative consequences, which will be reflected in the loss of clients, turnover of teaching staff, deterioration of educational services and reduction of economic efficiency of the enterprise. That is why it is relevant to study the ways of optimal conflict management when managing a private educational institution, which the authors consider to be the acquisition of mediation skills by heads of institutions.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

44.21 Sienohonova H. (2024) Peculiarities of overcoming socio-cultural barriers through migration

This is a

- Conference paper/proceedings

Authors

- Halyna Sienohonova, Master of Science, Trainer-Teacher at the KROK Business School

Date of publication

June, 2024

What conference was this presented at?

- ERUA 4th Annual Summit "Social Innovations for Transformative Society" SOCIN24At: Lithuania, Vilnius

Abstract or Summary of Publication

Migration presents complex challenges, necessitating ongoing research across various humanities disciplines. The interdisciplinary approach is crucial for addressing the diverse factors influencing modern migration, especially amid globalization and geopolitical instability. A recent incident in Sweden highlighted these socio-cultural dynamics. Swedish journalist Elaf Ali's joke about Ukrainian refugee women sparked outrage within the Ukrainian community, underscoring cultural sensitivities and differing perceptions of free speech. Anthropologist Svitlana Odinets noted that mutual unfamiliarity between Sweden and Ukraine exacerbated the issue. The absence of Ukrainian representation in the show's studio added to the tension. In response, Ukrainian women in Sweden showcased their professional achievements on social media, challenging stereotypes and fostering understanding.

This research covers (Department):

- Department of Management and Innovative Development

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

45. Research Voices

45.1 letter Netherlands Business Academy to PRME about partnership with KROK University

Subjects

- Mediation
- Management
- Business Administration
- Conflict Management

Provide supporting context



*to the organizers of the initiative the
Principles for Responsible
Management Education (PRME),
«KROK» University,
KROK Business School,*

Hooijdonkseweg 3
4823 ZD Breda
KvK Breda: 20114088
BTW: NL812577565 B02
NL02 RABO 0116 6017 79
info@nlba.nl | www.nlba.nl

Date: 12 September, 2025

Concerning: Cooperation

The Netherlands Business Academy and «KROK» University, KROK Business School are permanent partners, particularly in achieving the Sustainable Development Goals. One of our most successful joint projects is the KA2 CBHE EU project: “Mediation: Training and Society Transformation / MEDIATS”. This project, known in short as "MEDIATS" was co-funded by the European Union. The Netherlands Business Academy was the developer and leading partner in terms of content. The project funded period was completed in 2023, but cooperation between partners is very active. The aim of MEDIATS was to promote mediation in Ukraine, Azerbaijan, and Georgia. Mediation continues to develop further in these countries. Moreover, in the framework of MEDIATS project, the KROK Business School launched a Master’s program in "Mediation and Conflict Management," which continues to successfully train master’s students.

Cooperation in mediation and joint education between the Netherlands Business Academy and «KROK» University continues, for example, within the framework of project “The Art of Negotiation and Conflict Resolution (Mediation) / ArtNoConflict”. The EU project ArtNoConflict focuses on mediation for young people and is a continuation of the successful mediation project MEDIATS, which was successfully completed according to EU requirements in 2023. Within ArtNoConflict, the Netherlands Business Academy cooperates with leading universities of Ukraine and Georgia, including KROK University and lecturers of the KROK Business School. ArtNoConflict is based on the "train the trainer" principle and has a strong virtual component, making mediation accessible to a large group of young people.

In July 2025, a partnership visit of representatives of KROK Business School to the Netherlands Business Academy took place within the ERASMUS+ KA 1 mobility program supported by the European Union, which significantly enhanced the internationalization of KROK Business School's activities.

Overall, the Netherlands Business Academy, in partnership with «KROK» University and KROK Business School, consistently develops ideas of responsible knowledge management and social transformations through education. Through joint initiatives, in particular the MEDIATS and ArtNoConflict projects and faculty mobility programs, the Netherlands Business Academy in partnership with «KROK» University and KROK Business School demonstrates examples of implementing innovative approaches to the development of mediation and reflects mediation practices in countries with different cultural and social contexts.

Thus, Netherlands Business Academy in cooperation with «KROK» University and KROK Business School shapes a value-based and applied approach to management studies, with a focus on sustainable development (primarily Goal 4: Quality Education and Goal 16: Peace and Justice). The partnership contributes to the integration of Ukrainian educational institutions into the global space of responsible management.

With highest regards,


Prof. Dr.h.c. Jan van Zwieten
Rector Netherlands Business Academy





Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

46. Partners, Accreditation Bodies, Associations, etc.

- CEEMAN (Central and East European Management Development Association)
- EFMD (European Foundation for Management Development)
- Association of Sustainable Development Experts
- Baltum Büroo OÜ
- CIOneer
- European School of Sustainability Science and Research (ESSSR)
- International Independent Board for Lean Certification
- ISC Paris Business School
- LEPL "Georgian Association of Mediators"
- LLC "League of Insurance Organizations of Ukraine"
- Netherlands Business Academy
- NGO «Association of Lawyers-Mediators of Ukraine»
- NGO «National Association of Mediators of Ukraine»
- Private Institution "Parasat Mediation and Law Center"
- Public organization "Center for civil liberties"
- Swiss Montreux Business School
- Swiss School of Business and Management (SSBM Geneva)
- Ukrainian Association for Management Development and Business Education (UAMDBE)
- Webster Center for Creativity and Innovation (WCCI)
- United Nations Global Compact non-business signatory
- Positive Impact Rating (PIR)

47. Define Partner

We value partnerships with our students, alumni, instructors, business, national and international communities of professionals from all over the world, adopting best practices and generously sharing their and our own experience and best practices. We focus on practical tools for entrepreneurship development, implementing pragmatic approaches, creating platforms for introducing best practices to change the business and the world around us for the better future.

48. Student Partners

- None

49. Partnerships

49.1 European School of Sustainability Science and Research (ESSSR)

Period this affiliation covers

October, 2024 - October, 2026

This organization is a:

- Inter-university consortium

Purpose of work with this organization

- Sustainability and Social Impact
- Research Collaborations
- Publishing and Journals
- Access to Learning Resources

Describe your work with this organization

In 2024, KROK Business School became a member of the European School of Sustainability Science and Research (ESSSR). ESSSR is an inter-university consortium that brings together members interested in sustainability science and sustainable development issues. It is an important organization that fills the gap in the coordination of teaching and research in the field of sustainability at the European level.

We are glad that we can integrate the research efforts of the Center for Sustainable Development at the Development Hub of the KROK Business School with colleagues in Europe and have new opportunities for cooperation, knowledge exchange and implementation of innovative solutions in the field of sustainable development.



How do you measure success and impact

Integration and collaboration; Practical outcomes; Knowledge dissemination; Capacity building

49.2 European Foundation for Management Development (EFMD)

Period this affiliation covers

June, 2024 - December, 2027

This organization is a:

- Global, non-profit, membership-driven organisation

Purpose of work with this organization

- Accreditation and Assessment
- Access to Learning Resources
- Interdisciplinary Collaboration
- Lifelong Learning and Executive Education
- Publishing and Journals
- Rankings and Ratings
- Research Collaborations
- Thought Leadership and Knowledge Sharing
- Sustainability and Social Impact

Describe your work with this organization

KROK Business School has received full membership in one of the most prestigious global professional associations in the world, EFMD - the European Foundation for Management Development.

Membership in this organization provides us with great opportunities for the development of the Business School as a whole, as well as for the teaching staff, the development of partnerships, research, international cooperation, the community of students, graduates. From now on, KROK Business School can take advantage of the services offered to EFMD members, namely a wide range of targeted services for training, communication and professional development.

The successful operation of EFMD as an international network is due to the enormous contribution and involvement of all members. EFMD's priority is to support its members, facilitate the exchange of best practices and provide a safe environment for continued development and growth.



Prof. Dr. Olga Karpova
CEO, KROK Business School
KROK University
KROK Business School
30-32, Tabirna Street
03113 Kyiv
Ukraine

26 June 2024

SUBJECT: Membership of KROK University, KROK Business School

Dear Prof. Dr. Karpova,

We are delighted to announce that the Full Membership of your institution has been officially ratified by the 2024 EFMD & EFMD Global Network Annual General Assemblies in Bologna, Italy, on 10 June 2024.

Welcome to EFMD Global!

At EFMD Global, we strive to foster a community of professionals dedicated to management development. We are honoured to have your valuable expertise and experience in our collective efforts.

As a member of the EFMD Global network, you will have access to a wide range of resources, including:

- **Exclusive Events:** Participate in our conferences, webinars, and workshops designed to enhance your knowledge and skills.
- **Networking Opportunities:** Connect with fellow members, share insights, and collaborate on projects through our online platform and in-person events.
- **Professional and Personal Development:** Take advantage of our training programmes, mentorship opportunities and learning offerings.
- **Achievement of your institution's highest capabilities:** Leverage the global recognition and strategic advantage of EQUIS and EFMD programme accreditations.
- **Resources:** Stay informed with our regular newsletters, the Global Focus magazine, research publications, industry blogs and updates on trends in management education.

We highly recommend you attend our upcoming 2025 Deans Conference which will be held in Lisbon on 13-14 February. It is a fantastic opportunity to meet your peers, the Deans in the network, to gain valuable insights about our initiatives.

If you have any questions or need assistance, please do not hesitate to reach out to our Membership Team at membership@efmdglobal.org. We are here to support you and ensure you maximise all of the benefits of your membership.

Once again, welcome to EFMD Global! We look forward to your active participation and the unique contributions you will undoubtedly bring to our community.

Warm regards,

Prof. Eric Cornuel
President
EFMD Global

EFMD is an international not-for-profit association (alsbl)
Rue Gachard 96 - Box 3 - 1050 Brussels, BELGIUM
T +32 2 629 0610 • F +32 2 629 0611 • E info@efmdglobal.org • www.efmdglobal.org
VAT BE 0411 610 461 - RFW Brussels



How do you measure success and impact

Integration and collaboration; Practical outcomes; Knowledge dissemination; Capacity building;
Awards

Provide supporting materials...

EFMD_Silver_Winners

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50. Partner Voices

50.1 Association of Lawyers-Mediators of Ukraine about partnership with KROK Business School

Subjects

- Mediation
- Sustainable Partnership
- Quality Education
- Sustainable Partnership
- Quality Education

Provide supporting context

The NGO “Association of Lawyer-Mediators of Ukraine” is a long-term partner of the KROK Business School. In August 2024, a Memorandum of Cooperation was signed between «KROK» University and the NGO “Association of Lawyer-Mediators of Ukraine”, which provides for the implementation of various activities, including joint events and training. An agreement was reached between the partners on the development and implementation of a training program in mediation. Private bailiffs, attorneys, and lawyers from different regions of Ukraine are undergoing corporate training under the program “Basic Mediation Skills” together with the training team of the KROK Business School, ASSERTIVE Group (Switzerland), and a partner – the Netherlands Business Academy.

The joint program “Basic Mediation Skills” develops in lawyers and managers the ability to make responsible decisions, practice ethical communication, and engage in constructive dialogue. The involvement of international institutions – ASSERTIVE Group (Switzerland) and the Netherlands Business Academy – enhances the transnational dimension of the educational approach and makes it possible to adapt best global practices to the Ukrainian context. Thus, the partnership activity of the NGO “Association of Lawyer-Mediators of Ukraine”, «KROK» University, and the KROK Business School contributes to the training of professionals with basic mediation skills and creates a methodological foundation for further research in the field of alternative dispute resolution, conflict management, and responsible leadership.

Head of the NGO

«Association of Lawyers-Mediators of Ukraine» Kateryna KARASHCHUK



**ASSOCIATION OF
LAWYERS-MEDIATORS OF
UKRAINE**

OFFICIAL LETTER

*to the organizers of the initiative the Principles for Responsible
Management Education (PRME),
«KROK» University,
KROK Business School,
from the NGO «Association of Lawyers-Mediators of Ukraine»*

The NGO "Association of Lawyer-Mediators of Ukraine" is a long-term partner of the KROK Business School. In August 2024, a Memorandum of Cooperation was signed between «KROK» University and the NGO "Association of Lawyer-Mediators of Ukraine", which provides for the implementation of various activities, including joint events and training. An agreement was reached between the partners on the development and implementation of a training program in mediation. Private bailiffs, attorneys, and lawyers from different regions of Ukraine are undergoing corporate training under the program "Basic Mediation Skills" together with the training team of the KROK Business School, ASSERTIVE Group (Switzerland), and a partner – the Netherlands Business Academy.

The research voice of the NGO "Association of Lawyer-Mediators of Ukraine", in cooperation with «KROK» University and the KROK Business School, is expressed through the integration of practice-oriented knowledge and interdisciplinary approaches to studying mediation as an innovative tool for conflict resolution in modern society. The partnership demonstrates alignment with PRME principles, as it is based on a combination of academic education, professional practice, and international experience.

The joint program "Basic Mediation Skills" develops in lawyers and managers the ability to make responsible decisions, practice ethical communication, and engage in constructive dialogue. The involvement of international institutions – ASSERTIVE Group (Switzerland) and the Netherlands Business Academy – enhances the transnational dimension of the educational approach and makes it possible to adapt best global practices to the Ukrainian context.

Thus, the partnership activity of the NGO "Association of Lawyer-Mediators of Ukraine", «KROK» University, and the KROK Business School contributes to the training of professionals with basic mediation skills and creates a methodological foundation for further research in the field of alternative dispute resolution, conflict management, and responsible leadership.

Head of the NGO

«Association of Lawyers-Mediators



Kateryna KARASHCHUK

50.2 Public organization "Center for civil liberties" about partnership with «KROK» University, KROK Business School

Subjects

- Sustainable Development
- Responsible Management Education
- Partnership

- Partnership

Provide supporting context

As part of the partnership between the NGO «The Center for Civil Liberties» (hereinafter – the Center for Civil Liberties) and «KROK» University, we would like to express our research voice in the field of cooperation with «KROK» University regarding the implementation of the Sustainable Development Goals. The Center for Civil Liberties is the laureate of the 2022 Nobel Peace Prize. One of the areas of activity of the Center for Civil Liberties is promoting the implementation of reforms related to the protection of human rights. The aim of this direction is to strengthen the capacity of the human rights community for a more consolidated response to the state of human rights observance. The Center for Civil Liberties contributes to the development and promotion of a consolidated position of the human rights community so that the most dangerous legislative initiatives are not adopted by parliamentarians, and recommendations from human rights defenders regarding reforms are fully implemented in practice. In addition, the Center for Civil Liberties engages in educational activities aimed at promoting the values of human rights. Accessible and understandable education and awareness in the field of human rights is one of the main areas of the Center's work. The Center for Civil Liberties ensures that graduates of the organization's educational programs form a strong community of citizens who stand for the protection of human rights. Together with «KROK» University, the Center for Civil Liberties implements a master's program «Human Rights and Social Justice Activities». The program focuses on the study of basic concepts of social work theory, social services, social protection and policy, economic and social human rights, social standards, social project management, and the management of state and non-governmental organizations in the social sphere. The program combines knowledge from social sciences, law, and economics, providing a comprehensive understanding of human rights activities. It includes practical courses, trainings, internships, case study solutions, and other activities that allow students to acquire the necessary skills for working in this field. The program incorporates advanced practical experience from international and Ukrainian NGOs in the social sphere. Modern teaching methods are applied, such as problem-based learning, research projects, and group work. The program also considers the importance of developing social entrepreneurship and building business projects in the social sector. Overall, the research voice of the Center for Civil Liberties in partnership with «KROK» University is based on combining human rights experience with academic tools, which ensures the formation of an innovative approach to the implementation of PRME. As a Nobel Peace Prize laureate organization, the Center for Civil Liberties provides expertise in human rights protection and conveys the consolidated position of civil society into the educational and research space. The synergy of the Center's potential with «KROK» University contributes to the development of critical thinking, the promotion of a culture of academic integrity, and the implementation of research approaches that combine humanitarian, legal, and socio-economic dimensions. The Center for Civil Liberties and «KROK» University jointly form a research environment that

integrates science, practice, and ethical responsibility, contributing to the development of a new generation of leaders capable of achieving the Sustainable Development Goals at both local and global levels.

Executive director of NGO «Center for Civil Liberties»



Public organization
"Center for civil liberties"
01004 / Kyiv, Ukraine
St. Baseina, 9G, office. 25
ccl.org.ua

OFFICIAL LETTER HEAD

*To the organizers of the initiative
the Principles for Responsible Management Education (PRME),
«KROK» University,
KROK Business School,
From the NGO «The Center for Civil Liberties»*

09 September 2025

As part of the partnership between the NGO «The Center for Civil Liberties» (hereinafter – the Center for Civil Liberties) and «KROK» University, we would like to express our research voice in the field of cooperation with «KROK» University regarding the implementation of the Sustainable Development Goals.

The Center for Civil Liberties is the laureate of the 2022 Nobel Peace Prize. One of the areas of activity of the Center for Civil Liberties is promoting the implementation of reforms related to the protection of human rights. The aim of this direction is to strengthen the capacity of the human rights community for a more consolidated response to the state of human rights observance. The Center for Civil Liberties contributes to the development and promotion of a consolidated position of the human rights community so that the most dangerous legislative initiatives are not adopted by parliamentarians, and recommendations from human rights defenders regarding reforms are fully implemented in practice.

In addition, the Center for Civil Liberties engages in educational activities aimed at promoting the values of human rights. Accessible and understandable education and awareness in the field of human rights is one of the main areas of the Center's work. The Center for Civil Liberties ensures that graduates of the organization's educational programs form a strong community of citizens who stand for the protection of human rights.

Together with «KROK» University, the Center for Civil Liberties implements a master's program «Human Rights and Social Justice Activities». The program focuses on the study of basic concepts of social work theory, social services, social protection and policy, economic and social human rights, social standards, social project management, and the management of state and non-governmental organizations in the social sphere. The program combines knowledge from social sciences, law, and economics, providing a comprehensive understanding of human rights activities. It includes practical courses, trainings, internships, case study solutions, and other activities that allow students to acquire the necessary skills for working in this field. The program incorporates advanced practical experience from international and Ukrainian NGOs in the social sphere. Modern teaching methods are applied, such as problem-based learning, research projects, and group work. The program also considers the importance of developing social entrepreneurship and building business projects in the social sector. Overall, the research voice of the Center for Civil Liberties in partnership with «KROK» University is based on combining human rights experience with academic tools, which ensures the formation of an innovative approach to the implementation of PRME.

As a Nobel Peace Prize laureate organization, the Center for Civil Liberties provides expertise in human rights protection and conveys the consolidated position of civil society into the educational and research space. The synergy of the Center's potential with «KROK» University contributes to the development of critical thinking, the promotion of a culture of academic integrity, and the implementation of research approaches that combine humanitarian, legal, and socio-economic dimensions.

The Center for Civil Liberties and «KROK» University jointly form a research environment that integrates science, practice, and ethical responsibility, contributing to the development of a new generation of leaders capable of achieving the Sustainable Development Goals at both local and global levels.

Executive director of NGO «Center for Civil Liberties»

 Romanova



Practice

We adopt responsible and accountable management principles in our own governance and operations.

51. Define Practice

We adapt our educational products to current and future market needs, shaping business education trends, understanding the challenges and opportunities of the new digital era. For us, a flexible approach is important to meet the needs of all stakeholders. For us it is important to be opinion leaders and have powerful professional expertise.

52. RME Practices

- Sustainability strategy or strategic plan (school or university level)
- Open-access guides
- Curriculum guidelines
- Climate action plan
- Accreditation body recommendation documents

53. RME Policies

53.1 Roadmap for SDG integration into education, science and partnerships of the KROK Business School

Upload or select a document

ROADMAP FOR SDG INTEGRATION INTO
EDUCATION, SCIENCE AND PARTNERSHIPS
OF THE KROK BUSINESS SCHOOL

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54. Practice Awards

54.1 EFMD Excellence in Practice Awards 2025

Award Granter

European Foundation for Management Development

Award Grantee

KROK Business School and Credit Agricole Ukraine

Description of Award

KROK Business School has been awarded the Silver Prize in the EFMD Excellence in Practice Awards 2025 in the "Leadership Development" category for its joint case with Credit Agricole Ukraine titled "Managerial School." The EFMD Excellence in Practice Awards is one of the most prestigious global competitions in the field of management education. Since 2007, it has recognized partnerships between business schools and organizations that demonstrate real impact through learning programs on leadership development, organizational growth, and business transformation. Winning silver in such a high-level competition highlights the professionalism and maturity of the educational practices implemented by KROK Business School. It also showcases the ability of Ukrainian institutions to create world-class innovative solutions. For the KROK Business School team, this award is more than just recognition—it affirms their contribution to the development of responsible leadership in times of crisis, which is significant not only for business but for society as a whole. KROK Business School is the only Ukrainian institution among the winners, which include globally recognized schools such as IMD, London Business School, IE, and others.

[Award link](#)

Provide supporting materials...

EFMD_Silver_Winners

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54.2 Business School of the Year: the results of the analysis of experts of the Analytical Center "Choice of the Country".

Award Granter

Analytical Center "Choice of the Country"

Award Grantee

KROK Business School

Description of Award

Business School KROK was awarded the "Choice of the Country" badge based on the results of the analysis of experts from the Analytical Center "Choice of the Country". The analysis was conducted using the author's methodology "Consumer Preferences", which includes an assessment of the main criteria that influence the choice of an educational institution: reputation and reviews, scale of activity, online image, web resource assessment.

ADVANTAGES "Business School "KROK": Programs are designed to immediately gain knowledge in practice. The team includes company managers, business consultants, top managers — people who make business decisions every day. Students and graduates — owners

of small and medium-sized businesses, top managers of Ukrainian and international companies. Here you can find partners, clients, investors or work. MBA and Mini MBA programs teach modern approaches to strategies, finance, marketing, team management and change. This is what will increase business. This is one of the famous private universities in Ukraine, with more than 30 years of history. Its business school has a good reputation among employers and business circles. There are evening and modular formats to combine study with work. They also develop corporate programs at the request of companies.

[Award link](#)

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Award

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54.3 Ukrainian Business Awards

Award Granter

Ukrainian Business Award (UBA)

Award Grantee

KROK Business School


Description of Award

The organizing committee of the Ukrainian Business Award (UBA) has confirmed that Business School KROK is the winner of the UBA 2024 in the category of "Leading Business School in the MBA Field." The national independent rating recognizes outstanding companies and business leaders who achieve significant success, develop new technologies, and create jobs. The evaluation system is based on objective criteria that identify the best of the best in various business sectors. The focus of the Ukrainian Business Award was on business schools in Kyiv that offer education in the field of MBA (Master of Business Administration). For the rating, the organizing committee selected 7 leading business schools in Kyiv that implement MBA programs. To analyze program quality and overall school performance, a methodology was developed in collaboration with analytical partners YouControl, Serpstat, and Clarity Project. Independent jury members had the opportunity to comprehensively assess the activities and results of each business school. Based on their expert conclusion, Business School KROK secured the second place among the 7 business schools in Kyiv and became the winner of the UBA in the category of "Leading Business School in the MBA Field."

[Award link](#)

Provide supporting materials...

Ukrainian Business Award_BSK

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Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



55. Define Share

We are the part and participant of the global world, the priority for us is internationalization, diversity and cross-cultural communication. We train business leaders and managers for the global world using the best international experience and modern national practices in training.

56. Transparent Engagement

- Community events and consultation forums
- Feedback mechanisms (e.g., surveys, suggestion boxes)
- Public events and panel discussions
- Partnerships with local organizations

57. Transparency Barriers

- Engagement gaps
- Audience reach

58. Audiences

- Alumni and donors
- Faculty and staff
- Non-governmental organizations (NGOs)
- Prospective and current students
- Research and academic networks
- Media and public relations channels

59. Sharing Voices

59.1 Business Club on diversity and inclusiveness

Subjects

- Business Law
- Business leaders
- Conflict Management
- Corporate Social Responsibility (CSR)
- Innovative Business

- Leadership
- Management
- Sustainability
- Sustainable Development
- Social Entrepreneurship

Provide supporting context

On March 14, 2024, KROK Business School became the arena for an important discussion about diversity and inclusiveness. As part of the Business Club, students and guests gathered to consider this topic, which is becoming increasingly important in today's world. Iryna Rubis, the speaker of the event, an inclusion and diversity trainer and visionary, emphasized how ignorance can turn into discrimination and even violence, and highlighted ways to increase tolerance and inclusiveness in communities.

The meeting was full of energy and ideas, and participants actively discussed various aspects and challenges related to issues of diversity and inclusion in business and society as a whole. The topic interested everyone attended, and the discussion turned out to be very fruitful. From defining and understanding the concepts of diversity and inclusion to analyzing their impact on business processes and organizational culture, every aspect proved to be important for understanding and further development.

This event opened new horizons for understanding and implementing the concepts of diversity and inclusion in modern business. We hope that the discussion that took place will become an impetus for further actions and initiatives in this direction. The event was very informative and exciting, and the participants gained a lot of new knowledge and insights.

59.2 Business club on the topic "Business of Ukraine in the conditions of war: experience of adaptation"**Subjects**

- Business leaders
- Corporate Social Responsibility (CSR)
- Environmental Economics
- Finance
- Innovative Business
- Leadership

Provide supporting context

On September 21, 2024, a meeting in the format of a discussion business club on the topic "Business of Ukraine in conditions of war: experience of adaptation" was held at the KROK Business School. The discussion was attended by more than 40 participants, among whom

were graduates of master's programs, students, teachers, representatives of business and non-governmental organizations. Moderator of the discussion Olga Karpova introduced the audience to the study of Advanter Group of the state of SMEs in Ukraine held in May 2024. For example, the development of Ukrainian business is hindered not only by the war, but also by the following factors:

- the unpredictability of the development of the situation in Ukraine
- unforeseen actions of the state, which can worsen the state of business
- lack of a sufficient number of solvent customers on the domestic market
- lack of sufficient capital
- lack of qualified workers
- high taxes and fees

Attendees were informed by experts Tetyana Mosiychuk and Oleksandr Kalinin about the research of the World Bank and the IMF on the state of the economy and trends. During the discussion, there were questions about strategies and solutions, innovations and technologies, risk insurance. Polina Ovcharova shared her experience of adapting the "Building Guild" company to wartime conditions. Anastasia Bortnik spoke about the unique experience of treatment and prosthetics acquired by Ukrainian doctors during the war.

The main topics for discussion were:

- changes in the structure of industries and organization of production
- promising niches and directions
- the level of demand for various products and services
- difficulties in attracting investments
- the level of effectiveness of state support during the war
- adaptation strategies
- the impact of war on supply chains and logistics
- relocation of productions
- protection of employees, support of their motivation and productivity.

59.3 PRME Forum – RME Week 2025: The Future of Business Education is Being Shaped Today

Subjects

- Responsible Management Education
- Sustainable Development

Provide supporting context

As an authorized member of the UN PRME initiative, KROK Business School is [proud to share](#) the agenda and key takeaways from the PRME Forum and Responsible Management Education (RME) Week 2025. This global event, held June 10-11, 2025 brought together leading business schools and experts from around the world to discuss the transformation of education in the context of the UN Sustainable Development Goals (SDGs).



59.4 Business Club on diversity and inclusiveness "VAT Administration for Legal Entities"

Subjects

- Finance
- Responsible

Provide supporting context

On March 14, 2024, KROK Business School held Business Club "VAT Administration for Legal Entities". The speakers were Yevhen Tyshchenko, Chief State Inspector of the VAT Administration Department of the Taxation of Legal Entities Department of the State Tax Service of Ukraine Main Department of DPS in Kyiv and Svitlana MOROZ, Ph.D., lawyer, managing partner of Dictum Law Company (Kyiv, Istanbul), co-founder of FROMTURKIYE.UA and the Advanced Technologies Fund, ambassador of the international business community Board/ Alanya, Turkey, curator of the business club Ukrainian family /Antalya, Turkey, associate professor of the State Tax University, teacher of the MBA and MGBM programs of the KROK Business School. Business club topics included: What is VAT - the economic essence of the tax; Tax credit as an asset of the enterprise - how the tax credit is formed; How VAT tax liabilities are formed. The most common violations related to the understatement of VAT tax liabilities by taxpayers; How VAT is calculated on the taxpayer's electronic account; Problematic aspects of VAT administration: blocking tax invoices, assignment of risk status to the taxpayer; Understatement of VAT obligations by payers - judicial practice regarding the most typical violations; Proving the guilt of officials in the underestimation of VAT obligations - judicial practice.

59.5 Quarterly Meeting of UN PRME Chapters: KROK Business School in Global Dialogue on Sustainable Development of Business Education

Subjects

- Sustainability
- Sustainable Development
- Sustainable Partnership

Provide supporting context

On February 6, 2025, representatives of KROK Business School participated in the quarterly meeting of regional PRME Chapters, and discussed the key trends and challenges in implementing principles of responsible management in education.

Together with partners from various countries, there was an exchange of experiences on integrating ESG approaches into educational programs, particularly in training to support small and medium-sized businesses in times of instability and developing competencies of future leaders.

Participants paid significant attention to discussing the following questions:

How to enhance the impact of business schools on achieving Sustainable Development Goals?

What initiatives can make education more inclusive and responsible?

How to strengthen interaction between business, science, and society?

These questions became the center of the discussion, and we are glad to be part of a community that is shaping a new management ethic in the world.

Representatives from PRME Chapters in India, Central and Eastern Europe (CEE), Poland, and Scandinavia participated in the meeting. Within the CEE Chapter, KROK representatives presented the following projects:

1. Research on SME resilience
2. Initiating the implementation of 15 principles among Ukrainian business schools
3. Summer School of Mediation
4. UN World Creativity and Innovation Week 2024

59.6 KROK Business School is active board member of UN PRME CEE Chapter

Subjects

- Management
- managerial skills
- Quality Education

- Responsible Management Education
- Sustainability

Provide supporting context

KROK Business School actively contributes to the UN PRME Central and Eastern Europe (CEE) Chapter as **Vice President of Research**. Our role focuses on strengthening responsible management education and advancing sustainability research across the region.

Key priorities include:

- Developing a **regional research database** to highlight innovative practices and case studies.
- Promoting **collaborative research projects** on resilience, equality, and sustainable business transformation.
- Facilitating **knowledge exchange** among member schools and connecting academia with business practice.
- Enhancing the **visibility of CEE research** within the global PRME network.

Through this work, KROK Business School reinforces its mission to integrate sustainability and responsibility into management education, driving impact across the region and beyond.



SIGNATORY

KROK Business School



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