



**TRANSFORMATION FROM
TRADITIONAL TO
ENTREPRENEURIAL
ORGANIZATIONAL CULTURE:**

AlmaU case

Gulnara Kurenkeyeva,
Dean, Graduate School of Business
Almaty Management University

Challenges of Business Education Development in Eurasian space

- Absence or poor level of business schools in regional universities.
- Low level of research on business education.
- Insufficient internationalization (low share of Eurasian faculty going abroad).
- Low evidence of international accreditations and professional rankings.
- Low number of practitioners and teaching in English among faculty.
- Lack of usage of case studies of local companies in the programmes.
- Low entry requirements / poor selection.
- Most business schools (more than 80% of MBA programmes) are in capital cities.

Paradigm shift

20th century

21st century

Economy 2.0
Large Factories Era



the world in the 21st century

Person in the 21st century

Economy 3.0
the Era of Entrepreneurship



world of rapid changes and complete uncertainty

Digital generation

Economy 4.0
Digital Era



20TH CENTURY vs. 21ST CENTURY:

The only sustainable competitive advantage is your organization's ability to learn faster than the competition.

**Peter Senge,
MIT Sloan School of Management**

Shifting the Paradigm of Competition

'Large' eat 'Small'

'Fast' eat 'Slow'

Models of modern universities



Teaching university - the main task of which is teaching. (In the Soviet Union, the research institutes worked separately)

Knowledge translation

Research University, the idea of the creation of which was proposed in the 19th century by Humboldt. Characteristic features of the University of Humboldt is the relationship of research and teaching



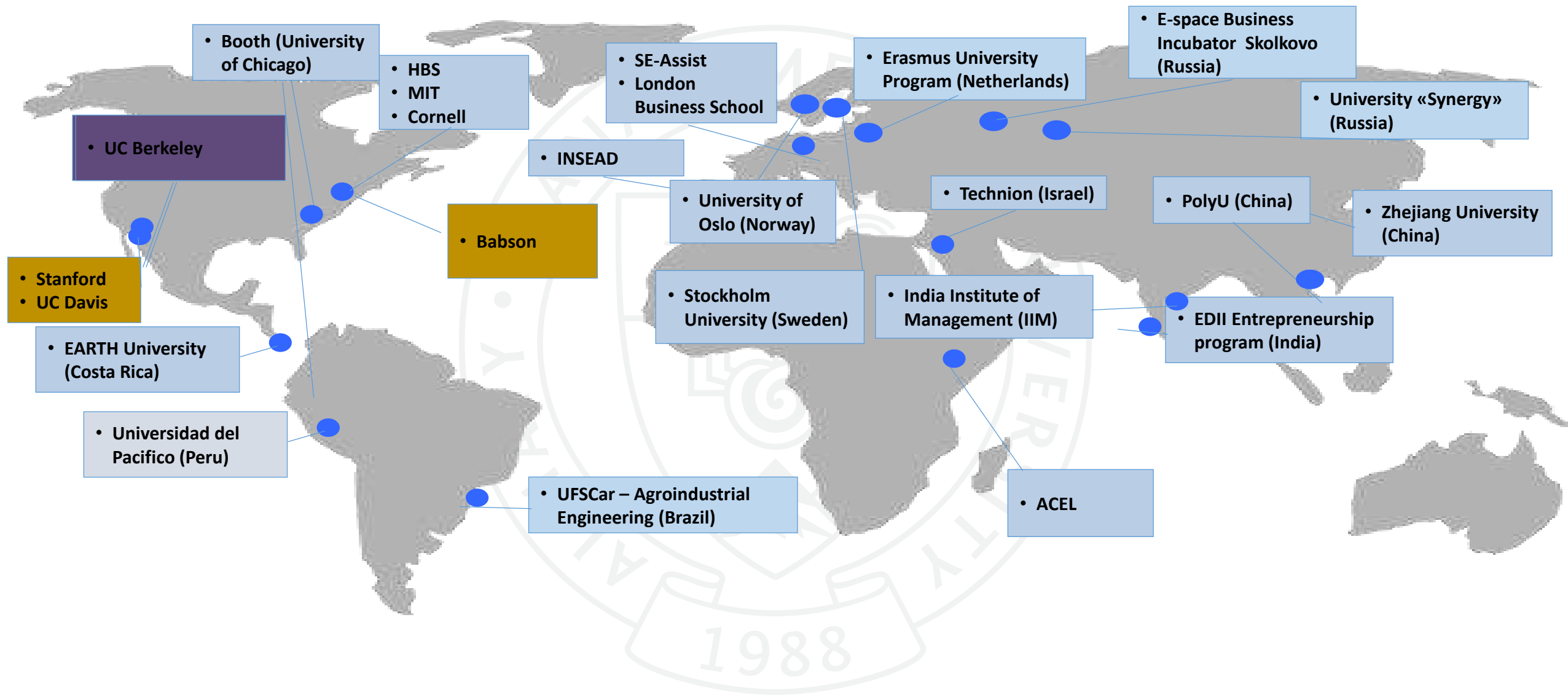
Knowledge generation



Entrepreneurial University - got its development in the late 20th century. The main task is the entrepreneurial impact on the development of the economy of the city, region and nation. Impactful university.

Generation of innovations

Entrepreneurial universities in the world



University 4.0



VS



- **Entrepreneurial University Ecosystem**
- **Innovative educational programs**
- **Entrepreneurial content**
- **New concept of faculty**
- **Creative culture**
- **Knowledge Management System**
- **Innovative infrastructure**

TRADITIONAL UNIVERSITY vs ENTREPRENEURIAL UNIVERSITY

criteria	Traditional university	Entrepreneurial university
Resources	Government; self-financing	Self-financing; financial investments of large corporations and other investors
Field of activity	Education and research	+ technology transfer and commercialization of ideas and business projects
Culture	Traditional academic culture	New academic culture (risk culture, business culture)
Management	Hierarchical	Project management
Environment	Stable, well-established	Creative, dynamic, innovative

The reasons for the transformation of a traditional university into an entrepreneurial

- **the need to transition the economy to an innovative development model;**
- **reduction of public financing in education;;**
- **increased competition in the domestic and international markets for scientific and educational services;**
- **demands from the business community to prepare specialists able to compete in the domestic and international labor markets;**
- **rethinking the nature of knowledge that a modern university should commercialize**

Scaling Up of AlmaU

2014 – 21st cent.

1988 - 1993



**Alma – Ata
School of
Management**

1996 - 2013



ALMA
ALMATY MANAGEMENT
UNIVERSITY



no. of programmes

15+ short-term programmes

7 bachelor **4** MBA
6 master **1** DBA **20+** short-term programs

15 bachelor **14** MBA **4** PhD
9 master **2** DBA **100+** short-term programs



no. of students

200

2000+ **70**
internationals,
incoming and
outgoing mobility

3000 + **200+**
internationals,
incoming and
outgoing mobility



no. of faculty & staff

15 part time faculty
10 staff

100 full time faculty
10+ Internationals, visiting prof-s
100 staff

150 + full time faculty
25+ Internationals, visiting prof-s
150 staff



no. of partners

10

50 +

110 +

average per one academic year

International rankings and accreditations

TOP 3 business school among 68 universities in Central and East Asian geographical zones by Eduniversal (2017)

Top-200 Best Business Schools of the world by Eduniversal ranking (2017)

Top-5 Best Masters programmes of AlmaU by Eduniversal Best Masters ranking (2017)

Global ranking of business schools of Russia and CIS (2017)

№1 out of 9 – double degree programmes

№1 out of 15 – active developing business-schools in global markets

№2 out of 10 number of international partnership with “first” level accredited institutions



CEEMAN International Quality Re-accreditation of International Association for Management Development in Dynamic Societies (2017)

ACCA – Association of Chartered Certified Accountants certification of Bachelor of Economics and Business in Accounting & Auditing Programme (2016)

AMBA – Association of MBAs Re-accreditation (the only in Kazakhstan and Central Asia (2016)

International Cooperation

25 partner associations:



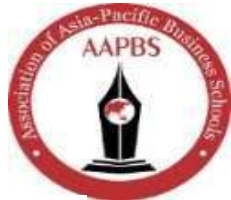
EFMD



ASSOCIATION OF MBAs



AACSB INTERNATIONAL



AAPBS



BMDA



CEEMAN



The Talloires Network



РОССИЙСКАЯ АССОЦИАЦИЯ БИЗНЕС-ОБРАЗОВАНИЯ



UNITED NATIONS academic impact

Sharing a Culture of Intellectual Social Responsibility



CCIFK

PRME

Principles for Responsible Management Education



BSE LABORATORY



BRITISH COUNCIL



EURBAK



AMERICAN CHAMBER OF COMMERCE IN KAZAKHSTAN



100+ partner universities in 30 countries

Development of International partnership



10+ partners



International Academy of Business

50+ partners



ALMA ALMATY MANAGEMENT UNIVERSITY

110+ partners



浙江大学 ZHEJIANG UNIVERSITY



THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大学



Kazan Federal UNIVERSITY



安泰经管学院 ANTAI COLLEGE Economics · Management



Massachusetts Institute of Technology

1988

1996

2014-2020

AlmaU 2025 Strategic directions

1 Knowledge generation and management

- Academic excellence
- AlmaU researches
- Knowledge management

2 Entrepreneurial education ecosystem

- Entrepreneurship ecosystem
- Smart infrastructure
- AlmaU Knowledge Park

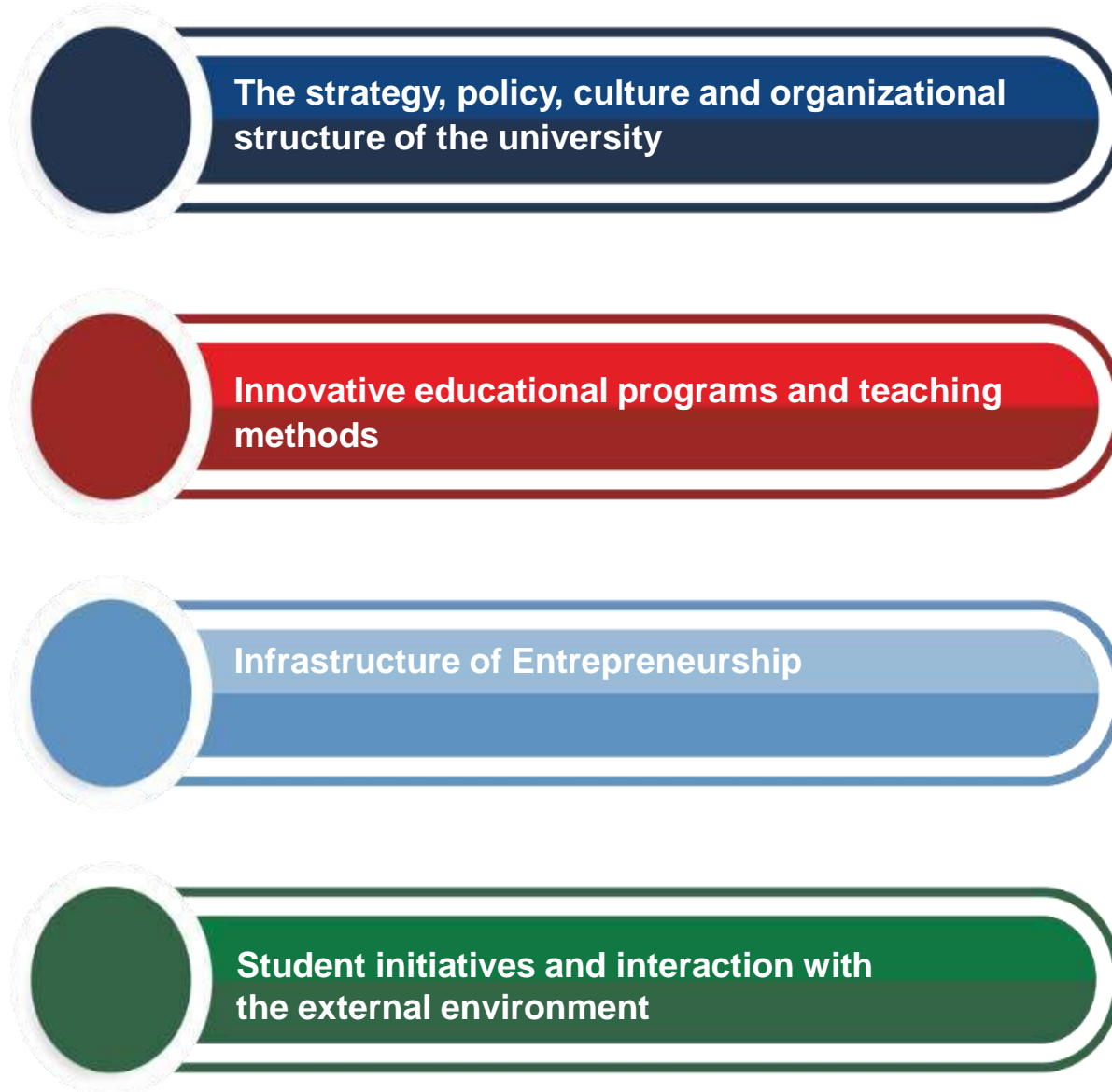
3 Contribution of AlmaU to the development of business, government, society and education

- Meaningful AlmaU
- Impactful AlmaU

4 People, Culture, and Leadership

- Talent development
- Managing staff reserves
- Individual development trajectory

**AlmaU
Ecosystem of
Entrepreneurship**



**Major/Minor in
Entrepreneurship, dual
education**



Center of entrepreneurship development and innovations



Academic Entrepreneurship Studio



business incubator



AlmaU knowledge park



Social Entrepreneurship Center



Start Up Night 15

Entrepreneurial University Ecosystem



1. Center for Entrepreneurship and Innovation



2. Academic Entrepreneurship Studio



3. Center for Social Entrepreneurship



4. Business incubator



5. Creative zone



6. Design lab



7. Laboratory of neuromarketing



8. Business camps



9. Association of Entrepreneurial Education



10. Portal of entrepreneurial education



11. The Simulation Center



12. Kaizen Center



13. Media Lab



14. Workshop of oratory

Apples of AlmaU education programmes

1. BASIC KNOWLEDGE

- Mathematics and trilingualism
- Digital Literacy (ICT)

2. ENTREPRENEURSHIP

- Entrepreneurial thinking
- Aware risk: from generating an idea to creating a start-up / project and attracting investors

3. MANAGEMENT

- Organizational management
- Management of business processes, human resources

4. PROFESSIONAL BASIC KNOWLEDGE AND SKILLS

- Professional qualification of the international level (certification)
- Skill in working with professional IT tools



5. PERSONAL DEVELOPMENT

- Design of life
- Leadership
- Business Communications
- Design thinking (thinking design / critical thinking)
- Service learning
- Strategic Thinking

6. PROJECT MANAGEMENT

- Final work / project in the format of the business case implementation
- Research and design work
- Project management of any scale

7. PRACTICAL SKILLS

- Internship after each academic period
- Internship in companies for 6 months for 2 and 3 courses



Organizer:
The Civic Alliance of the Republic of Kazakhstan
Co-organizers:
Ministry of Public Development of the Republic of Kazakhstan
Ministry of Education and Science of the Republic of Kazakhstan
The Association of Entrepreneurial Universities of the Republic of Kazakhstan

AlmaU invites you to add value to the International Conference

Host: Almaty Management University (AlmaU)
Date: November 9, 2018

«Impact of Universities on Civil Society Development»

The conference will bring together Kazakhstani and international experts and opinion leaders, representatives of the government and non-government sector, civil society actors, diplomatic missions, and other stakeholders to discuss the role and impact of universities to civil society.

within the 30th Anniversary of AlmaU

The key speakers of the conference:

1. **Darkhan Kaletayev**, Minister for Civic Development of the Republic of Kazakhstan
2. **Yerlan Sagadiyev**, Minister for Education and Science of the Republic of Kazakhstan (TBC)
3. **Assylbek Karzhakhmetov**, President of the Civic Alliance of the Republic of Kazakhstan
4. **Thorsten Kliewe**, Chair of the Accreditation Council for Entrepreneurial and Cross-Sectoral Universities (AACSB, Netherlands)
5. **Annie Lo**, Senior Vice President and Chief Officer of the Asia Pacific at AACSB International (Singapore)
7. **Albert Ko**, Director of Service-Learning Office at Lingnan University (Hong Kong)
8. **Andrew Chebotarev**, Director of NGO "Center for actual research" (Kazakhstan)

Topics for discussion:

1. Universities and Society: the social role and responsibility of universities.
2. Universities as a factor of social innovative development in the 21st century.
3. The role of universities:
 - in creating social, economic and cultural impacts
 - in achieving UN Sustainable Development Goals
 - in the development of regions and local communities
4. Partnership between universities and NGOs: what can they learn from each other?
 - in training professionals for the non-profit sector.
5. Rankings and rankings: do they measure impact of universities on society enough?
6. Future of business schools: engagement, innovation, and impact.
7. Trends of modern Kazakhstani university: how to become a territory of meanings?
8. "Service learning" as a tool for development of social and civic activity of youth.
9. Volunteering as part of the development of civic responsibility among youth.

❑ **Host:** Almaty Management University (AlmaU)

❑ **Date:** November 9, 2018

❑ **Venue:** AlmaU, Knowledge Building, Rozybakiev str. 227, Almaty, Kazakhstan

❑ **Organizer:** The Civic Alliance of the Republic of Kazakhstan

❑ **Co-organizers:**

❑ Ministry of Public Development of the Republic of Kazakhstan

❑ Ministry of Education and Science of the Republic of Kazakhstan

❑ The Association of Entrepreneurial Universities of the Republic of Kazakhstan

Join the conference and celebrate with us the 30th Anniversary of AlmaU, which is the pioneer in engagement with the civil society in Kazakhstan.