PRME
an initiative of the
United Nations Global Compact

Sharing Information on Progress 2026

KROK Business School

September 2026

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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 KROK Business School, including key details and basic institutional data.

Mission

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

Vision

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

Strategy

Description of Strategy of KROK Business School 2025-2026

KROK Business School, as an integral part of KROK University, consistently implements the concept of continuous learning, "3L" – Life-Long Learning – "Learning Throughout Life." Our advantage lies in the fact that an entire family can study at KROK University: children at the lyceum, college, and university, while parents attend the business school.

When developing programs for adult learners, managers, professionals, entrepreneurs, and executives at various levels, we are guided by an understanding of the contemporary transformative processes taking place in the world, the implementation of new technologies, and a third important factor: the globalization of business.

One of the strategic objectives of KROK Business School is sustainability, in particular, promoting the integration of sustainable development principles into the educational process of KROK Business School based on the United Nations' 17 Sustainable Development Goals (SDGs).

The KROK Business School Strategy stipulates that, in order to achieve this strategic objective, KROK Business School shall:

- Integrate sustainable development principles and topics into academic programmes and develop dedicated courses on sustainability and ESG.
- Develop projects and initiatives aimed at promoting sustainability.
- Report annually to PRME.
- Review the Sustainability Roadmap annually.
- Establish cooperation with international organisations in the areas of responsible business education and sustainability.
- Participate in international sustainability rankings.
- Initiate and conduct research on the resilience of small and medium-sized enterprises (SMEs) in wartime conditions.
- Ensure the continued implementation of social initiatives aimed at supporting the Armed Forces of Ukraine and people in need of assistance.

- Develop and regularly update programmes on risk management and business recovery in wartime conditions.
- Encourage students to participate in sustainability-related projects.
- Support student initiatives aimed at addressing environmental and social challenges.
- Conduct training sessions and seminars for faculty members on sustainable development.
- Engage experts from international organisations to facilitate knowledge and experience exchange and organise joint events.
- Address the five identified SDGs within academic programmes and integrate them into the educational process.



Strategy Alignment

Strategy Alignment

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.

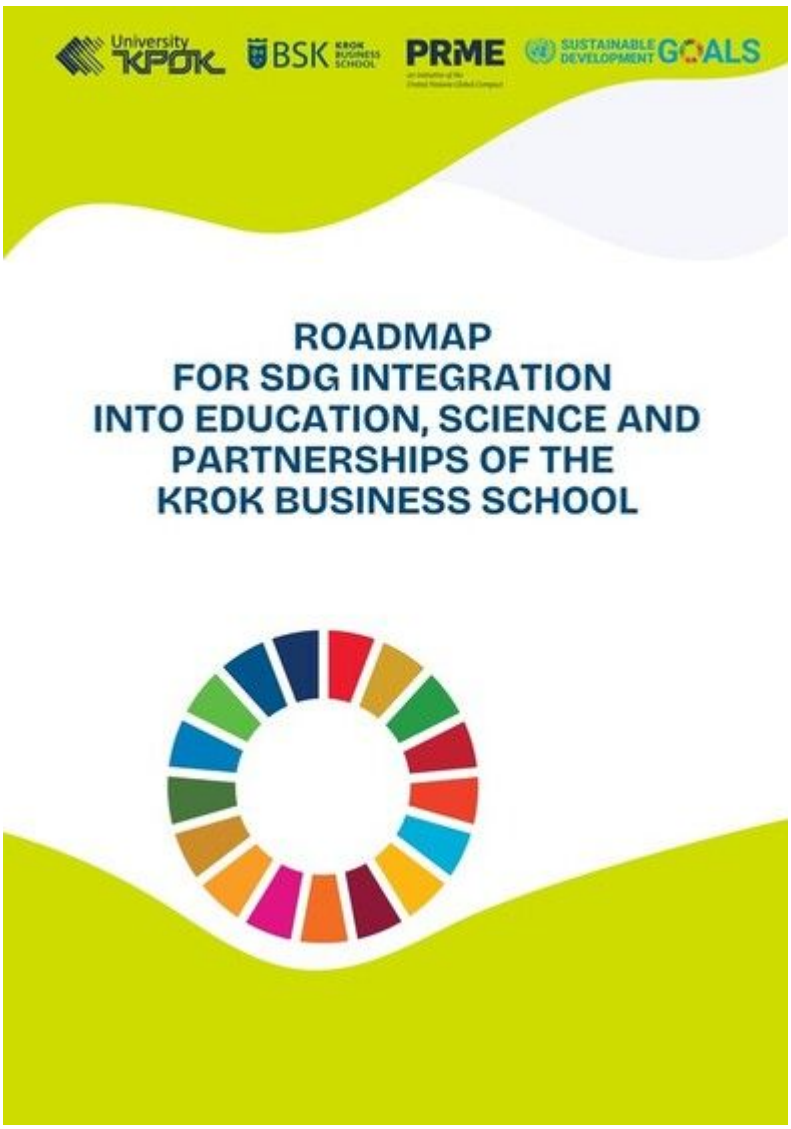
2. *Sustainability of the economy and business. Support for projects aimed at the development of local and regional businesses*. Dissemination of information about the importance of adhering to the principles of sustainable development. Organization of projects and initiatives aimed at supporting the 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.



Institutional History

Historical tour KROK Business School

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 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”. KROK Business School received the TOP Ukrainian Award 2025 – “Choice of the Country” as the Best Business School in Ukraine.
2026 – KROK Business School receives international accreditation ZEVA for three master’s programs. KROK Business School Wins International Keystone Award 2026 as Training Provider of the Year.

Graduates & Enrollment

2025 Statistics	Number
Graduates	16
Faculty & Staff at the University	356
Faculty & Staff at the Institution	35
Student Enrollment at the University	3065
Student Enrollment at the Institution	44
Masters-Level Postgraduate Attendance	44
Certificate, Professional Development, or Continuing Education Attendance	350

Degrees Offered

Masters Programs

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

Masters Degree Programmes

- Global Business Management Degree Programme
- MBA Degree Programme
- Project and Process Management Degree Programme
- Mediation and Conflict Resolution Degree Programme

Certificates, Professional Development, or Associate Programmes

- Mediators Basic Skills
- Baltum Büroo OÜ international certification
- LEAN IIBLC® Certification - Lean Manufacturing



Purpose

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

Letter of Commitment

September 03, 2026

Adoption of the Principles for Responsible Management Education

To our stakeholders,

I am pleased to confirm that KROK Business School reaffirms its support of the following Seven Principles for Responsible Management Education: Purpose, Values, Teach, Research, Partner, Practice and Share. In this annual Sharing Information on Progress (SIP) report, we disclose our continuous efforts to integrate the Seven Principles into our institutional strategy, culture, academic activities, and daily operations, and contribute to United Nations goals, particularly in the Sustainable Development Goals.



Sincerely,

Olga Karpova,
CEO, KROK Business School,
Kyiv, Ukraine

Definition of 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.

Institutional Engagement

26% - 50% of faculty at KROK Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.

Continue telling your story

KROK Business School receives international accreditation for three master's programs

KROK Business School has taken an important step towards advancing the international quality of education: three of its Master's degree programs have received international accreditation from the Central Evaluation and Accreditation Agency Hannover (ZEvA).
The following programs have received international accreditation:
Business Administration
Mediation and Conflict Management
Project and Process Management
According to the certificates issued, all three programs belong to the field of study 0413 Management and Administration under the International Standard Classification of Education ISCED-F 2013 and correspond to specialty D3 "Management" under the Ukrainian classification. The accreditation of the programs is valid until 30 September 2032.
Receiving international accreditation is significant recognition of the consistent development of KROK Business School's educational programs, their international orientation, and their focus on preparing managers capable of responding to contemporary challenges facing business and society.
The international accreditation of educational programs represents KROK Business School's practical contribution to the achievement of the United Nations Sustainable Development Goals, particularly Goal 4, "Quality Education." For KROK Business School, quality education means creating an environment in which future leaders learn to make well-informed decisions and take responsibility for their impact on business, people, and society.
Study in internationally recognised programs. The international accreditation of our educational programs expands opportunities for KROK Business School students by confirming that the learning experience complies with contemporary international approaches to management education. Our

programs are designed for those who seek to develop their management competencies, implement complex projects, improve business processes, work professionally with conflicts, and prepare for leadership roles in a rapidly changing environment.

Certificate of Accreditation

Upon application by the

KROK University
Subdivision: KROK Business School

the Commission of the **Central Evaluation and Accreditation Agency Hannover (ZEvA)** has accredited the following Master programme:

Business Administration (Master)

International Standard Classification of Education (ISCED-F 2013):
Subject area – 0413 Management and Administration

Equivalent in Ukrainian Standard Classification of Education:
Subject area – D Business, Administration and Law
Major – D3 Management

The accreditation is valid until 30 September 2032.

Hanover, 22 July 2026

Henning Schäfer
Managing Director

Member of:

Registered in:

IP-1285-1/1

Story of the integration of Sustainable Development Goals by KROK Business School for 2025-2026

The modern world continues to test our ability to remain resilient, responsible, open to change, and, at the same time, humane. For Ukraine, these challenges have a particular dimension: the full-scale war, economic and social uncertainty, the need to rebuild the country and support its people all pose new tasks for education. Under these circumstances, responsible leadership is no longer merely a managerial competency – it becomes the ability to understand the consequences of one's decisions for people, organisations, society, and future generations. That is why KROK Business School continues to pursue its mission – to shape the mindset of business leaders who are responsible for the future – and reaffirms its commitment to the Principles for Responsible Management Education (PRME). KROK Business School holds the status of a PRME Communicating Signatory and is a member of the PRME Chapter Central and Eastern Europe.

The 2025–2026 period marked a transition for us from individual sustainability initiatives to a more systematic model of integrating them into education, research, partnerships, and the School's own operations. An important tool in this process was the *Roadmap for Integrating the Sustainable Development Goals into Education, Research, and Partnerships at KROK Business School*, which defines key approaches, tools, monitoring mechanisms, and further steps for SDG integration. We place particular emphasis on Goal 4, "Quality Education"; Goal 5, "Gender Equality"; Goal 8, "Decent Work and Economic Growth"; Goal 9, "Industry, Innovation and Infrastructure"; Goal 16, "Peace, Justice and Strong Institutions"; and Goal 17, "Partnerships for the Goals."

Our involvement in the international PRME community has also expanded significantly. As a member of the governing structures of the PRME CEE Chapter, KROK Business School participated in the *6th Annual PRME Chapters Forum 2025*, where discussions focused on leadership in periods of transformation, innovative pedagogy, inclusion, Net Zero, and communication for societal impact. Representatives of the School also participated in the Art & Learning for Sustainable Management panel. During the *8th PRME CEE Regional Meeting in Belgrade* in 2025, KROK Business School Professor Oksana Sedashova served as a co-organiser and facilitator of a creative workshop. At the same time, Liudmyla Kosovych represents KROK Business School in the leadership of the regional Chapter as Co-Vice-Chair for the 2024–2027 term. It is important for us not only to develop our own approaches but also to share the experience we have gained with the international academic community. In March 2026, representatives of KROK Business School presented their experience of developing and implementing the SDG Integration Roadmap during an international *PRME CEE Chapter Coffee Series meeting*, sharing with colleagues from business schools across Central and Eastern Europe practical mechanisms for integrating the SDGs into educational programmes, research, and partnership projects.

One of the priorities for 2025–2026 was the development of the faculty community. KROK Business School faculty members participated in the international *PRME i5 Pedagogy Certification* programme, which covers active and experiential learning, pedagogical approaches in the age of artificial intelligence, intercultural business education, the development of emotional intelligence, online pedagogy, and the assessment of learning outcomes.

The Research Principle is reflected in the development of KROK Business School's research activities. During the reporting period, priority areas included research into the resilience of small and medium-sized businesses, mental health, collegiality, and organisational resilience in wartime conditions. These topics are directly connected to the Ukrainian reality while also having global relevance: how businesses and people adapt to crises, how teams and organisations are sustained, and how education helps build the capacity to make decisions under conditions of prolonged uncertainty.

An important area of our responsibility remains the development of a culture of peace, dialogue, and non-violent conflict resolution. KROK Business School team won a project competition within the *Erasmus+ Jean Monnet Module "Peace Education for a Consolidated and Human-Centred Europe"* with the project "Artificial Intelligence Opportunities for Conflict Management, Peacebuilding and Mediation." The project is aimed at integrating the values of non-violent communication and developing a culture of dialogue and mediation practices within the educational environment.

We continued to develop international partnerships as one of the key mechanisms for achieving sustainable impact. In 2025–2026, our cooperation included, among others, the *GRUNI SDG Center* in Georgia and other international organisations working in the fields of sustainable development, responsible management, and mediation. A partnership visit by the KROK Business School team to the *Netherlands Business Academy* within the Erasmus+ framework provided an opportunity to identify further areas for the development of the Master's programme in Mediation and Conflict Management, academic mobility, joint research, international events, and the involvement of international experts in the educational process. We are convinced that partnership is valuable when it creates new opportunities for students, faculty members, businesses, and society.

During this period, KROK Business School's international presence was also aimed at sharing Ukraine's experience in responsible management and education. At the international conference *Innovating Business Education for Responsible Global Minds*, held in Maastricht, the Netherlands, within the framework of an Erasmus+ project, the KROK Business School team presented its vision of a sustainable development strategy, the concept of "sustainable pedagogy," systemic sustainability thinking, facilitative learning, and the experience of using creativity and innovation in the Ukrainian business environment during wartime. It is important for us that Ukraine be represented in the global educational space through a narrative not only about challenges, but also about solutions, resilience experience, and innovative practices.

Participation in the *EFMD Global* professional community also provided an opportunity to integrate Ukrainian experience into the global dialogue on the future of business education. In 2025, the joint project of KROK Business School and Crédit Agricole Ukraine, "Managerial School for Bank Leaders Responsible for the Future," received the Silver Award at the *EFMD Excellence in Practice Awards 2025 in the Leadership Development* category. The project was presented at the EFMD Executive

Development Conference in Stockholm. The international community particularly recognised the programme's ability to support leadership development amid air raid alerts, power outages, and high levels of uncertainty, transforming real-life crisis conditions into opportunities to develop adaptive leadership, trust, and resilience. In 2026, the international dimension of the School's activities expanded through the participation of its representatives in EFMD events, including the EFMD Deans Conference 2026 and the international *workshop Re-thinking Internationalisation* in Paris. Discussions on internationalisation are increasingly shifting today from the simple expansion of the geographical scope of activities towards questions of societal value, alignment with an institution's mission, and the tangible impact of partnerships. This approach is fully consistent with our understanding of the PRME Principles.

At the same time, we continued to work on the quality and international comparability of our educational programmes. In 2026, three Master's programmes at KROK Business School – "Business Administration," "Mediation and Conflict Management," and "Project and Process Management" – received *international accreditation* from the Central Evaluation and Accreditation Agency Hanover (ZEvA), valid until 30 September 2032. For us, this also represents a contribution to achieving SDG 4 and to creating an educational environment in which future managers learn to take responsibility for the impact of their managerial decisions on business, people, and society.

In June 2026, KROK Business School celebrated its *15th anniversary*. To mark this milestone, we produced a series of *videos highlighting* the activities of KROK Business School, its achievements, challenges, and opportunities throughout each year of its history. We also launched a series of free *practical workshops* dedicated to the 15th anniversary of KROK Business School, designed as hands-on sessions for gaining new insights, networking, and inspiration.

The results of this systematic work also received further international and national recognition. In 2026, KROK Business School became the winner of the *Keystone Awards 2026 in the Training Provider of the Year* category and was also recognised with the national *UKRAINIAN CHOICE Award* in the category "Business Education and Management Programmes 2025–2026." In the year of KROK Business School's 15th anniversary, we view these distinctions primarily as recognition of our responsibility to our students, alumni, partners, and society, as well as an incentive to continuously enhance the quality and impact of management education.

We view all of these areas through the lens of the Seven PRME Principles – Purpose, Values, Teach, Research, Partner, Practice, and Share. For us, these principles mean a clearly defined socially oriented purpose; responsibility towards people and the planet; the integration of responsible management into programmes and pedagogy; relevant research; partnership with business, civil society, government, and academia; the application of responsible principles in our own operations; and the open sharing of experience, achievements, challenges, and lessons learned.

KROK Business School reaffirms its commitment to consistently uphold and implement the PRME Principles at every level of its activities – from its mission and strategy to educational programmes, pedagogical practices, academic research, international and corporate partnerships, and the internal

culture of KROK Business School. We will continue to develop education that supports the resilience of Ukrainian business, contributes to the recovery of society, fosters a culture of peace and dialogue, and shapes a new generation of leaders who are responsible for the future.

We remain open to cooperation, the exchange of experience, and joint action with the global PRME community in pursuit of quality education, responsible management, and a sustainable future.

KROK Business School Shared SDG Roadmap Implementation Experience with PRME CEE Chapter Members

On March 16, 2026, KROK Business School presented its experience in developing and implementing the **SDG Integration Roadmap** during the second international **PRME CEE Chapter Coffee Series** event. The session brought together representatives of business schools from across the Central and Eastern European region, creating a platform for sharing best practices in responsible management and sustainable development.

KROK Business School speakers showcased practical steps in creating the SDG Roadmap and approaches to integrating the Sustainable Development Goals into education, research activities, and partnership projects.

During the meeting, participants discussed:

- how business schools can systematically implement the Sustainable Development Goals;
- KROK Business School's practical experience in developing its SDG Integration Roadmap;
- the role of the academic community in advancing responsible management education.

KROK Business School's initiatives highlight leadership, strategic vision, and commitment to modern values — **sustainability, innovation, responsible educational management, and strong partnerships**.

You can explore the SDG Integration Roadmap at:
https://bs.krok.edu.ua/research/sustainability-development-centre-centr-stalogo-rozvitku/



Values

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

How We 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.

Who Champions Responsible Management Education at Our Institution

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

Student Voices

The following narratives demonstrate how KROK Business School has influenced students' academic journey and personal growth.

Student Voice - Yuliia Bukhanets

Studying at KROK Business School has fundamentally transformed my understanding of what it means to be a modern manager. At the beginning of my academic journey, I viewed business success through traditional metrics - financial results, productivity, achievement of key performance indicators (KPIs), growth, and competitiveness. Over time, however, through exposure to the principles of Responsible Management Education (RME), I came to see management in a much broader context: as a responsibility toward people, the quality of managerial decisions, and the long-term sustainability of business.

For me, RME became a lens through which I began to critically evaluate managerial decisions. During my studies, I increasingly found myself asking: Is profitability alone sufficient for a company to be considered successful? How should performance be assessed when strong financial results are achieved at the expense of employee burnout, transparency, reputation, or the interests of other stakeholders? These questions significantly shaped the direction of my research, entitled «Managing the Performance of a Consulting Company Incorporating ESG Factors».

Influenced by the principles of responsible management, I realized that financial and ESG indicators should not be viewed as competing priorities. Rather, they should be integrated into a unified performance management framework. This insight became an important milestone in my personal and professional development. It also transformed my perception of a manager’s role. Today, I see

management not merely as the monitoring of performance metrics, but as the ability to understand complex cause-and-effect relationships, balance the interests of diverse stakeholders, and anticipate the long-term consequences of managerial decisions.

Perhaps the most valuable outcome of my academic journey is a fundamental shift in my way of thinking. When evaluating my business decisions today, I consider not only their immediate outcomes but also the behavioural patterns they encourage, their impact on people, trust, and reputation, as well as their contribution to the company's long-term resilience and sustainable development.

Yuliia BUKHANETS
Master's degree student
MBA programme
KROK Business School
KROK University

Student Voice - Khrystyna Matviienko

Before studying at KROK Business School, I viewed IT project management primarily as the team's ability to achieve the desired result within the agreed timeframe, budget, and scope of work. It seemed to me that good project management was mainly about speed, execution discipline, and the ability to manage change effectively. However, the Responsible Management Education approach helped me see another side of this process: every management decision affects people, partnerships, resource use, and the long-term value of the product.

This became particularly evident while I was working on my research. In today's IT environment, change is virtually inevitable. Client needs may evolve during development, new ideas often emerge after an MVP demonstration, and market conditions may change before the project is completed. At the beginning of my career, such changes were perceived mainly as a threat to deadlines and budgets. Over time, I realized that the key issue is how the manager and the team handle them.

For me, responsible management in IT begins with being honest about constraints. If the budget and deadlines are fixed, it is impossible to keep increasing the scope of functionality indefinitely without affecting product quality, team workload, or the financial viability of the project. Therefore, a responsible manager neither simply agrees to every new client requirement nor automatically rejects it. Their role is to ensure that the consequences of each decision are clear to all project stakeholders.

For me, this is directly connected to Responsible Management Education. Responsible resource management means being accountable to the team, who should not be expected to continuously compensate for changing requirements through overtime; to the client, who needs to understand the real consequences of their decisions; and to end users, for whom a faster launch should not come at the cost of a critical decline in product quality.

My academic journey has helped me understand that a project manager constantly works with trade-offs. It is impossible to eliminate all constraints, but it is possible to make the decision-making process transparent, well-reasoned, and responsible. This shift in mindset has become the most important outcome of my studies.

Khrystyna MATVIIENKO
Master's degree student
MBA programme
KROK Business School
KROK University

Student Awareness

51% - 75% of students at KROK Business School are aware that we are a PRME Signatory Member.

Student Engagement

51% - 75% of students at KROK Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

KROK Business School Implemented the Charity Initiative “Make a Child’s Dream Come True” for Children of Kherson Region

KROK Business School team implemented the charitable initiative “Make a Child’s Dream Come True” for children from Kherson and the Kherson region on the occasion of St. Nicholas Day. Each gift was purchased and personalized for every child, and the children will also receive a personal letter from St. Nicholas to share warmth and care even in the challenging conditions of a frontline region.
Despite the difficult security situation and constant air raid alerts, the humanitarian team HumAid, led by Tetiana Hrybachova, an MBA graduate of KROK Business School and a children’s volunteer, delivered the gifts to Kherson and handed them over to adults for further individual distribution to the children.
The KROK Business School staff not only bought gifts at their own expense but also helped organize the participation of students and faculty in the initiative. Our compassion and willingness to act are an essential part of this good cause.

KROK Business School will continue to foster a culture of social responsibility and support projects aimed at helping communities affected by the war.



Support of KROK Business School community to Defence Forces of Ukraine

KROK Business School and its community continue to support the **Defence Forces of Ukraine** through fundraising, donations, and targeted assistance. Students, alumni, faculty members, partners, and friends of the School have jointly contributed to meeting practical needs of military units, including the **Separate Presidential Brigade named after Bohdan Khmelnytskyi** and the **24th Separate Mechanized Brigade named after King Danylo**.

Among the initiatives supported by the KROK Business School community were the purchase and transfer of a powerful laptop and a tablet for military needs, as well as participation in the **“Books for Brave Hearts”** campaign, aimed at supporting the morale of Ukrainian defenders.
For KROK Business School, this support is an expression of civic responsibility, solidarity, and the shared commitment of our academic and business community to Ukraine’s resilience.

Celebrating Values

The following demonstrates ways in which our institution celebrates values in various specializations.

15 Years of Leadership That Matters

In June 2026, KROK Business School celebrates its 15th anniversary — 15 years of bold decisions, growth, and true leadership. Today, KROK is more than business education. It is:
A powerful community of leaders
Thousands of graduates from master’s and corporate programs are transforming business and society in Ukraine and around the world, bringing KROK’s values into their teams and organizations.
Expertise that delivers results
Over 50 lecturers and business trainers — practitioners with real management experience — combining academic depth with cutting-edge business solutions.
Future-focused programs
Master’s, certification, and corporate programs recognized with national and international awards — designed for those who aim higher.
A human-centered experience
A dedicated administrative team that ensures every participant feels supported, valued, and empowered.
We are proud of the journey we’ve made over these 15 years and confidently look ahead — developing world-class programs for businesses, entrepreneurs, and NGOs.
More opportunities to grow — for our anniversary
We are launching the Workshop Series for the 15th Anniversary of KROK Business School — practical sessions for new insights, networking, and inspiration.



2025 World Creativity and Innovation Week at KROK Business School

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 – psychophysiologist, 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.


BSK
KROK BUSINESS SCHOOL
ВСЕСВІТНІЙ ТИЖДЕНЬ
КРЕАТИВНОСТІ
ТА ІННОВАЦІЙ
КАТЕРИНА ШАВАНОВА

2026 World Creativity and Innovation Week

In 2026, KROK Business School celebrated World Creativity and Innovation Week by organizing and hosting a special evening webinar-workshop, **“Between Intuition and Decision-Making: How to Find Ideas, Solutions, and Inner Strength through Metaphors.”**
It was a journey into the world of images, metaphors, and intuition, where logic gave way to inspiration. Fears and doubts were transformed into resources, while new ideas emerged.
The speakers, **Oksana Sedashova**, PhD, International Ambassador for Creativity and Innovation, Associate Professor at the Department of Management and Innovative Development at KROK Business School, and **Maryna Nikulenko**, a Ukrainian artist, demonstrated that creativity can be not only an art form but also a practical tool for business and life.



 The workshop participants enjoyed a combination of art and practices involving art-based cards, which enabled them to gain their own insights during the workshop itself.

KROK Business School - Graduation 2026

On April 4, 2026, KROK Business School held a ceremonial diploma awarding for graduates of the Master's programs in MBA, Project Management, and Global Business.

Our graduates have demonstrated that perseverance, knowledge, and readiness to take responsibility are the key qualities of modern leaders. Throughout their studies, they developed strategic thinking, confidence in decision-making, and effective collaboration skills.
KROK Business School creates an environment where challenges turn into opportunities and education becomes an investment in personal growth. We are confident that our graduates will contribute to a more professional, innovative, and competitive market. Together, we are building a new generation of business education









Continue telling your story

“EcoLotos” environmental initiative

KROK University continues the **“EcoLotos” environmental initiative**, aimed at promoting responsible consumption and strengthening environmental awareness within the university community. One of the ongoing activities is a **waste paper collection project at the workplaces of employees of departments, dean’s offices, administrative units, and other structural divisions of KROK University**.

The initiative seeks to reduce the use of paper for office purposes, encourage paper recycling and reuse, foster environmentally responsible consumption habits, and strengthen personal responsibility for the natural environment.

By continuing the EcoLotos project, KROK University integrates sustainable practices into its everyday operations and encourages staff and students to contribute to a more environmentally responsible campus culture.

Teach

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

How We 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.

Teaching Awards

In 2025, 2 awards were given to faculty and educators at KROK Business School.

KROK Star – Lecturer of the Year Oksana Demchenko

Granter: KROK University

Grantee: Oksana Demchenko

Award Description:

The "KROK Star" award is presented at the beginning of the academic year during the Student Induction Ceremony to top faculty members (based on survey rankings), as well as to heads and staff of departments for the development and implementation of innovative programs and projects, and to outstanding students who have achieved high results in academics, research, and the University's community life.

KROK Award "Best Project" – Diana Levchenko, Roadmap for Integrating SDGs into Education, Science, and Partnerships

Granter: KROK University

Grantee: Diana Levchenko

Award Description:

The "Best Project" award was established in 2014 and is presented on the occasion of KROK University’s anniversary to staff and students who actively organize project activities and foster a positive image of the University.
The KROK team consistently generates and implements projects across a wide range of areas:
Social and charitable: assisting those in need.
Patriotic and educational: instilling values and sharing knowledge.
Academic and digital: implementing innovations in learning.
Environmental, creative, and sports-related: developing talents and caring for the environment.

Educator Recognition

At KROK Business School, we recognize educators for quality of teaching in the following ways:

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

Teaching Voices

The following statement demonstrates ways in which educators at KROK Business School support sustainability and responsible management in their classrooms.

Teaching Voices - Diana Levchenko

My approach to teaching responsible management has developed through a combination of professional learning, institutional engagement, and classroom practice. An important part of this journey has been my participation in the PRME i5 certification, which strengthened my understanding of learner-centered, impact-oriented, and transformative approaches to management education. I also regularly engage in events and professional discussions related to sustainability, responsible leadership, and the role of business schools in advancing sustainable development. At KROK Business School, this personal development is closely connected with the School's institutional agenda. One of the key reference points for my teaching is the KROK Business School SDG Roadmap, which helps translate the Sustainable Development Goals into educational priorities, research topics, and practical learning activities. For me, this roadmap is a framework for thinking about how sustainability can be embedded into everyday teaching and student research.

This approach is particularly reflected in my course "Research in Modern Management." I encourage students to view research as a tool for understanding and addressing real management challenges. As part of the course, students identify how their research topics relate to the UN Sustainable Development Goals, assess which SDGs are most relevant to their work, and reflect on how their proposed solutions may contribute to sustainable development, responsible management, and organizational resilience. This changes the way students formulate research questions and interpret management problems. They are encouraged to move beyond traditional measures of efficiency and ask broader questions: Who benefits from this decision? What social, environmental, or governance implications may arise? What risks or unintended consequences should be considered? How can research contribute to long-term value creation rather than only short-term performance?

My teaching therefore combines academic rigor, evidence-based management, sustainability, and reflection. Students work with real organizational challenges, connect theory with practice, analyze stakeholder interests, and consider the broader impact of managerial decisions. Research topics in areas such as project management, HR, digital transformation, consulting, performance management, and organizational development are examined through the lens of relevant SDGs and responsible

management principles. For me, the most important outcome is the shift in students' mindset. I want them to see that responsible management is a way of thinking about decisions, evidence, stakeholders, and impact.

Diana Levchenko, PhD, Associate Professor

Barriers to Innovative Curriculum

In 2025, KROK Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- Collaboration barriers
- Faculty expertise gaps
- Limited interdisciplinary collaboration

Barriers to Innovative Pedagogy

In 2025, KROK Business School identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- Collaboration barriers
- Limited faculty development opportunities

Continue telling your story

Oksana Sedashova, PhD, appointed a reviewer for the Innovation international journal

Oksana Sedashova, PhD, Associate Professor at the Department of Management and Innovation Development at KROK Business School, has become a reviewer for the international journal Innovation.
Over the next three years, Dr. Sedashova will contribute to the advancement of global science by evaluating new research, shaping high-quality academic content, and upholding international publication standards.
This marks an important step in strengthening the scientific potential of the teaching team and enhancing KROK Business School's position within the international academic community.



Visiting Professor at KROK Business School Jan van Zwieten delivered a series of lectures on mediation for private enforcement officers

On October 30 and November 4, 2025, Professor **Jan van Zwieten**, President of the **Netherlands Business Academy**, delivered a series of lectures on the topic *"Mediation in the Netherlands" for participants of three programs titled "Basic Skills of a Mediator."* During the sessions, Professor van Zwieten shared practical experience in applying mediation across various fields and highlighted the importance of mediation in Ukraine's post-war recovery.

The professor emphasized that successful mediation is based on understanding participants' psychology, active listening, neutrality, and empathy. He stressed that the mediator's role is not to make decisions for the parties but to help them independently reach a fair and realistic solution.

The meetings covered:

1. Features of facilitative mediation and the importance of deep psychological knowledge;
2. The structure of the mediation process, including preparation stages, contract signing, and confidentiality compliance;

3. Ethical and moral dilemmas faced by mediators, particularly in cases of conflicts of interest or breaches of neutrality;
4. The role of emotions and empathy in building trust between parties;
5. Practical cases from the speaker's experience—working with military personnel as well as resolving family and financial disputes.

At the end, Jan van Zwieten emphasized that mediation is not only a tool for conflict resolution but also a path to justice, mutual understanding, and harmony in society.



Workshop "Know Yourself First" at KROK Business School with Steve Alban Tineo

On November 28, 2025, KROK Business School hosted a workshop dedicated to the KYF© ("Know Yourself First") method, led by Steve Alban Tineo — an internationally recognized leader, financier, and entrepreneur. The event was designed for executives and entrepreneurs seeking to develop competencies in leadership, negotiations, and strategic management.

Steve Alban Tineo brings over 20 years of experience in diplomacy, banking, finance, sports, and media. He has held senior positions at Credit Suisse First Boston and HSBC and served as an advisor to global leaders and diplomats. Currently, he is a visiting professor at KROK Business School, where he teaches negotiation courses for the Master's program in Mediation and Conflict Resolution, as well as "Basic Skills of a Mediator."

During the workshop, the speaker highlighted the importance of self-awareness as a fundamental competency of a modern leader and emphasized the role of asking questions — not as a measure of knowledge, but as a tool for professional thinking and effective communication. A separate segment

focused on the nature of conflicts and the role emotions play in their escalation. Through practical examples, Steve demonstrated how to remain calm in challenging interactions and presented behavioral models that help neutralize tension, including the contrast between aggressive reactions and responses in a positive tone.

The open discussion format ensured active participant engagement and a high level of interest in the topics covered. Students gained valuable practical tools for personal development, emotional management, and effective conflict resolution.



Certificate Award Ceremony: “Basic Skills of a Mediator”

On December 16 2025, a formal ceremony was held to present the certificates of advanced training and program certificates for “Basic Skills of a Mediator” to representatives of the Association of Lawyer-Mediators of Ukraine.

Over the course of four months, program participants actively mastered alternative dispute resolution methods, models and approaches in mediation, emotional competence of a mediator, conflict psychology, and more. The nine modules they completed have become a solid foundation for their future professional activities.

The international component of the training program was both useful and engaging. Participants had the opportunity to learn about mediation practices in the Netherlands during sessions with Professor Jan Van Zwieten, as well as study negotiation techniques with renowned international expert Steve Alban Tineo.

Despite today's challenges, the group—which included private enforcement officers, lawyers, notaries, and psychologists—successfully completed all stages of training and passed the final assessment.

Franchising as a Business Scaling Strategy: MBA Students Meet with Kateryna Benivska

On November 20, 2025, the KROK Business School hosted a meeting of MBA program students with Kateryna Benivska, a franchising expert. MBA students learned how franchising helps scale businesses, explored and discussed practical cases, financial and legal advice, and tools for network development.

Key topics of the meeting:

How much franchise owners in Ukraine really earn

How to avoid major losses due to an unfavorable contract

Why simply selling a brand does not guarantee success

Tools for scaling a business and managing a network

Kateryna Benivska emphasized: franchising is strategic business scaling, not just selling the right to use a brand. It's about the team, processes, and proven solutions that allow building sustainable models and developing a network.

It's also important to remember that franchising is not only about selling but also about retaining partners within the system. Creating value through support, marketing tools, training, and solutions makes cooperation more profitable than starting a business from scratch.

Participants received practical advice on the financial and legal aspects of franchising, learned how to avoid critical mistakes, and how to build profitable and scalable companies.



Webinar “Dialogue Skills That Transform Relationships and Life”

On December 5, 2025, as part of Mediation Month – 2025, the KROK Business School hosted the webinar “Dialogue Skills That Transform Relationships and Life.” The event brought together 40 participants eager to learn how to speak in a way that ensures they are heard—and to truly hear others. The initiators and speakers were Kateryna Prysiazhniuk, Tetiana Sokolovska, Inna Serhiienko, and Yevheniia Halashova—graduates of the Master’s program in Mediation and Conflict Management, a team of mediators convinced that any relationship—family, work, or friendship—can be improved if we learn to communicate differently.

A special guest of the webinar was Oleksandr Oleshko—psychotherapist, Gestalt therapist, actor, and instructor in improvisation and public speaking. He shared insights on how words can create safety, trust, and closeness.

Participants discussed:

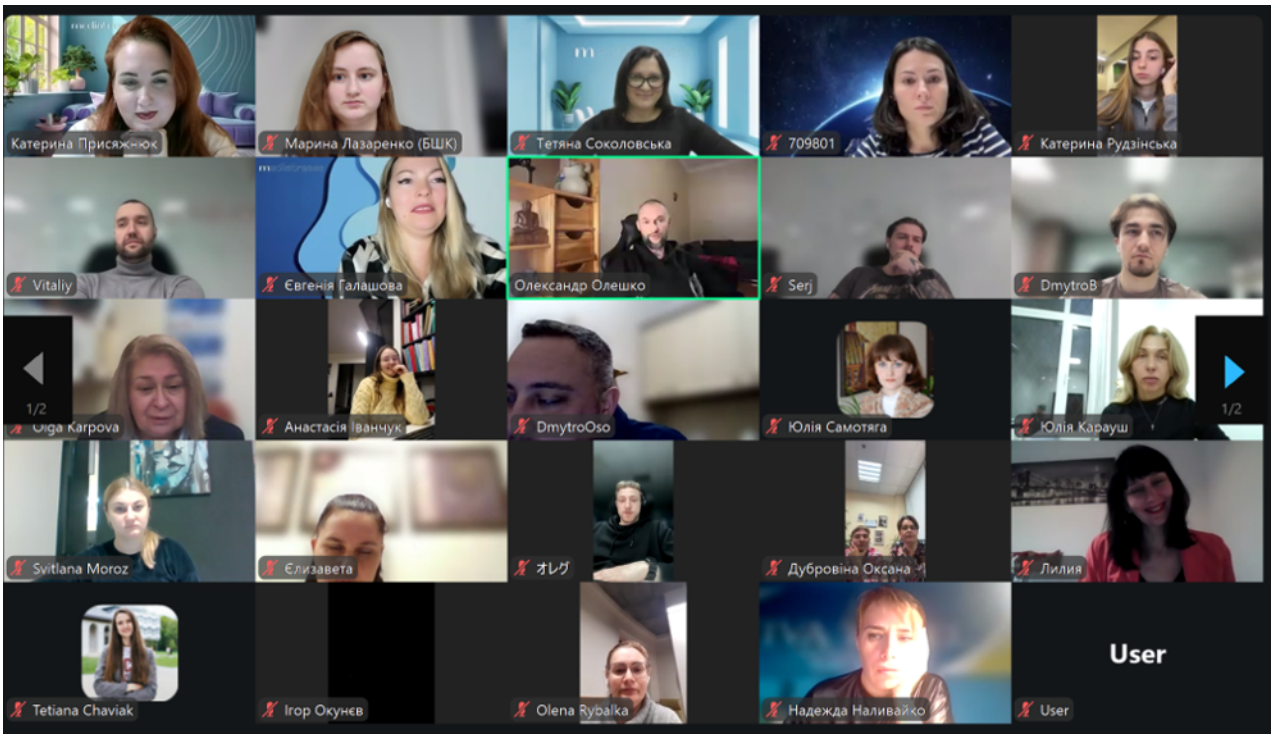
how to be heard without pressure

how to maintain connection even when emotions run high

why listening is the key mediation skill

what acting skills have in common with the art of mediation

It was a warm, lively conversation about humanity and the power of dialogue—in families, at work, and in any relationship.



KROK Business School Faculty – Participants in the PRME Pedagogy Certification I5

Faculty members of KROK Business School have joined the international PRME Pedagogy Certification I5, aimed at advancing modern approaches to business education in accordance with the principles of sustainable development and responsible leadership. PRME Pedagogy Certification I5 provided access to a global expert community, cutting-edge methodologies, and innovative educational solutions that directly influence the preparation of competitive, ethically aware, and responsible business leaders.



PRME
an initiative of the United Nations Global Compact

UNDER VERTIGO

2025 PRME PEDAGOGY
CERTIFICATE OF PARTICIPATION

This Certificate is Proudly Presented to:

Diana Levchenko

In recognition of participation in the PRME 2025 Pedagogy Certification Series, demonstrating commitment to exploring innovative teaching practices that lay the groundwork for transforming learning experiences.

Meredith Storey

MEREDITH STOREY
Manager of Programmes & Engagement
PRME



PRME
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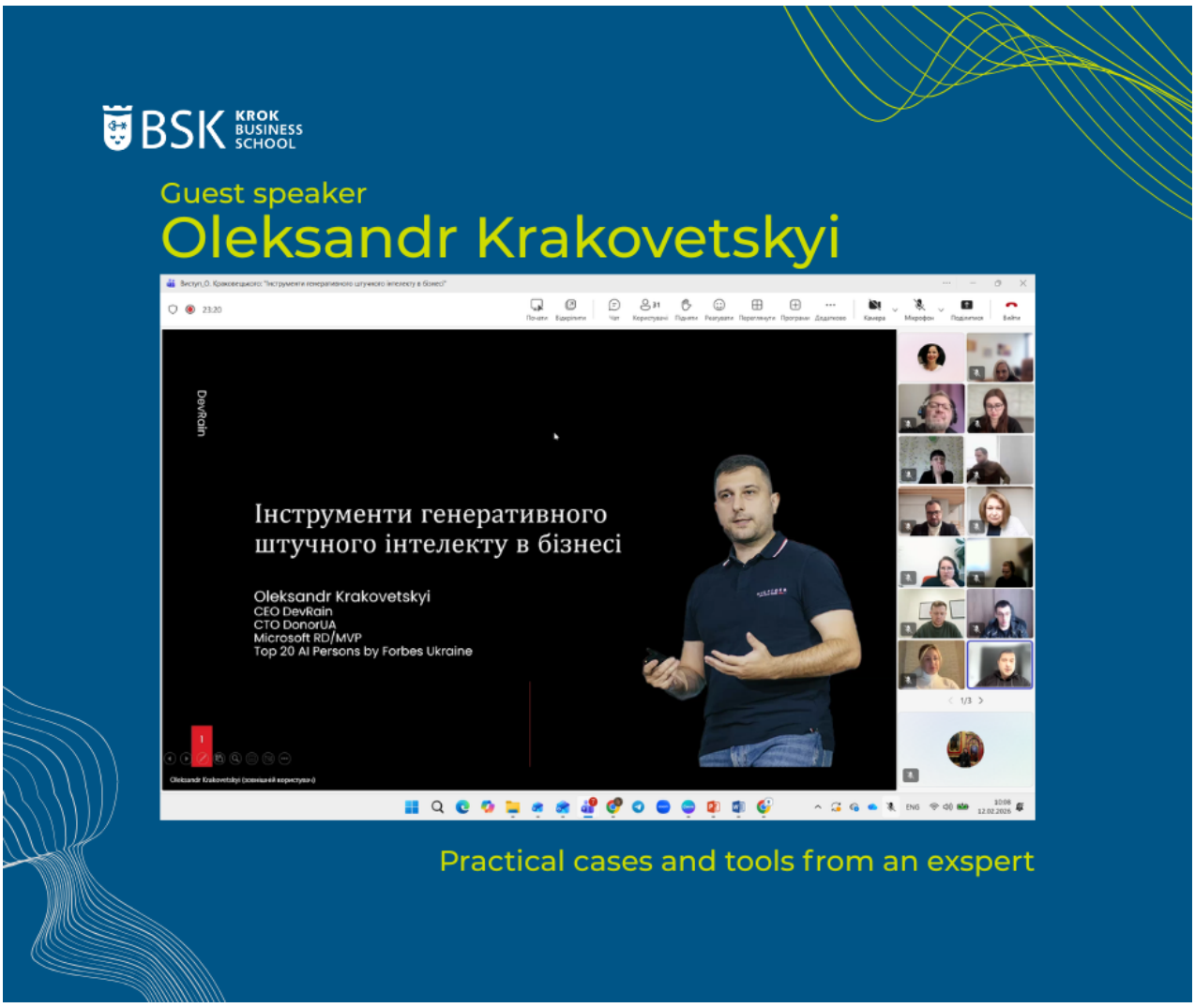
Generative Artificial Intelligence Tools in Business: students meet with Oleksandr Krakovetskyi

On February 12 2026, an online session was held with guest speaker Oleksandr Krakovetskyi on the topic “Generative Artificial Intelligence Tools in Business.”

Oleksandr Krakovetskyi is a Ukrainian IT entrepreneur, researcher, and AI expert. He is the CEO and co-founder of DevRain, a Microsoft partner in cloud and AI implementations, and a co-founder of the social startup DonorUA, which automates donor search. He holds the title of Microsoft Regional Director and is a Microsoft AI MVP.

The session was highly productive: students from the MBA, Mediation and Conflict Management, and Project and Process Management programs gained valuable insights into modern generative AI tools, their internal workings, and practical business applications. In addition to popular chatbots, the talk covered the technologies behind their development and ways to integrate them to boost company efficiency.

Artificial intelligence is rapidly transforming the world, and now is the time to incorporate it into business processes to secure a unique competitive advantage and enhance strategic technological adaptability in the market.



Practice, Simulations, and Real Cases: How Study Weekends Unfold in the "Mediation and Conflict Management" Program

An active educational process continues for students of the "Mediation and Conflict Management" Master's program at KROK Business School. Our students consistently prove that weekends can be spent with maximum benefit for their own professional development. Training traditionally takes place in a format of deep immersion in practice: analyzing real cases and finding solutions in situations where others usually just get "stuck".

The group focused on three key disciplines:

Strategy and Tactics of Negotiations *(Instructor: Vadym Rakhlis)*. The course is dedicated to the negotiation process in conditions of high tension and uncertainty. Through interactive simulations and discussions, students practice skills in reducing aggression and establishing contact with "difficult" interlocutors. A special focus is on navigating difficult conversations (for example, in situations of dismissal or external pressure), maintaining professional authority in crisis conditions, and reaching agreements without escalating the conflict or losing business relationships.

Litigation and Arbitration *(Instructor: Ihor Okuniev)*. Understanding legal mechanisms is the foundation of a company's security. Students continue to analyze effective tools for judicial and out-of-court dispute resolution. This knowledge is an integral part of comprehensive conflict management for the reliable protection of business interests at the highest level.

Research in Modern Management *(Instructor: Diana Lievchenko)*. This weekend marked the successful launch of a new course. Students began to master the logic of scientific inquiry in the field of mediation: from correctly formulating a problem to choosing appropriate methods. The main value of the course is the close practical connection of research with real problems in conflictology. This will become a solid foundation for the preparation of high-quality master's projects.

Mediation is a new culture of interaction that teaches how to hear opponents' positions, work with emotions, and build win-win solutions without destructive pressure.



Workshop Strategizing in Conditions of Uncertainty

KROK Business School hosted the online workshop **“Strategizing in Conditions of Uncertainty”**, focused on practical approaches to strategic decision-making in dynamic and unpredictable environments. Participants explored strategizing as a process of developing and testing hypotheses, scenario thinking, risk-based decision-making, and approaches to creating business value under uncertainty.

The workshop was led by **Volodymyr Savchuk**, an expert in strategic, financial, and risk management with extensive experience in business education and consulting.

The First Workshop in the Series Dedicated to the 15th Anniversary of KROK Business School

On May 21, 2026 we launched a festive series of workshops dedicated to the 15th anniversary of KROK Business School. It was an inspiring event that brought participants together for networking, meaningful discussions, and the discovery of new ideas.

We didn’t just discuss 26 business ideas — we explored 26 practical innovations that are already shaping today’s competitive market.

Business is evolving faster than we imagine, which is why it is crucial to start implementing these solutions today.

The speaker, **Andriy Prudius**, Director of the InTempo restaurant chain and a business consultant, shared valuable insights and answered participants’ questions. His reflections on leadership, corporate culture, and brand power inspired participants to think broader and act more boldly.

An important insight was also highlighted: more than 60% of employees would prefer a change in management over a simple salary increase. At a certain point, it becomes essential not only to “complete tasks,” but to feel purpose, influence results, work within a like-minded team, receive recognition, and have the freedom to make mistakes.

The atmosphere of the event was defined by lively discussions, active networking, and new discoveries. Participants asked questions, shared experiences, and gained practical insights into real business challenges.



KROK Business School participate in the SEG Learning Expedition in Switzerland

On May 2026, representatives of KROK Business School – Olena Korniienko, Oksana Demchenko, and Diana Levchenko, with the organization of HIM Business School, participated in the SEG Learning Expedition in Switzerland, an intensive educational journey focused on contemporary approaches to management, hospitality, sustainable development, well-being, innovation in education, and research. As part of the expedition, participants visited leading Swiss educational institutions, including HIM Business School, Culinary Arts Academy Switzerland, Swiss Hotel Management School, and César Ritz Colleges Switzerland. The program brought together lectures, workshops, professional meetings, exchange of experience, and exposure to educational practices that shape a new vision of quality management and the development of modern business education.

Particular attention was given to the use of artificial intelligence in the educational process, the development of future competencies, building resilience, the implementation of the well-being concept, and the integration of sustainable development principles into educational programs and management practices. Another important focus of the expedition was rethinking the concept of

hospitality as a holistic management philosophy that combines quality, attention to detail, communication, care for people, and the creation of exceptional experiences for students, partners, and the professional community.

For the representatives of KROK Business School, the trip became a valuable opportunity to explore international practices in organizing the educational process, leadership development, the formation of an academic environment, and the support of professional growth for both students and faculty. The SEG Learning Expedition served as a space for inspiration, new professional ideas, and reflection on the role of business education in the context of dynamic change, digitalization, the development of artificial intelligence, and the global demand for a sustainable future.



Workshop Mediation in Partnerships: Communication, Agreements, and Conflict Management

KROK Business School held the online workshop “Mediation in Partnerships: Communication, Agreements, and Conflict Management”, dedicated to strengthening constructive communication and building sustainable partnerships. Participants explored mediation tools for managing disagreements, preventing conflict escalation, conducting negotiations, and creating transparent agreements based on trust, responsibility, and clear boundaries. The session included practical cases and was led by Viktoriia Polishchuk, BSK lecturer, attorney, mediator, and expert in labor law, human rights, and European social standards.

Workshop Mediation in Partnerships: Communication, Agreements, and Conflict Management

KROK Business School held the online workshop **“Digitalization and Investment Attractiveness: How Technology Is Changing the Rules of the Game”**, focused on how technological progress and AI are reshaping global markets and investor behavior. Participants explored changes in market capitalization, the growing influence of technology companies, and how digitalization is transforming the concept of investment attractiveness. The workshop was led by **Oleksandr Kalinin**, Head of the Department of Management and Innovative Development at KROK Business School, Doctor of Economics and Professor.

Workshop Why Do Projects Need Neurobiology?

KROK Business School held the online workshop **“Why Neuroscience in Projects?”**, exploring how cognitive biases and features of human thinking can influence project planning and execution. Participants discussed why teams may underestimate complexity, overestimate their understanding of a project, and make unrealistic assumptions about timelines. The workshop offered a practical perspective on recognizing these mental traps and improving project decision-making. The session was led by **Andrii Koreiba**, lecturer at KROK Business School, business trainer, consultant, and content leader of the Master’s Program in Project and Process Management.

Workshop Why Marketing Fails: The Gap Between Product, Strategy, and Execution

KROK Business School held the online workshop **“Why Marketing Doesn’t Work: The Gap Between Product, Strategy, and Execution”**, focused on the reasons why significant marketing investments do not always translate into expected business results. Participants explored how to align business goals, product value, and marketing tools within one coherent system, and how managerial decisions can transform marketing from a cost center into a driver of business development. The workshop was led by **Olena Rudenko, PhD**, expert in strategic marketing and brand strategy, guest lecturer at KROK Business School and mentor.

Workshop "Practical Project Management Tools"

KROK Business School held the online workshop **“Practical Tools for Project and Process Management”**, focused on improving project delivery and business processes in conditions of constant change and limited resources. Participants explored modern project management tools, practical approaches to implementing Agile practices, process optimization, and ways to accelerate the flow of value while avoiding unnecessary bureaucracy. The workshop was led by **Andrii Skoromnyi, PhD, PMP®, Agile & PM consultant and PMI Ukraine Excellence Award 2024 laureate**.

The corporate program for JSC NNEGC "Energoatom" has wrapped up at KROK Business School

The corporate program "Team, Human Capital, and Conflict Management. Negotiations and Resilience" for employees of JSC NNEGC "Energoatom" has wrapped up at KROK Business School. Over the course of five weeks, 82 participants, divided into 5 study groups, completed the training. The program was attended by managers of various levels, corporate psychologists, and heads of the company's trade union organizations. Participants mastered modern approaches to leadership, personnel motivation, conflict management, negotiations, and the development of personal and team resilience.

The training was conducted by instructors and experts from KROK Business School: Olena Halushko, Ruslan Lemeshchuk, Oksana Sedashova, Nataliia Kalinina, and Olha Vasylets. The program combined theoretical knowledge with a significant number of practical cases and exercises, allowing participants to immediately practice the acquired tools in managerial situations.

The high rating of the program is confirmed by the participants' feedback. In particular, Dmytro Sozinov, Head of the Training Center at the "ARS" Branch of JSC NNEGC "Energoatom", noted: "Useful courses for managers of all levels. I recommend taking them."

KROK Business School thanks JSC NNEGC "Energoatom" for their trust and partnership in developing the managerial competencies of the company's managers.

We would like to express our special gratitude to the Primary Trade Union Organization of NNEGC "Energoatom" for their support in implementing this program, which brought together representatives of various professional fields around the development of modern managerial competencies, leadership, and effective interaction.


BSK
Операційне лідерство





Research

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

How We Define Research

At KROK Business School, Research is the systematic creation and application of knowledge that advances responsible management, sustainability, innovation, and organizational resilience. It connects academic inquiry with real business challenges, engages stakeholders, and generates practical solutions that contribute to sustainable development in Ukraine and the wider business community.

Research vs Research for RME/Sustainable Development

21 Peer-reviewed articles were published by KROK Business School from this past calendar year.

vs

6 Peer-reviewed articles were published by KROK Business School from this past calendar year in support of RME.

Research Funding

In 2025, KROK Business School was awarded funding for research that is:



Institution Specific

Socializing Research

In 2025, KROK Business School contributed research findings to:

- Industry and business networks
- Community organizations
- International media
- Open-access platforms
- Government and policy makers

Research Awards

In 2025, KROK Business School was awarded 1 research award for responsibility- and/or sustainability-related research.

The “Mediator’s Handbook: A Professional Guide” awarded 2nd place at the 4th International “Yuridika” Competition

Granter: International “Yuridika” Competition

Grantee: KROK Business School

Award Description:

The publication “Mediator’s Handbook: A Professional Guide”, prepared by the author team including Olga Karpova, Kateryna Karashchuk, Diana Levchenko, Viktoriia Polishchuk, and Oksana Siedashova, and published by KROK Business School, has won 2nd place at the 4th International Competition of Scientific and Educational Publications in Law, Security, and European Integration “Yuridika” in the category Reference Publications in Public Law (encyclopedias, dictionaries, guides).
This is the first publication in Ukraine that comprehensively explores Ukrainian legislation in the field of mediation, while also providing practical document templates that are highly useful for mediators.
The competition is organized by the Ukrainian Publishers Association, the Center for Ukrainian-European Scientific Cooperation (CUESC), Yuridika Publishing House, and Odesa State University of Internal Affairs.
The Mediator’s Handbook was created thanks to the enthusiasm, creativity, and strong belief of its authors in the importance of mediation for society. Mediation is not only a tool for resolving disputes, but often for preventing them, preserving partnerships, and fostering the art of dialogue and mutual understanding.
This award is more than recognition — it confirms that the culture of dialogue, partnership, and civilized conflict resolution in Ukraine is rapidly evolving.

Research Presentations Related to RME and/or Sustainability

In 2025, KROK Business School gave 1 research presentation related to RME and/or sustainability.

Hidden Champions of Ukraine | DOI

Authors: Olexandr Kalinin | Oksana Sedashova | Tetyana Kravchenko | Lyudmila Kosovych

Date of publication: January, 2026

Department: Department of Management and Innovative Development

This study investigates the emergence and characteristics of “hidden champions” in Ukraine amidst a complex socio-economic landscape. The research uses a comprehensive PESTEL analysis to explore the political, economic, social, technological, environmental, and legal factors influencing the

Ukrainian business environment. Historical context reveals a nation grappling with ongoing conflict, political instability, and economic challenges, yet demonstrating resilience and adaptability through significant reforms and European integration efforts.
The focal point of this study is the Building Guild of Ukraine LLC, a leading supplier of construction materials that exemplifies the attributes of a hidden champion. Critical criteria for evaluating such companies include resilience, adaptability, market leadership, innovation, competitive advantage, and sustainability. Building Guild of Ukraine LLC has achieved notable success by closely monitoring market trends, emphasizing customer orientation, and maintaining high service standards.







Publications Related to RME and/or Sustainability

Rudenko O. (2025) Method of intellectual management of the configuration of the product of a marketing project

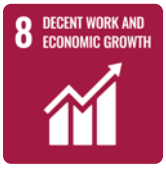
DOI

Authors: Olena Rudenko

Date of publication: March, 2025

Department: Marketing

The article substantiates the need for an innovative approach to the management of marketing projects in the pharmaceutical industry. A method of intelligent management of the configuration of the product of a marketing project is proposed. The need for such a method is due to the complexity of adapting rigidly formed project tasks to dynamic market conditions, to a high level of uncertainty regarding the requirements for a new product. The work substantiates the need to use the term "product configuration of a marketing project" precisely to take into account dynamic changes. The purpose of the study is to create a mechanism that allows you to effectively manage the configuration of the product of a marketing project, ensuring adaptability and flexibility in the conditions of changing stakeholder requirements, market needs and technical limitations of the enterprise. In the course of the work, an approach was developed based on the concept of product configuration, which includes not only technical and functional parameters, but also dynamic relationships between them.



Kalinin O., Dubenskyi R. (2025) Conceptual foundations for the formation of a virtual team management system in the digital economy

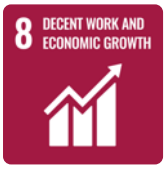
DOI

Authors: Oleksandr Kalinin | Roman Dubenskyi

Date of publication: September, 2026

Department: Department of Management and Innovative Development

The modern development of digital technologies and the globalization of business processes have led to the widespread adoption of virtual teams as an effective format for work organization. Virtual teams provide enterprises with access to global human resources, increased flexibility, and cost optimization. However, remote collaboration poses significant managerial challenges, including the need to ensure effective communication, coordination of activities, and control over task execution. Traditional management approaches, which rely on physical interaction, do not always align with the realities of the digital economy, necessitating the development of new conceptual foundations for managing virtual teams.





Kalinin O. (2025) Dynamic Nonlinear Analysis of Human Resource Management in Public Administration and Regional Development

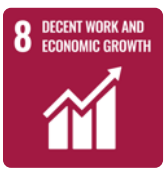
Authors: Oleksandr Kalinin | Levchenko Anna | Onikiienko Nadiia | Zavhorodnii Artem | Gruzd Maryna | Tsiupak Volodymyr

Date of publication: June, 2025

Department: Human Resource Management

This article presents a comprehensive dynamic nonlinear analysis of human resource management (HRM) within the context of public administration and regional development. By employing advanced mathematical modeling techniques, we explore the intricate relationships between HRM practices and their impact on organizational effectiveness and regional growth. The study utilizes nonlinear differential equations to capture the dynamic interactions among various HRM variables, including recruitment, training, retention, and performance evaluation.





Kalinin O., Kovinko I. (2025) Optimization of enterprise operational activities through the integration of modern sales management technologies

Authors: Oleksandr Kalinin |

Date of publication: September, 2025

Department: Department of Management and Innovative Development

The article analyzes modern approaches to B2B sales automation, specifically focusing on Account-Based Selling (ABS) strategies and the use of artificial intelligence technologies (AI-powered sales). It identifies the limitations of the traditional "sales funnel" in the context of digital transformation. Based on case studies of international companies (Snowflake, Gong.io), the study demonstrates that implementing ABS reduces deal cycles and increases average deal size, while AI tools significantly improve forecasting accuracy and sales manager efficiency. Recommendations are proposed for Ukrainian enterprises regarding the integration of these technologies.



Hidden Champions of Ukraine | DOI

Authors: Olexandr Kalinin | Oksana Sedashova | Tetyana Kravchenko | Lyudmila Kosovych

Date of publication: January, 2026

Department: Department of Management and Innovative Development

This study investigates the emergence and characteristics of “hidden champions” in Ukraine amidst a complex socio-economic landscape. The research uses a comprehensive PESTEL analysis to explore the political, economic, social, technological, environmental, and legal factors influencing the Ukrainian business environment. Historical context reveals a nation grappling with ongoing conflict, political instability, and economic challenges, yet demonstrating resilience and adaptability through significant reforms and European integration efforts.
The focal point of this study is the Building Guild of Ukraine LLC, a leading supplier of construction materials that exemplifies the attributes of a hidden champion. Critical criteria for evaluating such companies include resilience, adaptability, market leadership, innovation, competitive advantage, and sustainability. Building Guild of Ukraine LLC has achieved notable success by closely monitoring market trends, emphasizing customer orientation, and maintaining high service standards.







Levchenko D. (2025) Sustainable development as a paradigm for changes in governance, business processes and the social sphere in Ukraine

Authors: Diana Levchenko

Date of publication: September, 2025

Presented at: Regional or local issue or theme-specific conference

Department: Department of Management and Innovative Development

Amidst wartime challenges, the social sector has emerged as an active agent of societal change, a driving force behind civic self-organization, and a source of social recovery in Ukraine. Volunteer movements, charitable foundations, local communities, and civil society organizations have become key players in supporting the population, integrating internally displaced persons, restoring social infrastructure, and fostering psychological resilience. In this context, the concept of sustainable development for Ukraine's social sector entails a shift from a model of social assistance to one of shared social responsibility—moving from the passive receipt of social services to active citizen participation in shaping local solutions, social innovations, and support networks.
Thus, the concept of sustainable development in Ukraine today serves as a platform for national recovery, facilitating the interconnected transformation of governance, business, and the social sector to achieve economic efficiency, create conditions for a dignified life (even amidst the war), and ensure social justice and environmental security.



Levchenko D. (2025) Public Administration in the Context of Sustainable Development: Institutional Dimension and Strategic Priorities | DOI

Authors: Diana Levchenko

Date of publication: January, 2025

Department: Department of Management and Innovative Development

The article defines public administration as a purposeful, organized and multifunctional activity of public authorities and their delegated institutions, carried out on the basis of legislation and aimed at implementing public policy, ensuring the rights, freedoms and legitimate interests of citizens, providing socially significant services and maintaining balanced development of the state and the public in various spheres of public life. It is revealed that in the new institutional dimension, public administration appears as a key mechanism for integrating public authorities, society and the international environment in order to ensure sustainable development and meet public interests. It is determined that the institutionality of public administration should be built taking into account: 1) legal certainty; 2) political and strategic significance; 3) social nature; 4) organizational and managerial aspect; 5) value dimension. It is emphasized that modern public administration in Ukraine in wartime conditions has acquired a qualitatively new content, combining classical legal and managerial principles with the need for an operational response to security challenges. The key task of modern public administration in Ukraine is to establish effective interaction between military administrations, executive authorities, local self-government and civil society. Modern public administration in wartime conditions is a complex institution of crisis management, combining legal, organizational and security mechanisms, ensuring resource management, quality services and the stability of the state and its ability to recover. It is revealed that one of the features of the implementation of public administration in conditions of sustainable development is its strategic nature (the need for long-term planning, risk forecasting, economic efficiency and security). A separate specificity of public administration in the context of sustainable development in Ukraine is the integrative nature of systemic interaction between all sectors – defense, national security, education, healthcare, culture, innovation, transport and energy. It is emphasized that Ukraine faces financial difficulties, while crises open up opportunities for updating the public administration system through the digitalization of public services, the use of open data, the use of e-democracy tools and transparent decision-making mechanisms



Levchenko D. (2025) International cooperation in the sphere of entrepreneurship in the use of alternative energy sources: legal aspects and prospects for development

DOI

Authors: Diana Levchenko |

Date of publication: January, 2025

Department: Department of Management and Innovative Development

The article presents a comprehensive study of the current legal conditions and mechanisms of international cooperation in entrepreneurial activities involving renewable and other alternative energy sources (RES) in the context of global climate targets and Ukraine's strategic commitments as part of its European integration agenda. The analytical foundation is based on the provisions of Directive (EU) 2023/2413 of the European Parliament and of the Council of 18 October 2023 on the promotion of the use of energy from renewable sources (RED III), acts of the Energy Community, and key amendments to national legislation from 2021 to 2025, which have formed an updated regulatory framework for the sustainable development of renewable energy. Particular attention is given to the implementation of the Guarantees of Origin system for renewable electricity and the establishment of its national registry, the reform of auction mechanisms, the adoption of the National Action Plan for the Development of Renewable Energy Sources (RES) by 2030, and the adaptation of the European model of energy communities. The prospects for deploying innovative business models are examined, including corporate "green" PPAs, agrivoltaic projects (integrating agricultural production with solar generation), "green" transport clusters, and cross-border energy initiatives aimed at integrating Ukraine's renewable energy sector into the unified European energy market. Key legal barriers have been identified: incomplete harmonisation of guarantees of origin standards and the absence of their mutual recognition with the EU; delays in implementing accelerated permitting procedures and designating "renewables go-to areas"; regulatory uncertainty concerning energy storage systems and energy communities; and insufficient integration of the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 on corporate sustainability reporting (CSRD) and the related principles of environmental, social, and governance (ESG) reporting into the national regulatory framework.



Levchenko D. (2025) Environmental Control and Oversight Mechanisms: National and International Experience

DOI

Authors: Diana Levchenko

Date of publication: September, 2025

Department: Department of Management and Innovative Development

The article analyzes state control and supervision in the field of environmental protection as the main tool in the system of legal means of implementing the environmental function of the state. The essence of state environmental control consists in specially organized activities of authorized state authorities aimed at inspection actions, observation, verification, analysis and assessment of compliance by business entities, authorities and citizens with the requirements of legislation in the field of environmental protection and the use of natural resources and the requirements of

environmental legislation. It is revealed that public control in the field of environmental protection is a form of citizen participation in the implementation of state environmental policy and a tool for ensuring environmental human rights, democratization of public administration and increasing transparency of the activities of state environmental institutions. The essence of public control in the field of environmental protection consists in the implementation by public inspectors, citizens, associations of citizens of the supervisory and control function regarding compliance by business entities, authorities and individuals with the requirements of environmental legislation, as well as in assisting the state in preventing and eliminating environmental offenses. The legal forms of implementation of public control in the field of environmental protection are highlighted: citizens' appeals to state authorities and local self-government bodies; conducting public examinations of environmental projects and decisions; organizing public hearings on issues of environmental policy and natural resource management; public inspections in accordance with the established procedure; protocols on violations of environmental protection legislation (powers of public environmental protection inspectors); other activities of public organizations in the field of environmental protection, etc.



Levchenko D. (2025) Public-private partnership in the field of cyber security as a tool for ensuring national security: administrative and legal aspect

DOI

Authors: Diana Levchenko

Date of publication: February, 2025

Department: Department of Management and Innovative Development

The article argues that the development of public–private cooperation in the cyber domain requires renewed administrative and legal approaches regulating the exchange of information on cyber incidents, procedures for coordinated response, liability mechanisms for operators of critical infrastructure, and sustainable channels ofcommunication between thestate and privateactors. It isdemonstrated that Ukraine’s cybersecurity system is increasingly integrating into the European and Euro-Atlantic security space,relying on the requirements of the European Union’s NIS2 Directive(Network and InformationSecurity Directive 2),the recommendations of the European Union Agency for Cybersecurity (ENISA), the practices of theUnited States Cybersecurityand Infrastructure Security Agency (CISA), and the approaches of the North Atlantic Treaty Organization (NATO), all of which underline the importance of risk-based governance and a partnership-oriented security model. It is emphasised that further consolidation of this cooperation requires legislative modernisation,

institutional strengthening of the National Cybersecurity Coordination Centre (NCCC), the development of sectoral Information Sharing and Analysis Centres (ISACs), and the cultivation of a high level of trust between the parties.



Levchenko D., Kalinina N. (2025) Current Issues Regarding the Integration of Sustainable Development Goals into Partnerships

DOI

Authors: Diana Levchenko | Nataliia Kalinina

Date of publication: March, 2026

Presented at: National or international discipline-specific conference

Department: Department of Management and Innovative Development

Effective integration of the Sustainable Development Goals (SDGs) requires the establishment of high-quality partnerships. While entities may act autonomously—without engaging in partnerships—when formulating internal policies or models for SDG implementation, partnerships become an essential tool during the actual implementation phase. Furthermore, the focus should not be on hierarchical partnership levels (such as state-to-state or business-to-business cooperation) but rather on prioritizing the opportunities and benefits that arise from diverse forms of partnership. The ultimate goal is the effective, high-quality, and progressive implementation of the SDGs for the benefit of individual entities, society, and humanity as a whole.



Levchenko D. (2025) Administrative and Legal Foundations for the Protection of Citizens' Environmental Rights in Ukraine: Problems and Ways to Improve Them

DOI

Authors: Diana Levchenko

Date of publication: May, 2025

Department: Department of Management and Innovative Development

The study examines the administrative and legal framework for the protection of citizens' environmental rights in Ukraine, considering the Constitution of Ukraine, norms of international law, and national legislation. The practice of the European Court of Human Rights and the principles of the Aarhus Convention are analysed. The subject of the research is the system of norms, institutions, and procedures ensuring the implementation and protection of environmental rights during wartime and in the post-war period. The purpose of the work is to identify problems in the administrative and legal mechanisms of their protection and to determine directions for improvement in line with international standards and the process of European integration. The methodology is based on dialectical, formal-legal, comparative-legal, and system-structural approaches, which made it possible to comprehensively assess the impact of martial law on the functioning of environmental institutions and to identify ways to modernise infrastructure. The scientific novelty lies in the comprehensive study of the impact of war on the realisation of environmental rights and the development of proposals to ensure their uninterrupted protection. It has been established that the armed aggression of the Russian Federation has led to the suspension of state environmental control, the destruction of monitoring systems, and restrictions on access to environmental information and public participation. The paper analyses key legislative changes in 2022–2025 in the areas of waste management, industrial pollution, climate policy, and the functioning of the National Emissions Register. Directions for restoring environmental infrastructure are proposed, considering the principle of resilience and the introduction of modern monitoring technologies, open data digital platforms, and EU legal standards



Levchenko D., Kalinina N., Okuniev I. (2025) Mediation as a Conflict Resolution Method: Characteristics and Distinctions from Negotiation and Arbitration

DOI

Authors: Diana Levchenko | Natalia Kalinina | Ihor Okuniev

Date of publication: March, 2025

Department: Department of Management and Innovative Development

The paper reveals the features of mediation as a method of conflict resolution, which include: voluntary participation and interaction of mediation participants; special status of the mediator (combination of formal, ethical and procedural requirements); confidentiality of the mediationprocess; flexibility andadaptability of themediation procedure; consensusapproach to conflict resolution; recognition of the significance of the emotional and psychological aspect of the conflict; minimization of financial and time costs; active participation of the parties to the conflict in the decision-making process; responsibility of the parties to the conflict for theimplementation of theagreements reached; restorationof conflict relationsbetween the parties.The differences between negotiations and

mediation are identified, in particular: 1) in mediation there must be a third party -a mediator, unlike negotiations inwhich the partiescan involve anegotiator, and canconduct negotiations independently; 2)a clear structureof the mediation process, unlikenegotiations that arenot formalized; 3)the choice ofnegotiations or mediationdepends on thelevel of conflict between the parties (negotiations are used at a lower level of conflict, when the parties are ready to interact, and mediation is mainly used in cases of a high level of conflict between the parties, when a communication barrier arises between the parties); 4) different emphasis on the use of conflict resolution tools (in negotiations -discussions or arguments, as tools for obtaining a favorable result; in mediation -dialogue, as a tool for forming a mutually beneficial result); 5) the binding nature of the agreement based on the results of mediation, in contrast to negotiations (except for cases of concluding binding contracts).



Levchenko D., Okuniev I., Polishchuk V. (2025) Analysis of scientific approaches to defining the concept and models of mediation as a conflict resolution procedure

DOI

Authors: Diana Levchenko | Ihor Okuniev | Viktoriia Polishchuk

Date of publication: September, 2025

Department: Department of Management and Innovative Development

The paper includes scientific approaches to defining the concept and modelsof mediation as a conflict resolution procedure. It is revealedthat in theconditions of transformation ofrelations and newmanifestations of conflicts, the study of mediation as a method of resolving them is relevant and especially timely. The purpose of the article is to analyze scientific approaches to defining the concept and models of mediation as a procedure for resolving conflicts. The article uses the methods of dialectics, induction and deduction, analysis and synthesis, and generalization.As aresult of obtaining scientific results, mediation is defined in a narrow and broad sense. Mediation in a narrow sense is proposed to be understoodas a structured processof alternative resolutionof conflicts anddisputes, in whicha neutral intermediary(mediator) contributes to the organization of a dialogue between the parties to reach a mutually acceptable agreement or make decisions. Mediation in a broad sense is proposed to be understood as a complex, structured process of alternative conflict and dispute resolution, covering social, legal and psychological aspects of communication aimed at resolving the conflict, with the formation of a culture of consensus decision-making, the development of negotiation practices and theprevention of escalationoffurther conflicts through dialogue, mutual understanding andvoluntary search for optimal solutions with the participation of a neutral third party (mediator). It is determined that scientists usethe concept of "mediation model" as a "mediation style" or"type of mediation".





Levchenko D., Okuniev I., Polishchuk V. (2025) Mediation as a new procedure for resolution of conflict in management

DOI

Authors: Diana Levchenko | Ihor Okuniev | Viktoriia Polishchuk

Date of publication: September, 2025

Department: Department of Management and Innovative Development

The article characterizes the concept of "conflict" as a dynamic socio-psychological process involvingthe clash ofopposing or incompatibleinterests, needs, values, or views between individuals, groups, or institutions. This process manifeststhrough emotional tension,communicative confrontation, orstructural changes inrelationships. It isestablished that conflicts are an integral phenomenon within organizations of various levels, butthe quality oftheir prevention andresolution determines theoverall effectiveness ofmanagement.





Kalinin O. (2025) Enhancing security in sustainable energy systems for Central European businesses: an adaptive response methodology under national economy

DOI

Authors: Oleksandr Kalinin | Yurii Kharazishvili | Oleksandr Sukhodolia | Gennadii Riabtsev | Galyna Us | Yevhen Lunov

Date of publication: October, 2025

Department: Economics | Entrepreneurship

The increasing complexity of energy security threats, both internal and external, poses significant challenges for businesses in Europe, necessitating a robust framework for evaluating and responding to these risks. This article introduces a comprehensive methodology designed to assess the effects of these threats on a state's energy security through two distinct approaches. The first method focuses on identifying imbalances by analysing the deviation of key indicators from established sustainability benchmarks. The second method combines expert evaluations of changes in comprehensive index components with mathematical computations to assess their overall impact through an energy

security model. By employing adaptive control techniques, this methodology disaggregates integrated indices of components and security metrics, allowing a nuanced formalises the impacts of threats on the holistic index, establishes new pathways for achieving objectives after a threat and dissects emerging dynamics into actionable components and metrics. The primary research objectives include enhancing the strategic planning capabilities of businesses, improving management decision making processes and quantifying threats to energy security in a systematic manner.



Kalinin O. (2025) Integration Development of Logistics Activities of Corporate Enterprises Based on Intellectualization and Management Technologies

DOI

Authors: Kalinin Oleksandr | Bondar Iuliia | Hutsaliuk Oleksii | Sokolovskiy Viktor | Navolokina Alla

Date of publication: July, 2025

Department: Finance

The research is dedicated to the current conditions of globalization and technological progress in the development of logistics activities of corporate enterprises, which is becoming increasingly important. The main purpose of the research paper is to determine areas of integration development of logistics based on the introduction of intelligent systems and management technologies. It should be noted that the use of modern logistics management to manage logistics processes can save logistics costs equivalent to 1% and increase sales by 10%. Logistics is one of the most dynamic and significant sectors in the EU economy, accounting for approximately 10% of GDP.



Sedashova O., Kalinina N., Kazantsev M. (2025) Mediation, Negotiation, and Conflict Management: The IT Business Example

DOI

Authors: Oksana Sedashova | Nataliia Kalinina | Mykola Kazantsev

Date of publication: March, 2025

Department: Department of Management and Innovative Development

The article examines thenature of conflictsusing the example of IT business, which is complex and covers professional, personal, and organizational conditions for the emergence of conflicts. It is revealed that an effective tool for resolving conflicts in IT business is negotiations as a method of voluntary communication to resolve the conflict and satisfy interests. It is noted that negotiations are universal in nature, as they allow taking into ac-count interests and resolving the conflict under different conditions, in particular, negotiations can be organized online taking into account the different localization of the conflict subjects (IT business employees often work remotely).





Sedashova O., Fedotova N. (2025) Conflict in the 21st century in project team management: psychological aspects

DOI

Authors: Oksana Sedashova | Nataliya Fedotova

Date of publication: December, 2025

Department: Department of Management and Innovative Development

Managing human resources and project team effectiveness is a complex process that includes monitoring and control to prevent conflict situations. Conflicts can negatively affect team interaction and cause loss of resources, but when identified and resolved correctly, they can contribute to team development and increase project effectiveness. Research on approaches to conflict management in project teams requires considering both organizational and psychological aspects, in particular emotional intelligence, cognitive biases, and communication styles that are associated with the characteristics of different generations. Therefore, a modern project manager must not only master conflict management techniques, but also deeply understand their dynamics and psychological aspects. The purpose of the article is to study new causes of conflicts in modern project teams that arise due to intergenerational differences in values, life aspirations, professional approaches, and communication styles. The research used methods of analysis, synthesis, generalization, comparison and hypothetico-deductive methods. The results of the study indicate that successful conflict management in project teams is possible through the implementation of strategies for considering intergenerational characteristics.





Kalinina N., Oliferovski M. (2025) Basic tools for resolving conflicts in organizations

DOI

Authors: Nataliia Kalinina | Maxym Oliferovski

Date of publication: March, 2025

Department: Department of Management and Innovative Development

The article is devoted to the analysis of the main tools for resolving conflicts in organizations, such as conflict management,negotiation and mediation,taking into accounttheir effectiveness inmodern conditions. The authors focus on the importance of these methods to ensure the stability and efficiency of the corporate environment in Ukraine, especially in the context of social tensions caused by the war.A systematic approach to conflict management is considered, which provides for preventive actions and long-term management of conflicts, which reduces the risk of their escalation. The main differences between conflict management and conflict resolution are identified, such as orientation towards prevention,process duration andintegration into theorganization's strategy. Theauthors note thatthe implementation of conflict management is appropriate for medium and large organizations, while for small enterprises, training in basic conflict management skills is recommended.A separate section is devoted to negotiations as a tool for resolving conflicts.





Lyshchenko B., Kalinina N., Levchenko D. (2025) Features of Communication and Formation of Corporate Culture in Digital Agencies and Startups

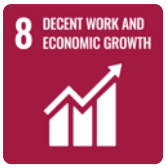
DOI

Authors: Nataliia Kalinina | Bohdan Lyshchenko | Diana Levchenko

Date of publication: March, 2026

Department: Department of Management and Innovative Development

The article is devoted to the peculiarities of communication and formation of corporate culture in digital agencies and startups. The article considers the formation of corporate culture in digital agencies and startups as a decisive factor for long-term success and competitiveness. The importance of corporate culture in adapting to rapidly changing market conditions and technologies, its role in stimulating innovation, attracting talent and ensuring organizational flexibility is emphasized. The article examines different types of corporate cultures – clan, adhocrat, market and hierarchical – and shows their relevance for digital agencies and startups. Examples of companies such as Zappos, Google and Amazon, which embody specific cultural models that contribute to their success, are provided.



Mosiychuk T., Kahanovskyi Y. (2025) Agent governance: evolution, challenges and prospects for Ukraine

DOI

Authors: Tetyana Mosiychuk | Yevhen Kahanovskyi

Date of publication: December, 2025

Department: Department of Management and Innovative Development

Thepurpose of thearticle is asystematic analysis of the essenceof agent governanceand its conceptual foundations, witha clear distinctionfrom classical managementparadigms (e-government andtraditional AI governance), as well as highlighting the possibilities of developing a practically oriented model of agent governance in Ukraine.Themethodological foundation of the researchis a systematic, interdisciplinary analysisof management paradigms, legal concepts and information technologies. Theoretical analysis and synthesis were applied to systematize key approaches and develop a conceptual framework. The empirical basis is formed on the analysis of global cases of AI implementation at the level of public administrationand Ukrainian experience of digital transformationThe article examinesthe architecture ofa modern agentic system inthe sphere ofpublic administration, and analyzes global empirical trends. Special attention is paid to the ethical and security challenges of implementing multi-agent systems. The imperative of implementing the principles of explainability and auditability and a clear demarcation of legal responsibility between the autonomous system and the responsible official is substantiated.



Koreiba A., Danchenko O. (2025) Models of self-organization in project teams

DOI

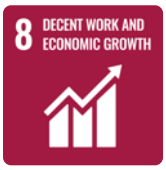
Authors: Andriy Koreiba | Olena Danchenko

Date of publication: March, 2025

Department: Department of Management and Innovative Development

The article is devoted to the analysisof existing modelsof self-organization in project teams, their advantages and challenges compared to traditional project management systems. The presentation and critical review of these models formed the main goal of the study.The relevance of the study is

due to the modern challenges of the business environment, which include the high dynamics of marketrelations, the increasingcomplexity of organizational structuresand the needfor operational decision-making. With thegrowth of informationvolumes, increasing competitionand rapid technologicalchange, traditional hierarchical approachesto project managementare not alwaysable to providethe necessary speed, innovation and adaptability to external changes. In response to these challenges, models based on the principles of self-organization are becomingincreasingly widespread, whichallow increasing theeffectiveness of teamworkthrough autonomy, collective decision-making anda high levelof interaction betweenparticipants. The articleexamines key models of self-organization, including Agile, Scrum, Kanban, turquoise organizations, holacracy.





Lemeshchuk R. (2025) Adaptation system elements and their effect on labor productivity within agribusiness personnel utilization

DOI

Authors: Ruslan Lemeshchuk | Svitlana Podzihun

Date of publication: April, 2025

Department: Entrepreneurship

The article presents the results of an empirical study conducted by the authors on the current state of employee utilization in agricultural enterprises, focusing on the impact of specific elements within the employee adaptation system on the labour productivity of newcomers as one of the key indicators of personnel utilization. Theresearch direction wasdetermined by theincreasing shortage ofqualified personnel inUkraine’s agricultural sector,as confirmed bya series of previous studies, highlighting the need for enhanced human resource management practices, particularly through the improvement of newcomer adaptation processes.



Demchenko O., Sedashova O., Korniienko O. (2025) Emotional intelligence of a mediator as a tool for developing conflict management competence

DOI

Authors: Oksana Sedashova | Oksana Demchenko | Olena Korniienko

Date of publication: March, 2025

Department: Department of Management and Innovative Development

The work reveals the concept of emotional intelligence as a person's integrative ability to understand their own and other people'semotions, as wellas to managethem. The similaritybetween the conceptsof emotional intelligenceand emotional competence is highlighted. The concept of "emotional competence" is revealed as a set of knowledge, skills and abilities that help a person torealize and acceptttheir own emotions,themselves, to realizethe emotions ofothers for self-motivation, tomanage emotions, to emotionally improve themselves, moving towards self-actualization, creating relationships with others on their way. The role of emotional intelligence is determined as a set of knowledge about adequate behavior in situations of social interaction, which can be useful for preventing and resolving conflicts, in the professional activities of a mediator.



Research Voices

The following statement demonstrates a way in which researchers at KROK Business School bring sustainability and responsible management into their research.

Participation of KROK Business School Faculty in the International Conference “MEDIATION & UNIVERSITIES 2.0”

On November 14, 2025, KROK Business School faculty members – PhD, Associate Professor of the Department of Management and Innovation Development Diana Levchenko, and PhD in Philosophy, Associate Professor of the Department of Management and Innovation Development Nataliia Kalinina – took part in the **international conference “Mediation & Universities 2.0.”**
The conference focused on the role of universities as platforms that integrate research, academic programs, and practical initiatives in the field of mediation. Panel discussions addressed the integration of mediation into education, justice, the economy, and public policy, the exchange of the latest scientific findings and practical cases, and the identification of further directions for development.
The KROK Business School faculty delivered a joint online presentation titled **“Opportunities for Using AI in Mediation and Conflict Management.”**
Its key conclusions included:

- AI serves as a tool for enhancing communicative interaction;
- The use of AI in mediation expands possibilities for preventive conflict resolution through risk analysis, assessment of parties’ emotional states, and forecasting potential scenarios of dispute development;

- In the field of management, AI ensures systematic integration of managerial decisions within complex corporate or inter-organizational structures;
- The creation of specialized tools – such as mediation chatbots or decision-support systems for crisis negotiations – opens a new format of digital peacebuilding;
- Digital technologies do not replace humans but enhance their ability to understand, cooperate, and reach consensus.

In summary, the international conference “Mediation & Universities 2.0” became a productive platform for professional exchange and the formation of new research ideas.

Research Barriers

In 2025, KROK Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Publishing barriers

Continue telling your story

Mediation Summer School 2026

July 6–10, 2026 – Five days of relevant cases, modern methodologies, and scientific and practical experience in the field of mediation and conflict management.
For eight years, KROK Business School has not only been teaching mediation and conflict management but has also been actively developing scientific research in this field.
During this time, a strong community of experts and researchers has been formed, significant practical and scientific experience has been accumulated, international partnerships have been established, and modern approaches to understanding conflict, negotiation, and mediation have been implemented.
The Mediation Summer School places special emphasis on developing a scientific approach to conflict management and promoting contemporary research in the field of mediation.
We strive to create a space for professional dialogue, exchange of experience, presentation of research findings, and the development of a culture of constructive conflict resolution in Ukraine and beyond.
Over the years, we have prepared several generations of researchers and practitioners who are now working in business, the public sector, non-governmental organizations, educational and international projects, implementing modern mediation and effective communication tools.



KROK Business Impact 2026: Solutions for the Resilience and Development of Ukrainian Business - Online Conference

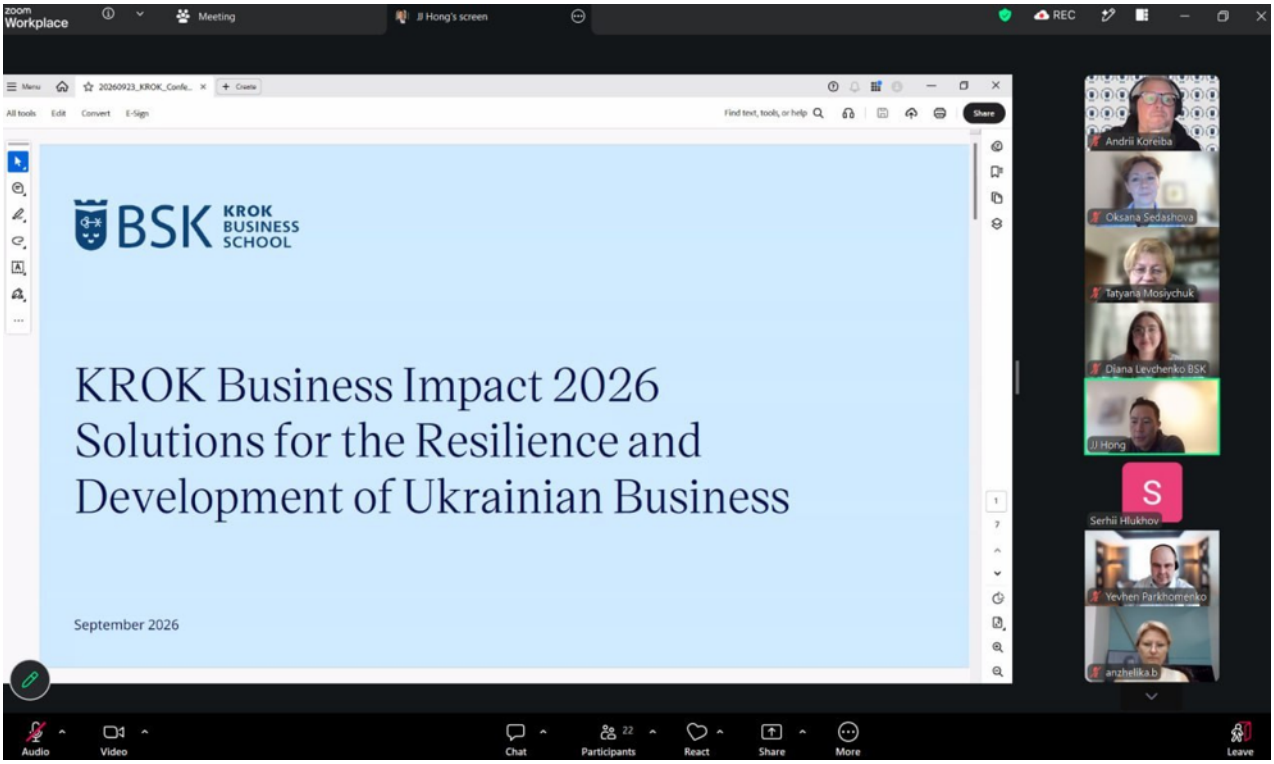
On **24 September 2026**, KROK University and KROK Business School held the online scientific and practical conference **"KROK Business Impact 2026: Solutions for Resilience and Development of Ukrainian Business."** The event created a professional platform for discussing contemporary management challenges and practical solutions for strengthening the resilience and sustainable development of Ukrainian companies.

A distinctive feature of the conference was the presentation of research results and master's thesis concepts by students of the **MBA** and **Project and Process Management** programs. Business leaders, entrepreneurs, managers, analysts, HR professionals, and researchers joined thematic sessions, discussed the students' ideas, shared practical experience, and provided professional feedback. The discussions were moderated by KROK Business School experts and faculty members **Tetiana Mosiichuk, Oleksandr Kalinin, and Andrii Koreiba**.

A special contribution to the conference was the presentation by **JJ Hong, Partner based in New York and expert in private capital and portfolio operations**. Drawing on more than 12 years of experience in supporting private equity firms and portfolio companies, he shared an international perspective on value creation, investment decision-making, and operational performance improvement.

Mr. Hong highlighted approaches to supporting companies throughout the investment cycle — from developing an investment thesis and assessing value creation opportunities to pre- and post-transaction initiatives aimed at improving valuation, EBITDA, and long-term business performance. His contribution enriched the conference with practical insights from the U.S. private capital market and created an opportunity for participants to connect academic discussion with international business practice.

The conference strengthened the connection between academic research and business practice, supporting the development of relevant management solutions for Ukrainian business in conditions of uncertainty and change.




University KROK
BSK KROK BUSINESS SCHOOL
KROK Business Impact 2026
Solutions for the Resilience and Development of Ukrainian Business
September 24
16:00
Online
Scientific and practical conference



Partner

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

How We 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.

Institutional Partnerships

- CEEMAN (Central and East European Management Development Association)
- EFMD (European Foundation for Management Development)
- Positive Impact Rating (PIR)
- United Nations Global Compact non-business signatory
- 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"
- PMI Ukraine (Project Management Institute Ukraine)
- Webster Center for Creativity and Innovation (WCCI)
- Ukrainian Association for Management Development and Business Education (UAMDBE)
- Swiss School of Business and Management (SSBM Geneva)
- Swiss Montreux Business School
- Crowe Mikhailenko
- Association of Family Mediators of Ukraine
- GRUNI SDGs Center
- GRUNI SDGs Center, a joint initiative of Grigol Robakidze University and Libra Alliance (Georgia)
- Professional Association of Mediators in Bulgaria

Student Organization Partnerships

- None

Partnerships

The following provides more details on 2 key partnerships at KROK Business School.

European School of Sustainability Science and Research (ESSSR)

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.



European Foundation for Management Development (EFMD)

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.



EFMD GLOBAL

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

28 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 (aisbl)
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T +32 2 629 0810 • F +32 2 629 0811 • E info@efmdglobal.org • www.efmdglobal.org
VAT BE 0411 610 481 – RPM Brussels

EQUIS EFMD ACCREDITED CLIP EOCCS EDAF BSIS IMPACT

Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at KROK Business School support sustainability and responsible management education.

Memorandum of Cooperation with GRUNI SDGs Center, a joint initiative of Grigol Robakidze University and Libra Alliance (Georgia)

KROK University has signed a Memorandum of Cooperation with GRUNI SDGs Center, a joint initiative of Grigol Robakidze University and Libra Alliance (Georgia), which implements educational, creative, and project-based initiatives in the fields of sustainable development and social entrepreneurship.
The partnership with the GRUNI SDGs Center provides for the organisation of joint educational programmes, training sessions, workshops, mentoring sessions, research initiatives, and communication projects aimed at developing competencies in sustainable development, social entrepreneurship, ESG, and responsible leadership.
The cooperation creates new opportunities for students of KROK University and KROK Business School to develop their knowledge and skills in social entrepreneurship. These opportunities include participation in the Social Entrepreneurship Collaborative Lab, teamwork and mentoring, practical development of business ideas, creation of sustainable business models, identification of social challenges, impact assessment, and preparation of presentations and pitches for social entrepreneurship initiatives.
Students of KROK University and KROK Business School will also be able to participate in international initiatives, including activities related to the SDG Olympiad, as well as international research and innovation programmes.
The signing of the Memorandum of Cooperation with GRUNI SDGs Center represents an important component of the activities of KROK University and KROK Business School in implementing the Principles for Responsible Management Education (PRME) and integrating sustainable development values into the educational environment.

Continue telling your story

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Reporting to the UN PRME CEE Chapter

KROK Business School maintains regular reporting and information-sharing within the UN PRME Central and Eastern Europe (CEE) Chapter. Reporting is an important part of KROK's institutional engagement with the Chapter and supports the documentation, monitoring and communication of the School's progress in responsible management education and sustainable development.

In March 2025, KROK participated in the PRME CEE Chapter meeting at which the Chapter's 2024 Annual Report was reviewed and discussed. The meeting also provided an opportunity to exchange reporting and communication practices with other PRME regions and Chapter members.

At the institutional level, KROK Business School prepares and submits information on its activities and achievements for inclusion in PRME CEE Chapter reporting. The reported areas include:

- integration of sustainability and the SDGs into education, research and partnerships;
- research and knowledge-development activities;
- faculty development and PRME-related capacity building;
- international partnerships and collaborative initiatives;
- activities contributing to responsible management education;
- progress and good practices relevant to the PRME community.
-

KROK's Sustainability Development Centre has an explicit institutional responsibility for preparing annual PRME reports, embedding reporting within the School's sustainability management and monitoring processes.

For the 2025–2026 reporting period, information communicated by KROK included, among other areas, new international partnerships, KROK's representation in the CEE Chapter leadership, research on SME and organisational resilience, and faculty development through PRME i5 certification.

The reporting process therefore serves not only as a formal accountability mechanism but also as a means of sharing KROK's experience with the CEE Chapter, benchmarking institutional progress, identifying opportunities for cooperation and making KROK's contribution to responsible management education visible within the wider PRME network.



KROK Business School at Ukrainian Building Congress 2025

On November 21, 2025, the Ukrainian Building Congress took place at the Parkovy Convention and Exhibition Center, bringing together leading experts, educators, and business leaders. At the invitation of the organizers, representatives of KROK Business School actively participated in the event. Nataliia Kalinina, PhD, Associate Professor at the Department of Management and Innovation Development, delivered a workshop titled:"Effective Negotiations: Building the Algorithm." The lively discussion and numerous questions from the audience highlighted the relevance and importance of this topic in today's business environment. In addition, Olha Karpova, Executive Director of KROK Business School, joined the panel discussion "Educational Ecosystem: Who Prepares Leaders for the Market?" Participants explored how the profile of a modern Ukrainian leader has changed since 2022.


DMNTR
КРЕАТОР БУД
vlasne misto
Galleria Porcellanato
моршинська
BELODED LANDSCAPING
UKRAINE ECONOMIC OUTLOOK
MENA INTERNATIONAL
S CLUB
VOLTAGE
ОХОРОННИЙ ХОЛДІНГ
ZEZMAN.UA
Lizrome
Ріякоі Партнери
VISTARK
AUTODESK
DANAPRIS
LOFU
sensar
avalon


Сучасний світ
Виробництво
Охоронний холдінг
EUROFORMAT
VISTARK
KLINKER
AUTODESK
POLOTNO
ARCHITECTS
LOFU
sensar
VEKA
RIBAS
HOTELS
SNAP
INVEST
Galleria
Porcellanato
Quarzwerke
VOLTAGE
resortlab.
group of companies
Ріякоі Партнери
юридична компанія



Olga Karpova, CEO of KROK Business School, participated in the EFMD Deans Conference 2026 in Vienna

Olga Karpova, CEO of KROK Business School, took part in the EFMD Deans Conference 2026, held on 3–4 February 2026 in Vienna, Austria — one of the key global events in the field of business education. The conference brought together 400 leaders of leading business schools and universities to discuss current challenges, innovations, and strategic solutions in management education.

This year's programme placed special emphasis on:

the global responsibilities of universities in uncertain times, including geopolitical challenges and shifts in the global economy;

the integration of artificial intelligence into educational processes — from new learning formats to the transformation of administrative and marketing functions within business schools;
the development of resilient and responsible leadership, essential in an environment of rapid change and high competition;
new models of stakeholder engagement and the adaptation of programmes to meet the needs of diverse learner groups.
Olga Karpova's participation in the conference was an important step toward strengthening the international expertise of KROK Business School and expanding partnerships within the global business education ecosystem. Engaging in discussions alongside leaders of top schools worldwide helps shape a modern vision of management programme transformation, integrate best practices, and reinforce the competitive position of Ukrainian business education on the international stage.



Cooperation between KROK University and Crowe Mikhailenko Company

Beginning of cooperation between KROK University and Crowe Mikhailenko Company.The partnership will be coordinated by the KROK Business School.
Within the framework of this partnership, Crowe Mikhailenko specialists will join the educational process as guest lecturers, providing master's students of the KROK Business School with practical knowledge and experience in working with real business cases.

Joint events, conferences, seminars, round tables, and professional discussions, will foster the development of an interactive learning environment, expand students' professional networks, and help build a community of like-minded individuals.

An important area of cooperation will be Crowe Mikhailenko's participation in scholarship programs for outstanding bachelor's and master's students through the creation of special grant initiatives to support and develop talented youth. The partners will also open opportunities for internships and practical training for students of the KROK College and University.

The company's diverse activities will make it possible to improve existing courses and develop new ones for master's and corporate programs, making the educational process even more applied, modern, and effective.

Crowe Mikhailenko is a Ukrainian company that is part of the international Crowe Global network and specializes in comprehensive business support, from tax consulting to information and analytical services. The company's team consists of recognized experts who have a significant influence on shaping tax and legal practices at the national level.



KROK Business School Representative Participated in EFMD Re-thinking Internationalisation Workshop

Paris hosted the fourth edition of the EFMD Re-thinking Internationalisation Workshop, bringing together representatives from 26 higher education institutions from around the world to explore the future of internationalisation in higher education. Among the participants was Ihor Okuniev, Associate Professor of the Department of Management and Innovative Development at KROK Business School.
This year's workshop focused on emerging approaches to internationalisation in the context of global transformation. Participants examined how internationalisation strategies are being reshaped by evolving institutional missions, growing societal expectations, and the increasing need to create measurable public value.
Particular attention was given to three key challenges currently shaping international education: demographic change, rapid technological advancement, and a prolonged period of global uncertainty. Experts emphasized that contemporary internationalisation should be driven not by scale alone, but by its alignment with an institution's mission, available capacities, and contribution to society.
The workshop brought together professionals representing 26 higher education institutions, 20 nationalities, and four continents, creating a truly international environment for exchanging experiences, perspectives, and best practices.
The participation of a KROK Business School representative in EFMD events is an important step in strengthening international cooperation and further integrating the School into the global academic and business education community. The knowledge gained and professional connections established during the workshop will contribute to the enhancement of international initiatives and the development of innovative educational programmes in line with global best practices.



KROK University and the Association of Family Mediators of Ukraine have signed a Memorandum of Cooperation

KROK University and the Association of Family Mediators of Ukraine have signed a Memorandum of Cooperation

KROK University of Economics and Law and the NGO "Association of Family Mediators of Ukraine" have signed a Memorandum of Partnership. Our shared goal is to develop mediation in Ukraine, promote a culture of constructive dialogue, and create new opportunities for students' professional growth.

What does our cooperation entail?

Synthesis of theory and practice: We combine the University's academic expertise with the AFMU's years of practical experience to train specialists capable of effectively handling complex communications, negotiations, and conflict resolution.

Real cases for students: KROK Business School students will be involved in practice-oriented activities, including research projects, case studies, and analytics preparation.

Expert support: Leading mediators, trainers, supervisors, and facilitators from the Association will become mentors, consultants, and guest experts for our educational programs.

New educational products: Together, we will develop modern courses, workshops, training sessions, and large-scale conferences.
This partnership is an important step toward strengthening the connection between the academic community and the professional mediation environment. Together, we will promote tools for peaceful conflict resolution in both family and societal contexts.



KROK University and the Professional Association of Mediators in Bulgaria have signed a Memorandum of Cooperation

KROK University of Economics and Law has signed a Memorandum of Cooperation with the Professional Association of Mediators in Bulgaria (PAMB). KROK Business School will represent the University and coordinate this partnership, taking responsibility for the development of international cooperation in the field of mediation, the exchange of professional experience, and the implementation of best international practices into educational activities.
The cooperation will cover a wide range of areas, in particular, mediation in commercial, labor, and family disputes. Combining the academic expertise of KROK University and the practical experience of Bulgarian colleagues will create new opportunities for the development of educational and research initiatives.

What does our cooperation entail?
conducting joint research, educational events, and professional exchanges;
involving international experts in the educational process, organizing training sessions, seminars, and conferences;
developing academic mobility and implementing joint international projects.
For KROK Business School, this partnership is an important step in expanding the University's international cooperation network and creating new opportunities for instructors, students, and program participants. At the same time, it will contribute to strengthening academic and professional ties, improving the quality of educational programs in mediation, and promoting a culture of constructive dialogue and effective conflict resolution.





Practice

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

How We 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.

Institutional Policies and Practices

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

Policy Documents Related to RME and/or Sustainability

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

Practice Awards

In 2025, KROK Business School received 4 awards for responsible and/or sustainable practices.

Keystone Award 2026 Training Provider of the Year

Granter: Keystone Education Group

Grantee: KROK Business School

Award Description:

KROK Business School has been named Training Provider of the Year at the Keystone Awards 2026, an international recognition of excellence in education and professional development. The award was officially confirmed by the Keystone Awards team on June 30, 2026.
This achievement reflects KROK Business School’s ongoing commitment to delivering high-quality business education, fostering leadership development, and supporting the growth of professionals, entrepreneurs, and organizations in Ukraine and beyond.
This international award motivates us to continue expanding educational opportunities, strengthening

global partnerships, and developing the next generation of responsible business leaders.
The Keystone Awards recognize outstanding institutions and organizations that demonstrate excellence in education, innovation, and student success. In 2026, KROK Business School was selected as the winner of the Training Provider of the Year category.

UKRAINIAN CHOICE National Award

Granter: UKRAINIAN CHOICE

Grantee: KROK Business School

Award Description:

KROK Business School has been recognized at the national level and awarded the UKRAINIAN CHOICE National Award in the category “Business Education and Management Programs 2025–2026”.
This distinction confirms our strong reputation, compliance with high standards of transparency and service, and our tangible contribution to the development of modern business education in Ukraine.

XVII International Exhibition “Modern Educational Institutions – 2026” - Grand Prix and Gold

Granter: LIMITED LIABILITY COMPANY COMPANY EXHIBITION WORLD

Grantee: KROK Business School

Award Description:

On March 25–27, 2026, an important event in Ukraine’s education sector took place - the 17th International Exhibition “Modern Educational Institutions – 2026.”
In terms of its professional and academic level, the substance of its business program addressing the most relevant and important issues in the education sector, and the number of participants representing all levels of the education system, the International Exhibition “Modern Educational Institutions” is the most highly regarded and large-scale educational exhibition in Ukraine.
At the XVII International Exhibition “Modern Educational Institutions – 2026” KROK Business School received: Grand Prix in the category “Postgraduate Education of Ukraine” and Gold Medal in the nomination “From Education for Life to Lifelong Learning: Innovative Approaches and Solutions”.

EFMD Exellence in Practice Award - Silver Award

Granter: European Foundation for Management Development (EFMD)

Grantee: KROK Business School

Award Description:

KROK Business School has proudly represented Ukraine at EFMD 2025 Executive Development Conference, held in Stockholm on October 1-2, 2025 and hosted by the prestigious Stockholm School of Economics. The event gathered 110 participants from leading business schools, corporations, and executive education providers worldwide.

Among the highlights of the conference was the presentation of 10 winning projects which received EFMD Exellence in Practice Award selected by an international jury for their innovation and impact in executive development. One of the honored initiatives received a Silver Award was a joint project "Managerial School" by Crédit Agricole and KROK Business School, presented by Olga Karpova, Director of KROK Business School.

This recognition marks a historic milestone — the first time a Ukrainian business education project has received a global award in the EFMD competition.

"This award is not only a recognition of our work, but a signal that Ukrainian executive education is ready to compete and collaborate on the global stage," said Olga Karpova.

All winning projects were formally awarded during the conference, reinforcing the importance of collaboration between academia and business in shaping the future of leadership and organizational development.

Practice Voices

The following statement from stakeholders at KROK Business School demonstrates our commitment to sustainable and responsible practices.

Massive rocket attack on KROK University

Overnight on May 23–24, 2026, KROK University became another target of a massive russian attack. The blast wave shattered windows and caused other damages. Thankfully, no students or staff members were injured. Overnight on September 27, 2026 our campus came under russian attack once again. The blast wave damaged windows, double-glazed units, and doors. Fortunately, no one was injured. This is the second attack on the University in recent months, following the events in May. We are currently dealing with the aftermath and arranging initial repairs to resume normal operations as soon as possible. This is russia's war on education and our future. But we remain unbroken. We will rebuild, restore, and continue our mission.

Chief Engineer,
Pavlo Leshchenko



Continue telling your story

KROK Business school among leaders of UN PRME CEE Chapter

KROK Business School in the UN PRME CEE Chapter

1. Active participation in Chapter governance and regional dialogue

KROK continued its active role in the PRME CEE Chapter, with a KROK representative serving as Vice President of the Chapter. During 2025, KROK participated in Chapter meetings focused on responsible management education, sustainable development, communication, engagement and exchange of practices among business schools.

2. Contribution to the global PRME community

As a CEE Chapter board member, KROK participated in the 6th Annual PRME Chapters Forum 2025, engaging in discussions on leadership in times of change, innovative pedagogy, sustainability, DEI, Net Zero and storytelling for impact. KROK also contributed its own experience to the global discussion through participation in the “Art & Learning for Sustainable Management” panel.

3. Sharing KROK’s SDG integration experience with CEE business schools

A major contribution in 2026 was KROK’s presentation of its SDG Integration Roadmap during the PRME CEE *Coffee with Chapter* series. Diana Levchenko and Liudmyla Kosovych presented KROK’s practical approach to integrating the SDGs into education, research and partnerships, turning KROK’s internal sustainability experience into a resource for regional peer learning.

4. Building partnerships across the CEE and wider European network

During the academic year, KROK developed new international partnerships, including cooperation with the GRUNI SDG Center in Tbilisi and membership in the European School of Sustainability Science and Research. These partnerships extend the PRME agenda into research, sustainability, mediation, intercultural competence and cross-institutional cooperation.

5. Learning from peers - Solar Punk Reading Club intervention

KROK Business school actively cooperates with University of Ljubljiana and CEE Chapter leading school in Solar Punk Reading club activities, ansorbing the new instrument of sustainability thinking development among students and business leaders.
KROK is not only participating in the Chapter's activities but increasingly bringing its own Ukrainian experience, research and educational practices into the regional network, while also adapting relevant international approaches within the Business School, being the most active Ukrainian business school within the CEE Chapter.



KROK Business School Shared SDG Roadmap Implementation Experience with PRME CEE Chapter Members

On March 16, 2026, KROK Business School presented its experience in developing and implementing the **SDG Integration Roadmap** during the second international **PRME CEE Chapter Coffee Series** event. The session brought together representatives of business schools from across the Central and Eastern European region, creating a platform for sharing best practices in responsible management and sustainable development.

KROK Business School speakers showcased practical steps in creating the SDG Roadmap and approaches to integrating the Sustainable Development Goals into education, research activities, and partnership projects.

During the meeting, participants discussed:

- how business schools can systematically implement the Sustainable Development Goals;
- KROK Business School’s practical experience in developing its SDG Integration Roadmap;
- the role of the academic community in advancing responsible management education.

KROK Business School’s initiatives highlight leadership, strategic vision, and commitment to modern values — **sustainability, innovation, responsible educational management, and strong partnerships**.

You can explore the SDG Integration Roadmap at:
https://bs.krok.edu.ua/research/sustainability-development-centre-centr-stalogo-rozvitku/



Share

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

How We 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.

Engagement Opportunities

KROK Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

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

Communication Audiences

KROK Business School communicates its policies and progress on sustainable development and responsibility with:

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

Sharing Voices

The following statements from stakeholders at KROK Business School demonstrate our commitment to sharing and learning from sustainability and responsible management practices.

Business Club “Business Security in Domestic and Foreign Markets”

On November 15, 2025, KROK Business School hosted a meeting of the **Business Club on the topic “Business Security in Domestic and Foreign Markets.”**
The event speakers were:

- Olena Tkachenko, Deputy General Director of the consulting company SIDKON
- Andriy Portnyagin, Head of the Economic Security Department at Business Security Group LLC

During the two-hour meeting, participants had the opportunity to engage in an in-depth discussion of issues that are currently crucial for the stable operation of modern businesses. Special attention was given to the fact that the concept of business security has long gone beyond the traditional “security service” and now includes strategic thinking, systematic risk management, analytics, and personnel work.

Much focus was placed on how businesses can adapt to modern challenges, minimize internal threats, and build a culture of responsibility within the organization. The speakers outlined key foreign trade risks, shared competitive intelligence tools, and presented practical cases that highlight the importance of thorough partner verification. The meeting also revealed how to integrate economic security functions into a company’s strategic management and what steps are necessary to build an effective protection system.

Participants actively engaged in discussions, asked questions, and shared their own experiences, making the event a valuable platform for knowledge exchange, networking, and addressing the pressing challenges faced by Ukrainian businesses today.



Guest lecture - UN Global Compact in Ukraine

On September 5, 2025, KROK University hosted an important event — a guest lecture delivered by the University's partners, the UN Global Compact in Ukraine, represented by Kateryna Denisova, Compliance Officer at the UN Global Compact in Ukraine. The event was also supported in terms of communications by Olha Savluk, Coordinator of the "Oplich HUB" Community Center. The event was organized by the Department of Adult Education of KROK University.

The lecture, entitled "Creating a Culture of Sustainable Development in Business: The Role of the UN Global Compact in Ukraine," generated strong interest among members of the KROK educational community, with more than 70 participants registered. The audience included University experts in sustainable development, researchers, faculty members, students, and representatives of business education.

The event was opened by Nataliia Nakonechna, Vice-Rector of KROK University for Academic Affairs (Corporate Governance), who noted that KROK University had signed a Memorandum of Cooperation with the UN Global Compact in Ukraine at the end of the previous year.

The University also joined a Memorandum on supporting employees' mental health together with representatives of the leading business community in July 2025.

During the lecture, participants learned more about the activities of the UN Global Compact in Ukraine, the strategic commitment of its participants to advancing the Sustainable Development Goals and the Ten Principles of the UN Global Compact, as well as the importance of implementing ESG principles.

Overall, the event featured a highly positive and meaningful discussion involving both offline and online participants, including students of KROK University and its Professional College.



Communication Barriers

KROK Business School faces the following barriers in transparent communications:

Audience reach

Engagement gaps

Continue telling your story

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KROK University has signed a Memorandum of Cooperation with GRUNI SDGs Center, a joint initiative of Grigol Robakidze University and Libra Alliance (Georgia), which implements educational, creative, and project-based initiatives in the fields of sustainable development and social entrepreneurship.

The partnership with the GRUNI SDGs Center provides for the organisation of joint educational programmes, training sessions, workshops, mentoring sessions, research initiatives, and communication projects aimed at developing competencies in sustainable development, social entrepreneurship, ESG, and responsible leadership.
The cooperation creates new opportunities for students of KROK University and KROK Business School to develop their knowledge and skills in social entrepreneurship. These opportunities include participation in the Social Entrepreneurship Collaborative Lab, teamwork and mentoring, practical development of business ideas, creation of sustainable business models, identification of social challenges, impact assessment, and preparation of presentations and pitches for social entrepreneurship initiatives.
Students of KROK University and KROK Business School will also be able to participate in international initiatives, including activities related to the SDG Olympiad, as well as international research and innovation programmes.
The signing of the Memorandum of Cooperation with GRUNI SDGs Center represents an important component of the activities of KROK University and KROK Business School in implementing the Principles for Responsible Management Education (PRME) and integrating sustainable development values into the educational environment.

Reporting to the UN PRME CEE Chapter

KROK Business School maintains regular reporting and information-sharing within the UN PRME Central and Eastern Europe (CEE) Chapter. Reporting is an important part of KROK's institutional engagement with the Chapter and supports the documentation, monitoring and communication of the School's progress in responsible management education and sustainable development.

In March 2025, KROK participated in the PRME CEE Chapter meeting at which the Chapter's 2024 Annual Report was reviewed and discussed. The meeting also provided an opportunity to exchange reporting and communication practices with other PRME regions and Chapter members.

At the institutional level, KROK Business School prepares and submits information on its activities and achievements for inclusion in PRME CEE Chapter reporting. The reported areas include:

- integration of sustainability and the SDGs into education, research and partnerships;
- research and knowledge-development activities;
- faculty development and PRME-related capacity building;
- international partnerships and collaborative initiatives;
- activities contributing to responsible management education;
- progress and good practices relevant to the PRME community.
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KROK's Sustainability Development Centre has an explicit institutional responsibility for preparing annual PRME reports, embedding reporting within the School's sustainability management and monitoring processes.

For the 2025–2026 reporting period, information communicated by KROK included, among other areas, new international partnerships, KROK's representation in the CEE Chapter leadership, research on SME and organisational resilience, and faculty development through PRME i5 certification.

The reporting process therefore serves not only as a formal accountability mechanism but also as a means of sharing KROK's experience with the CEE Chapter, benchmarking institutional progress, identifying opportunities for cooperation and making KROK's contribution to responsible management education visible within the wider PRME network.



KROK Business School Shared SDG Roadmap Implementation Experience with PRME CEE Chapter Members

On March 16, 2026, KROK Business School presented its experience in developing and implementing the **SDG Integration Roadmap** during the second international **PRME CEE Chapter Coffee Series** event. The session brought together representatives of business schools from across the Central and Eastern European region, creating a platform for sharing best practices in responsible management and sustainable development.
KROK Business School speakers showcased practical steps in creating the SDG Roadmap and approaches to integrating the Sustainable Development Goals into education, research activities, and partnership projects.

During the meeting, participants discussed:

- how business schools can systematically implement the Sustainable Development Goals;
- KROK Business School's practical experience in developing its SDG Integration Roadmap;
- the role of the academic community in advancing responsible management education.

KROK Business School's initiatives highlight leadership, strategic vision, and commitment to modern values — **sustainability, innovation, responsible educational management, and strong partnerships**.

You can explore the SDG Integration Roadmap at:

https://bs.krok.edu.ua/research/sustainability-development-centre-centr-stalogo-rozvitku/

SIGNATORY

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